



# Senate Long Range Planning Committee

November 13, 2024

1:30 - 3:00 p.m.

Needles Hall

NH 3318 / Zoom option

Waterloo Campus

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Meeting Book - Senate Long Range Planning Committee 2024-11-13

AGENDA

OPEN SESSION

1:30 p.m.	1. Approval of the Agenda and Minutes	Decision	
	1.1 Declarations of Conflict of Interest		
	1.2 Approval of the Agenda	Decision	
	1.3 Minutes of the September 11, 2024 Meeting	Decision	
	1.4 Business Arising from the Minutes	Information	
	Memo, item 1.1-1.4		3
	2. Chair's Remarks	Information	
	2.1 Planning for the Upcoming Cycle of SLRP	Discussion	
1:45 p.m. (30 min)	3. Presentation - University of Waterloo Campus Plan Update	Discussion/Information	
	4. Cross-Institutional and Multidisciplinary Initiatives— Briefings and Discussion		
2:15 p.m. (15 min)	4.1 Cross-Faculty Master's Co-Supervision Initiative in Data and Computation	Discussion / Information	
2:30 p.m. (15 min)	4.2 Collaborative Master's Program in Health Technologies	Discussion / Information	
2:45 p.m.	5. Consideration of Restructuring of Senate Long Range Planning Committee	Discussion	
	Covering report and slide deck		7
	6. Other Business		
	7. Next Meeting: March 26, 2025 from 1:30-3:00p.m.		

**For Information**

**Open Session**

**To:** Senate Long Range Planning Committee

**From:** Secretariat

**Agenda Item Identification:** 1. Approval of the Agenda and Minutes

### **1.1 Conflict of Interest**

Members are invited to declare any conflicts related to the open session agenda at this time. Should a conflict of interest arise during discussion, members are asked to declare a conflict of interest as it arises.

The Secretariat can provide guidance regarding potential conflicts of interest in advance of or during the meeting.

Documentation Provided:

- Excerpt from Senate Bylaw 1, section 8

### **1.2 Approval of the Agenda**

**Motion:** To approve the agenda as presented/amended

### **1.3 Minutes of the September 11, 2024 Meeting**

**Motion:** To approve the minutes of the September 11, 2024 meeting, as distributed/amended.

Documentation Provided:

- Minutes of the September 11, 2024 Meeting

### **1.4 Business Arising from the Minutes**

Item 2.1 'Planning for the Upcoming Cycle of SLRP' follows from the discussion at the September 2024 meeting.

# Excerpt from Senate Bylaw 1

## 8. Declarations of conflict of interest

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8.01	At the beginning of each meeting of Senate or any of Senate’s committees or councils, the chair will call for members to declare any conflicts of interest with regard to any agenda item. For agenda items to be discussed in closed session, the chair will call for declarations of conflict of interest at the beginning of the closed portion of the meeting. Members may nonetheless declare conflicts at any time during a meeting.
8.02	A member shall be considered to have an actual, perceived or potential conflict of interest, when the opportunity exists for the member to use confidential information gained as a member of Senate, or any of Senate’s committees or councils, for the personal profit or advantage of any person, or use the authority, knowledge or influence of the Senate, or a committee or council thereof, to further her/his personal, familial or corporate interests or the interests of an employee of the university with whom the member has a marital, familial or sexual relationship.
8.03	Members who declare conflicts of interest shall not enter into debate nor vote upon the specified item upon which they have declared a conflict of interest. The chair will determine whether it is appropriate for said member to remove themselves from the meeting for the duration of debate on the specified item(s).
8.04	Where Senate or a committee or council of Senate is of the opinion that a conflict of interest exists that has not been declared, the body may declare by a resolution carried by two-thirds of its members present at the meeting that a conflict of interest exists and a member thus found to be in conflict shall not enter into debate on the specified item upon which they have declared a conflict of interest. The chair will determine whether it is appropriate for said member to remove themselves from the meeting for the duration of debate on the specified item(s).

