

September 26 - 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. More information about the KAIROS Blanket Exercise is included with this agenda package.

From our facilitators, we have the following points for you to note:

- This will be an interactive session and will require approximately 50 minutes of standing. We will have accommodations available with chairs.
- We require indoor footwear, slippers, or sock feet for the Blanket Exercise. No wet or dirty footwear please.
- Please note that as part of this workshop a smudging ceremony will take place. If you have scent sensitivities, please connect with [Diana Goncalves](#).

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

Mayor, Waterloo: Dorothy McCabe

President: Vivek Goel

Mayor, Kitchener: Berry Urbanovic

Regional Chair: Karen Redman

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### Community-at-Large

Mike Ashmore

Murray Gamble

John Saabas

Aubrey Basdeo

Russel Hiscock

Jagdeep S Bachher

Linda Blair

Bilal Khan

Kevin Strain

Teresa Fortney

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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

Kristiina Montero

David Porreca

Marc Aucoin

Ellen MacEachen

Stanley Woo

Rob Gorbet

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### Undergraduate Students

Catherine Dong

Rory Norris

Asher Scaini

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### Graduate Students

Jack deGooyer

Neela Hassan



# Agenda

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## September 26th - Evening - St. Jerome's University

5:30 pm - Fireplace Lounge - Hors d'oeuvres

6:00 pm - Sr Leon White Room - Dinner

Keynote speaker - Dr. j wallace skelton moderated by Dr. Christine McWebb

## September 27th - Morning

8:30 am - Office of Indigenous Relations\* - Breakfast\*\*

9:40 am - Federation Hall - KAIROS Blanket Exercise

Facilitated by Sara Anderson, Jean Becker, Myeengun Henry and Melissa Ireland

\* EC5 - Office 4201

\*\* Secretariat staff will be available as walking guides to assist members in travelling from EC5 to Federation Hall at 9:15am

## 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

# Keynote

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**Dr. skelton** holds a Ph.D. and Master's of Education from the University of Toronto and a Bachelor of Arts (Honours) from York University. j's research interests include co-research with children, supporting the agency of children, strength-based research and creating climates where two-spirit, trans and nonbinary children and youth can thrive. j's part of a national team researching the experiences of parents and caregivers who advocate for

their trans and nonbinary youth so we can better support them supporting their children. In July, j's teaching a graduate course on Creating Climates of Gender Justice.

**Dr. Christine McWebb** is professor of French Medieval Literature and Digital Humanities and currently serves as the founding Associate Vice-President, Faculty Planning and Policy. Prior to her current leadership role, she was the director of the University of Waterloo Stratford School of Interaction Design and Business and held various other administrative roles, such as interim Associate Vice-President, International Operations at the University of Waterloo. Before joining the Department of French Studies at the University of Waterloo in 2003, she worked as Assistant Professor in the Department of Modern Languages and Cultural Studies at the University of Alberta.



# KAIROS Blanket Exercise

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The **KAIROS Blanket Exercise (KBE)** is an experiential teaching tool based on participatory popular education methodology that explores the historic and contemporary relationship between Indigenous and non-Indigenous peoples in the land we now know as Canada. Created in 1997 by the Aboriginal Rights Coalition (ARC), a precursor to KAIROS, the KBE was initially meant to introduce Canadians to the major themes and findings of the Royal Commission on Aboriginal Peoples (RCAP). The Coalition brought together Elders, Indigenous educators, and allies who wanted to make sure that RCAP and its recommendations were not shelved and forgotten. The KBE is built on the foundation of these long standing, collaborative initiatives, and relationships between Indigenous and non-Indigenous peoples to raise awareness of continuing injustices and impacts of colonization, and to promote further learning. For over two decades, ARC and now KAIROS have guided its ongoing development with the leadership of Elders and Indigenous facilitators across this land.

The KAIROS Blanket Exercise is an experiential teaching tool based on participatory popular education methodology and the major themes and findings of the 1996 Royal Commission on Aboriginal Peoples. Participants step onto blankets representing the land, and into the role of First Nations, Inuit and later Métis peoples. Facilitators read the script and assume the role of Narrator and European explorers and settlers. The exercise builds awareness and understanding of our shared history as Indigenous and non-Indigenous peoples in Canada by having participants literally walk through situations that include pre-contact, treaty-making, colonization and resistance. Participants are drawn into their roles by reading scrolls and carrying cards which ultimately determine their outcomes. By engaging on an emotional and intellectual level, the KAIROS Blanket Exercise effectively educates while increasing empathy. It reaches both the mind and the heart. It is contributing to a movement for reconciliation through education across the country.

# 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.



# Useful links

## Getting Around Campus

### St. Jerome's University

#### **Parking**

For the Board Retreat Dinner please park in D Lot, under Needles Hall. [Click here](#) for more information.

### **Office of Indigenous Relations**

#### **Building EC5 - Office 4201**

#### **Parking**

##### **If you have a G permit**

Use any of the lots adjacent to EC5 or Q Lot.  
Please display your G permit.

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

Q Lot - Pay and Display

Secretariat staff will also be available as walking guides to assist members in travelling from EC5 to Federation Hall at 9:15am.

### **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