

September 27

# Board of Governors Retreat 2023



The University of Waterloo acknowledges that much of our work takes place on the traditional territory of the Neutral, Anishinaabeg and Haudenosaunee peoples. Our main campus is situated on the Haldimand Tract, the land granted to the Six Nations that includes six miles on each side of the Grand River.

# Welcome

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Our annual Retreat affords us the invaluable opportunity to come together, building off past Retreats, to focus on a key area of the University's development important to our progress at this time.

This year, our focus is on revisiting the institution's values and the broader work underway to evolve our organizational culture. The need to examine our values and shift our culture emerge from recent institutional assessments and the visioning exercise and consultations undertaken since early 2022, which led to the **Waterloo at 100** vision endorsed by the Board in April. Various groups and individuals across the community are being engaged as we revisit our values. At the Retreat we are excited to share with the Board what has emerged and to receive members' input and direction.

The University's continued success and impact depends on an enabling environment rooted in good governance. The work we will undertake on values and culture at Waterloo also connects directly to our goals for growing our capacity and effectiveness in good governance. We trust you will benefit from the important interactions and discussions that arise over the course of the Retreat, including with our Senators who will be joining us for lunch and our afternoon workshop on values and culture.

As we continue to advance our commitment to Indigenization, the Office of Indigenous Relations will be hosting a breakfast for Governors in their new space on campus and we encourage all Governors to visit. Following the breakfast, Governors will be participating in an interactive KAIROS Blanket Exercise which delves into the historic and contemporary relationship between Indigenous and non-Indigenous peoples in the land we now know as Canada.

We look forward to continuing this important and collective work together at the University of Waterloo.

Thank you for your attendance and active participation at this year's Retreat. We look forward to seeing you all very soon.

**Murray Gamble**  
Chair, Board of Governors

**Vivek Goel**  
President and Vice-Chancellor

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# Board of Governors

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## Membership

Chair: Murray Gamble

Vice-Chair: Jagdeep Singh Bachher

Secretary: Genevieve Gauthier-Chalifour

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### Ex-Officio

Chancellor: Dominic Barton

President: Vivek Goel

Regional Chair: Karen Redman

Mayor, Waterloo: Dorothy McCabe

Mayor, Kitchener: Berry Urbanovic

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### Community-at-Large

Mike Ashmore

Aubrey Basdeo

Linda Blair

Teresa Fortney

Murray Gamble

Russel Hiscock

Bilal Khan

John Saabas

Jagdeep S Bachher

Kevin Strain

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### Lieutenant Governor in Council

Michael Eubanks

Andre Hladio

Dan Weber

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### Staff

Nancy Heide

Jennisha Wilson

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### Faculty

Nasser Abukhdeir

Marc Aucoin

Rob Gorbet

Kristiina Montero

Ellen MacEachen

David Porreca

Stanley Woo

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### Undergraduate Students

Catherine Dong

Rory Norris

Asher Scaini

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### Graduate Students

Jack deGooyer

Neela Hassan



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**WATERLOO**

# Agenda

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September 27th - Afternoon - Federation Hall

12pm - Lunch \*

1pm - University of Waterloo Values and Culture\*

Welcome - Vivek Goel

Building Culture in a Decentralized Environment - Linda Blair and Michael Dorr

Institutional Values Exercise - Melanie Will

3.15pm - Wrap-up - Vivek Goel

\* Governors will be joined by Senators and Executive Council Members

## Getting around Campus

### Federation Hall

#### Parking

If you have a G permit

M Lot - Please display your G permit

If you don't have a G permit, please use:

M Lot - Pay and Display or

V1 Lot - Pay using the App

# Values and Culture

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**Linda Blair** is the Chief Experience Officer of Deloitte Canada and a member of the firm's Executive Leadership Team. In this role she has successfully navigated the firm through several high-profile strategic change initiatives, most recently leading the firm's nation-wide pandemic response envisioning and spearheading the next evolution of the future of work. She is well versed in all aspects of large-scale program execution, with an established specialization within health services and life sciences.

Linda is a champion for community involvement, and cares deeply about giving back. She has spent time as an Adjunct Professor at the University of Toronto and has enjoyed her time spent serving on several non-profit and hospital boards. Linda was recognized as one of Canada's Top 100 Most Powerful Women in 2018, and one of the Top 50 Women Leaders in Consulting globally in 2022.



**Michael Dorr** is the AVP of Marketing & Brand Strategy at the University of Waterloo. With over 20 year's of leadership experience in the field of Marketing, Analytics and Market Research, Michael has a passion for people, creativity and analytical thinking. Michael holds an MBA from the Rotman School of Management, University of Toronto, and is a proud alumnus of the University of Waterloo, Bachelor Mathematics (co-op).



**Melanie Will** is the Director of Organizational and Human Development here at the University of Waterloo. She brings over twenty years of experience in the post-secondary education sector and specializes in group process facilitation, leading learning and development programs and providing strategic guidance to leaders. Melanie is committed to positively contributing to the employee culture at the University of Waterloo through leading her team to advance and support the personal and professional growth of employees to reach their highest potential. Melanie holds a Bachelor of Arts from the University of Waterloo, a Bachelor of Education from the University of Ottawa and a Masters of Education from Memorial University.