**University of Waterloo**  
**SENATE LONG RANGE PLANNING COMMITTEE**  
**Minutes of the meeting held September 11, 2024**  
**[in agenda order]**

**Present:** Nasser Abukhdeir, Paul Fieguth, Mark Giesbrecht, Vivek Goel, Mike Grivicic (secretary), Ondrej Lhotak, Lili Liu, Shana MacDonald, Kristiina Montero, Kirsten Muller, Everett Patterson, Jacinda Reitsma, James Rush (chair), Siva Sivothythaman, Alexie Tcheuyap, Diana Vangelisti, Johanna Wandel, Mary Wells, Clarence Woudsma

**Absent:** Charmaine Dean, Catherine Dong, Rob Gorbet, Chris Houser, Katie Traynor

**Resources/Guests:** Jean Becker, Melissa Benjamin, Ashley Day, Genevieve Gauthier-Chalifour, Andrea Kelman, Beth Namachchivaya, Fayaz Noormohamed

**Organization of Meeting:** James Rush took the chair, and Mike Grivicic acted as secretary. The secretary advised that due notice of the meeting had been given, a quorum was present, and the meeting was properly constituted. The chair welcomed members to the meeting.

### **1. DECLARATIONS OF CONFLICT OF INTEREST**

No conflicts of interest were declared.

### **2. MINUTES OF APRIL 10, 2024 MEETING AND BUSINESS ARISING**

A motion was heard to approve the minutes as distributed. Carried by consensus.

### **3. CHAIR'S REMARKS**

Rush welcomed new members of the committee, and provided remarks: directions received from the province through Bill 166, Strengthening Accountability and Student Supports Act, 2024 directives, including the student mental health directive, anti-racism and anti-hate directive, and cost of educational materials directive; these provincial directives will impact the University both operationally and organizationally, and may precipitate issues that are brought forward to this committee and to Senate; anticipate bringing matters related to SMA 4 through SLRP; this committee will continue to hear about cross-institutional and multi-disciplinary initiatives in line with its coordinating role.

### **4. CROSS-INSTITUTIONAL AND MULTIDISCIPLINARY INITIATIVES—BRIEFING AND DISCUSSION**

**a. Global Futures Capstone Experience / iCapstone.** Mary Wells provided a presentation: genesis and development of this capstone experience, and specific intent to align with the identified global futures; the Future Cities Institute played an important role in liaising with external stakeholders; launch in Fall 2024 with the theme of "Building Healthy, Prosperous, and Sustainable Cities", with 120 students and a diversity of partners; one aim is to learn iteratively as these offerings progress with time, and to align with other global futures themes; acknowledgement and thanks for seed funding from the interdisciplinary initiatives fund. Members discussed: significant enthusiasm for this offering is seen amongst students, and student are keen for the opportunity to interact with students in other Faculties; learning to navigate barriers to success e.g. scheduling; for future iterations, potential to scale outward and add partners, but currently focused on nurturing this offering to maturity.

**b. Futures Cities.** Leia Minaker provided a presentation: rapid urbanization and increased growth are bringing multiple interconnected challenges to cities; importance of embracing complexity and humility in approaching these challenges, and to have the courage to have difficult conversations in tackling challenges head-on; overview of the Future Cities Institute, and three major areas of focus for the institute are (1) training and capacity building, (2) research, and (3) knowledge mobilization; aim to catalyze the institute's priority research areas in alignment with the five global futures. Members discussed: the new hospital will provide a natural opportunity for research and to drum up interest in the institute; potential to leverage experiential education toward the concept of a "teaching city", similar to the concept of a teaching hospital; metrics for success for the institute would include successful connections and application of knowledge, policy impact, and engagement with other research clusters.

### **5. PLANNING FOR THE UPCOMING CYCLE OF SLRP**

Following discussion from the previous meeting, the committee discussed: importance of the coordinating role and of fostering information sharing to adopt innovative approaches; alignment with work being done on integrated planning and budgeting; the greatest driver (and threat, simultaneously) to the University's growth prospects as an institution is enrollment trends; the committee will require fluency in certain technical topics

to discuss certain key issues e.g. SMA 4; it will be important to define what long-term is intended to mean e.g. 5, 10, 15 years; any of the memo topics can be considered, along with deferred maintenance and the impact on research and teaching.

