### OPEN SESSION

<table>
<thead>
<tr>
<th>TIMING</th>
<th>AGENDA ITEM</th>
<th>PAGE</th>
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<tbody>
<tr>
<td>3:30 p.m.</td>
<td><strong>1. Minutes of 5 September 2023 and Business Arising</strong></td>
<td>3</td>
<td>Decision</td>
</tr>
<tr>
<td>(5 min)</td>
<td>To approve the minutes as distributed/amended.</td>
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<tr>
<td>3:35 p.m.</td>
<td><strong>2. Approval of Membership to Senate Committees and Councils</strong></td>
<td>5</td>
<td>Decision</td>
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<tr>
<td>(5 min)</td>
<td>To recommend that Senate elect Helena Shilomboleni as a member of Senate</td>
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<td>Undergraduate Council, term to 30 April 2024.</td>
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<td>3:40 p.m.</td>
<td><strong>3. Senate Governance Review Recommendation: Senate Undergraduate Council</strong></td>
<td>7</td>
<td>Decision</td>
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<td>(10 min)</td>
<td>- Curriculum Subcommittee</td>
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<td>To recommend that Senate endorse the establishment of a term-limited pilot of</td>
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<td></td>
<td>a curriculum subcommittee for Senate Undergraduate Council, as described in</td>
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<td></td>
<td>this report.</td>
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<td>3:50 p.m.</td>
<td><strong>4. Draft 23 October 2023 Senate Agenda</strong></td>
<td>13</td>
<td>Decision</td>
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<td>(20 min)</td>
<td>To approve the 23 October 2023 Senate agenda, as presented/amended.</td>
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<td>a. Feedback on Faculty Update Presentation, September 2023 Senate</td>
<td></td>
<td>Discussion</td>
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<td>4:10 p.m.</td>
<td><strong>5. Other Business</strong></td>
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<td><strong>6. Next Meeting: Monday 13 November 2023 from 3:30 – 4:30 p.m.</strong></td>
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<td>*Note to SEC members: the Chancellor Nominating Committee meeting will</td>
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<td></td>
<td>immediately follow this meeting.*</td>
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3 October 2023

Mike Grivicic
Associate University Secretary
University of Waterloo  
SENATE EXECUTIVE COMMITTEE  
Minutes of the 5 September 2023 Meeting  
[in agenda order]

Present: Jeff Casello, Joan Coutu, Laura Deakin, Jack deGooyer, Catherine Dong, Vivek Goel (chair), Mike Grivicic (secretary), Christiane Lemieux, Carol Ann MacGregor, Rory Norris, David Porreca, Mary Robinson, James Rush, Sharon Tucker

Absent: Luke Potwarks*, Clarence Woudsma  
*regrets

Guests: Jenny Flagler-George, Genevieve Gauthier-Chalifour, Diana Gonçalves, Andrea Kelman

1. MINUTES OF THE 5 JUNE 2023 MEETING
A motion was heard to approve the minutes as distributed. Porreca and Coutu. Carried.

2. MINUTES OF THE 12 JUNE 2023 MEETING
A motion was heard to approve the minutes as distributed. Porreca and Norris. Carried.

3. BUSINESS ARISING FROM THE MINUTES
a. Results of e-poll re: UCSA membership (see draft 18 September 2023 Senate Agenda, item 5a). This item was received for information.

b. Results of Senate Effectiveness Survey. Goel remarked that several actions are planned or underway arising from the Senate Governance Review which align with the themes and observations within this report. The results of the survey will be forwarded to Senate for information.

4. DRAFT 18 SEPTEMBER 2023 SENATE AGENDA
Goel highlighted a number of items in the draft agenda: the territorial acknowledgement will be read by the Dean of Arts and will be rotated amongst the deans each meeting, and thereafter we will be seeking volunteers for each meeting’s acknowledgement; the president’s report will be coordinated with an operational update from the provost, and will include an update on steps taken in response to the Hagey Hall attack among several other topics; the Faculty Update Presentation will rotate each meeting among the six Faculties and aims to update Senate on activities related to the Faculties’ strategic priorities (SEC feedback will be sought regarding the format of the updates and any adjustments that may be desirable); for the VPRI report in the consent agenda, the embargo will be lifted for all names related to the Royal Society of Canada in time for the Senate meeting; a revision will be made to the preamble in item 16 for the Senate agenda. Members discussed the switch from Teams to Zoom for the online portion of the Senate meeting, and it was noted that Zoom was found to have a simpler technical integration for external members. Members discussed the impending start of the new term and observed that safety information for inclusion in course syllabi and for TAs has been forthcoming only recently, with Goel indicating that the Safety Office has developed key messages and that this topic will be addressed at Senate.