Rush indicated that in advance of the next meeting, he and Goel will map out prospective items based on their importance and timing, to be presented for consideration at the next meeting.

**6. OTHER BUSINESS**

There was no other business and the committee moved into confidential session. The minutes of the confidential session on June 3, 2024 were approved by consensus.

The next meeting of the committee is scheduled for Wednesday November 13, 2024 from 1:30-3:00 p.m.

October 18, 2024

Mike Grivicic  
Associate University Secretary

**For Information**

**Open Session**

**To:** Senate Long Range Planning Committee

**From:** Secretariat

**Agenda Item Identification:** **5. Consideration of Restructuring of Senate Long Range Planning Committee**

### **Background**

In 2022, Senate endorsed recommendations of the [Senate Governance Review](#), which included recommendations to review Senate's committee and council structure and recommend changes (#22), ensure committees and councils act as a forum to discuss strategic issues (#24), direct the committees and councils to review their terms of reference, membership, mandate and make recommendations for improvement (#28).

In Winter 2023, the Senate Long Range Planning Committee held an initial discussion regarding its terms of reference, focused primarily on the scope of the committee's mandate. Observations at the time focused on membership considerations, the need for greater specificity in mandate, and opportunities to operate more strategically and provide input on key strategic priorities. The length of time since its bylaws were last reviewed, and evolution of the University since the Committee's initial establishment were also noted. No further review of terms of reference was undertaken at the time.

### **Further Review and Opportunity**

Considering the above and the recent changes and evolution of institutional planning and budget processes, it is timely for the Committee to revisit its mandate and membership and consider whether it continues to meet the needs of Senate and the University, or if an alternative model may be considered.

Specifically, the Committee may wish to consider whether a combined mandate of the Long Range Planning and Finance committees would offer greater opportunity to leverage synergies with respect to mandates and membership of each, reduce duplication of effort, and support internal changes to align resources and plans with the academic priorities of the University.

The enclosed presentation reflects a recent environmental scan of U15 institutions and models for Senate oversight of planning and budget activities, and is provided to help inform discussion and options for consideration.

### **Next Steps**

The Committee will be invited to discuss options for consideration at the meeting. A parallel discussion is planned for the Senate Finance Committee at its upcoming meeting, following which the Secretariat will bring forward proposed revisions for the consideration of each committee, as appropriate and based on discussions.

# SENATE PLANNING AND BUDGET OVERSIGHT

## Environmental Scan

11/7/24





# Overview

As part of ongoing governance improvement efforts and follow-up from the Senate Governance Review, the Secretariat continues to support assessment of Senate committee/council mandates and membership, including for the Senate Long Range Planning Committee (SLRP) and the Senate Finance Committee (SFC).

In light of the recently established Integrated Planning and Budget Office (IPB), and identified synergies with respect to mandate and membership of SLRP and SFC, it may be timely to assess each for currency and the potential to combine mandates with a view to more robust and integrated oversight of institutional planning and finances.

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The purpose of the environmental scan is to provide both SLRP and SFC with a snapshot of how other U15 institutions govern budget and planning activities.

The scope of the environmental scan included a review of the U15 websites for Board, Senate and Operational Committee structures, terms of reference and agendas to determine where mandates for budget and planning were delegated.

The following is for consideration and to help inform discussion of an appropriate model for Uwaterloo.

# Key Guiding Documents – Relevant Excerpts

- **Waterloo at 100**

- CO-ORDINATE AND COLLABORATE

- *To unlock the full potential of our university, we will create a culture of coordination and collaboration both within and beyond our institution. Models that served us well in early days of rapid growth have often resulted in siloed activities. Today, we operate in a complex environment that requires teams to work together across many units internally and with external partners globally and locally. We need to find ways to co-ordinate, collaborate and co-create to build an empowered organizational culture with an emphasis on accountability, nimbleness and impact. This cultural shift will also mean instilling collaboration as a mindset and skill in our students and valuing collaborative connections with community and global partners.*

- **Report of Provost’s Advisory Committee on Building a Resilient University of Waterloo**

- SHIFT OUR CULTURE TOWARDS “ONE UNIVERSITY”

- GOVERNANCE ADMINISTRATION AND DECISION MAKING (THE COORDINATED UNIVERSITY)

- *Review internal governance and administrative structures (e.g., internal committees, working groups, and councils) to understand pathways for operating in a desired state of empowerment and better coordination, including standardized process development and operating procedures.*

# U Waterloo Senate Committee Mandates (SLRP/SFC)

## Long Range Planning Committee

1. To make recommendations to Senate in all matters pertaining to the co-ordination of the planning of the academic, physical, and operational development of the university and the achievement of a planned rate and scope of such development.
2. To receive from the president, for consideration, study and review, on behalf of Senate, plans for the development of the university and to make recommendations to Senate thereon.
3. To undertake such studies as Senate may designate from time to time.
4. To report to Senate, as expeditiously as possible, with respect to the conduct of such matters as shall be delegated by Senate to the committee from time to time.

## Finance Committee

1. To consider, study, and review all matters pertaining to the financial operations of the university and to make recommendations to Senate thereon.
2. To consider, study, and review the general policies governing the internal allocation of the university's financial resources and to make recommendations to Senate thereon.
3. To receive each year from the vice-president, academic & provost, for consideration, study, and review, on behalf of Senate, a detailed operating budget for the university and to make recommendations to Senate thereon.

# U Waterloo Senate Committee Composition (SLRP/SFC)

## Long Range Planning Committee

### *Ex Officio*

- The president of the university.
- The vice-president, academic & provost, who shall chair this committee.
- The vice-president, administration & finance.
- The vice-president, research and international.
- The associate vice-president, graduate studies and postdoctoral affairs.
- The deputy provost, integrated planning and budgeting.
- The dean of each faculty.

### *Elected*

- One elected faculty member of Senate from each faculty and one faculty member of Senate from the affiliated and federated institutions of Waterloo.
- One member from the Board of Directors of the Faculty Association of the University of Waterloo.
- Three members of Senate from the elected student members, at least one of whom shall be an undergraduate student and at least one of whom shall be a graduate student.
- One member of Senate from the community-at-large members of the Board of Governors.
- One member from among the alumni members of Senate.

## Finance Committee

### *Ex Officio*

- The president of the university, who shall chair this committee.
- The vice-president, academic & provost.
- The vice-president, administration & finance.
- The vice-president, research and international.
- The associate vice-president, graduate studies and postdoctoral affairs.
- The deputy provost, integrated planning and budgeting.
- The dean of each faculty.

### *Elected*

- One member from the community-at-large members of the Board of Governors.
- One elected faculty member of Senate from each faculty and one faculty member of Senate from the affiliated and federated institutions of Waterloo.
- Three members from the elected student members of Senate, at least one of whom shall be an undergraduate student and at least one of whom shall be a graduate student.
- One member from among the alumni members of Senate.

# U15 at a Glance

Overall, most U15 institutions have a singular standing committee of Senate with a mandate to oversee both budget and long-term planning activities. Where a Senate committee is absent, a Board Committee with such a mandate exists. In cases where only the Board holds the mandate to review and approve institutional budgets and planning activities, the Senate will receive at a minimum a budget presentation to provide input and recommendations to the relevant Board Committee (often Budget/Finance/Audit).

Only 1 of the U15 has a joint committee reporting to both Senate and the Board, whose mandate includes Budget and Integrated Planning (McMaster). There are also examples outside of the U15 in which Senate-specific committees exist with the mandate of Integrated Planning (University of Victoria).

Board Only (5)	Senate (7)	Joint Committee (1)
University of Alberta University of Calgary McGill University of Ottawa Queen’s University	University of British Columbia Dalhousie University University of Manitoba Universite de Montreal University of Saskatchewan University of Toronto University of Waterloo** Western University	McMaster

\*Universite Laval (no information available)

\*\*Separate Senate committees to oversee planning and budget

# Findings from the U15

## Senate Committees

### Traditional Budget and Academic Planning Mandates

- 7 of the U15 have Senate committees that have budget and planning under the same committee mandate. (UBC, Dalhousie, Manitoba, Montreal, Saskatchewan, Toronto, Western)
- Waterloo is the only U15 institution with separate Senate committees to oversee planning and budget activities

### Budget + Integrated Planning + Strategy

- 3 of the U15 have Senate budget and planning committees who's mandates also include strategy (i.e. strategic planning/strategic priority setting). (Western, Toronto, Dalhousie)
- They often combine a **true integrated planning framework** in which they look at long term financial, capital, operational/academic budgets and strategic plan priorities across multiple units
- These committees provide recommendations to the Board (Western [Board of Gov.], Toronto [Business Board], Dalhousie [President's Budget Advisory Committee])

# Findings from the U15 continued

## Board Committees

- Of the U15, 5 institutions did not have a Senate body with oversight of budget/planning. Instead, oversight is limited to Board committees (Queen's, Alberta, Ottawa, McGill, Calgary)
- 4 institutions have traditional Board budget and or finance/audit committees. (Alberta, Ottawa, McGill, Calgary)
- 1 institution has a Board committee with a mandate of planning, budgeting and **strategy** (Queen's)
- U Ottawa has a traditional Board Finance and Treasury committee, but an internal governance body (Administration Committee) oversees the development of the budget and establishes relevant financial policies for the approval of the Board of Governors.
- Calgary and Alberta have traditional Board Budget/Audit/Finance committees with **Senate receiving an annual budget presentation** for information
- McMaster has a joint committee of Senate and the Board of Governors (University Planning Committee)

# DISCUSSION AND NEXT STEPS



# APPENDIX: U15 FINDINGS

# University of Alberta

- Board has a Finance and Property Committee
- It also notes in General Faculties Council TORs that “the GFC will receive one annual information session on the budget” but otherwise no mention of financial budget/planning committees
- GFC Terms of Reference

# University of British Columbia

- The Senate Budget Committee shall “make recommendations to the President and to report to the Okanagan and Vancouver Senates at least annually concerning academic planning and priorities as they relate to the preparation of the University budget”
- In advising the President on the University budget, the Budget Committee may request information on any of the University’s fund accounts.
- Budget Committee Terms of Reference

# University of Calgary

- General Faculties Council: While not explicit in their mandate, they do annually receive a University Budget Planning item for discussion
- As noted in the Oct 2022 Board meeting minutes, budget development and engagement includes a "one-month consultation period in October to help guide the development of the budget parameters, including a town hall and meetings with other groups across campus, some of which have already taken place."
- Board Audit and Budget Standing Committees

# Dalhousie University

- Senate Planning and Governance Committee "provides oversight of university-level academic planning and priorities"
- Mandate includes:
  - University-level academic planning and priorities: Providing recommendations to Senate on university academic and strategic plans and priorities;
  - Providing recommendations to Senate, to the President's Budget Advisory Committee, and to the President and Provost on academic priorities guiding the deployment of resources.
- Planning and Governance Committee Terms of Reference

# University of Manitoba

- The Senate Planning and Priorities Committee mandate includes:
- Make recommendations to Senate regarding the following: a) the general allocation of University resources with respect to their desirability and efficiency
- On behalf of Senate advise and make recommendations to the President and report to Senate such actions regarding the following: a) all matters requiring prioritization including: (i) the prioritization of new or modified programs with significant resource requirements; (ii) capital programs; b) matters of policy relating to operating and capital budgets; c) matters that Senate or Senate Executive may refer to it for comment or advice
- Planning and Priorities Committee Terms of Reference

# McGill

- Board Finance Standing Committee - must have three elected Senate members
- Mandate of the Committee
  - The Committee assists the Board in fulfilling its governance responsibilities with respect to financial planning and major infrastructure projects in order to ensure the sound stewardship of the financial, physical and digital assets of the University.
  - Without limiting the generality of the foregoing, the Committee shall have functions delegated by the Board and functions subject to the approval of the Board.
- Finance Committee Terms of Reference

# McMaster University

- Joint Reporting: University Planning Committee with Budget subcommittee
- The University Planning Committee's fundamental mandate is to coordinate academic and resource planning so that the Senate and the Board may be assured that any proposal presented for approval has academic merit that supports the mission of the University and that resources necessary for the implementation of any proposal have been appropriately assessed.
- In this context the University Planning Committee shall:
  - review the Plan for the University annually, and recommend revisions to it as necessary, for approval by the Senate and the Board of Governors;
  - review, for recommendation to the Senate and the Board of Governors, major initiatives (including those which are part of submissions to external agencies) that have significant resource implications, providing comment on how the proposals fit within the University Plans
- University Planning Committee Terms of Reference

# Université de Montreal

- University Assembly Budget Committee (Senate eq.)
- The Budget Committee of the University Assembly has the following mandate:
  - (a) study the draft operating budget presented each year for information to the University Assembly, obtain any information deemed useful and make any relevant comments on this draft in anticipation of its presentation to the University Assembly, all in accordance with the statutes of the University of Montreal;
  - (b) submit to the University Assembly, for approval and transmission to the Planning Committee, any observations that may assist in the preparation of the subsequent operating budget.
- Budget Committee Terms of Reference

# University of Ottawa

- Board has a Finance and Treasury Committee that has budgetary and financial oversight responsibilities for the University as well as an oversight responsibility for the Long-Term Portfolio, its Treasury investments, and its liability structure.
- Administration Committee (Internal Governance) oversees the development of the budget and establishes relevant financial policies for the approval of the Board of Governors.
- The Administration Committee is responsible for the development of the Strategic Plan of the University and oversees its operationalization, and oversees the development of the budget, the capital plan
- Administration Committee Terms of Reference

# Queen's University

- Board Committee - Finance, Assets, and Strategic Infrastructure Committee
- The Finance, Assets, and Strategic Infrastructure Committee is formed to support and enhance the capacity of the Queen's University Board of Trustees to fulfil both its strategic responsibilities, and its fiduciary obligations to ensure the financial health of the University through oversight of the University's financial and capital planning, major capital and information technology projects, the integrity of the University's digital infrastructure, and associated risks.
- Committee Terms of Reference

# University of Saskatchewan

- University Council - Planning and Priorities Committee
- Review the physical and budgetary plans for the university and make recommendations respecting those matters to the President or Board, such as:
  - (a) Main elements of the comprehensive budget. (b) Budgetary implications of government funding requests. (c) Operating and capital budgetary matters, including infrastructure and space allocation issues. (d) Administrative structural changes and reorganizations.
- Board Audit and Finance Committee  
Also includes a long-term pro-active mandate on strategic issues
- Provost's White Paper on Integrated Planning

# University of Toronto

- Academic Board has a Planning and Budget Committee
- Specific areas in which recommendations are made to the Academic Board from the Planning and Budget Committee include:
  - policy on the organization of planning
  - statements of the University's mission or general objectives
  - statements of multi-year University principles and objectives for academic planning
  - long-range planning and/or (operating and capital) budget guidelines
  - strategic planning framework for research.
- Planning and Budget Committee Terms of Reference

# Western University

- Senate Committee on University Planning
- The Committee is the chief forum within Senate for critical appraisal and coordination of long-term strategic, capital and budget plans for the University and makes recommendations concerning these plans to Senate.
- To review and recommend to Senate the annual operating and capital budgets, ensuring that such budgets take into full consideration approved strategic priorities and plans. Based on this recommendation, Senate provides advice concerning these budgets to the Board of Governors through the President & Vice-Chancellor. To receive, for information and transmittal to Senate, reports on changes to operating expenditures as approved by the Board of Governors.