A motion was heard to approve the 18 September 2023 Senate agenda, as amended. Casello and Porreca. Carried.

5. OTHER BUSINESS
With no other business, the meeting was adjourned.

11 September 2023  
Mike Grivicic  
Associate University Secretary
For Approval

To: Senate Executive Committee

Sponsor: Vivek Goel, President and Vice-Chancellor
Contact Information: president@uwaterloo.ca

Presenter: Vivek Goel, President and Vice-Chancellor
Contact Information: president@uwaterloo.ca

Date of Meeting: October 10, 2023

Agenda Item Identification: 2. Approval of Membership to Senate Committees and Councils

Recommendation/Motion:

To recommend that Senate elect Helena Shilomboleni as a member of Senate Undergraduate Council, term to 30 April 2024.

Summary:

There is a vacancy on the Senate Undergraduate Council for the member of the faculty from the Faculty of Environment. The Dean of Environment recommends Helena Shilomboleni as the nominee, to complete the remainder of the term, which ends 30 April 2024.

At the Senate meeting further nominations will be accepted from the floor. Should there is more than one name for the position, an electronic election will follow the meeting.

Jurisdictional Information:

As provided for in Senate Bylaw 2, section 1.04, Senate Executive Council is empowered:

e. To present to Senate, normally at the last regular meeting in the academic year in April, a list of nominations for the committees and councils of Senate.

Governance Path:

Senate Executive Committee (mm/dd/yy): 10/10/23

Senate approval date (mm/dd/yy): 10/23/23
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For Recommendation

To: Senate Executive Committee

Sponsor: David DeVidi, Associate Vice-President, Academic
Contact Information: david.devidi@uwaterloo.ca

Presenter: David DeVidi, Associate Vice-President, Academic
Contact Information: david.devidi@uwaterloo.ca

Date of Meeting: October 10, 2023

Agenda Item Identification: 3. Senate Governance Review Recommendation: Senate Undergraduate Council - Curriculum Subcommittee

Recommendation/Motion:

To recommend that Senate endorse the establishment of a term-limited pilot of a curriculum subcommittee for Senate Undergraduate Council, as described in this report.

Summary:

In response to the request that came out of the Senate Governance Review the Senate Undergraduate Council (SUC) has engaged in a review of its terms of reference and is bringing forward recommendations to Senate Executive Committee following a series of strategic discussions that occurred from December 2022 to April 2023.

Following these strategic discussions, SUC does not see the need for drastic changes to its terms of reference. SUC did observe that the current organization of its work does not devote enough time to a range of topics that Senate has deemed to be SUC business including the following: the creation of flexible course scheduling options; definitions of various digital instructional modalities; open enrolment; Teaching Incubator projects; Undergraduate Degree Level Expectations; the value and mechanisms for recognizing co-curricular activities; and a Learning Strategy parallel to the Digital Learning Strategy. With some straightforward refinements to the organization of SUC's work, the University would be able to derive greater benefit from the body. SUC therefore proposes the following recommendations, which will make better use of the time and talents of SUC members while still ensuring that due attention is paid to the curricular role that has dominated SUC meetings for many years:

a. That Senate endorse the establishment of a one-year pilot of a SUC Curriculum Subcommittee to approve routine curricular submissions. As a pilot project and without direct empowerments, the subcommittee will make recommendations to SUC rather than SUC delegating authority to approve on its behalf. It is anticipated that these recommendations will be accepted frequently enough that the Registrar could
begin the work of implementing changes for the next publication of the calendar at this stage rather than waiting for final SUC approval. Most recommendations will be on the consent agenda, with only new programs, major modifications, and “matter of controversy that might arise” on SUC’s regular agenda. As such, SUC meetings would reduce the overall time devoted to curriculum items while maintaining an effective distribution of workloads in the Registrar’s Office. A detailed proposal for the remit of the piloted SUC Curriculum Subcommittee is included with this report.

b. Anticipating a successful trial period, SUC would prepare a recommendation to Senate for an amendment to Bylaw 2 to permanently enshrine the SUC curriculum Subcommittee and to delegate decision-making authority on many curricular matters to the Subcommittee, with reporting of Subcommittee decisions to SUC. The prospective bylaw amendment would aim to increase the delegation of authority to SUC to allow approval of academic regulations for undergraduate programs and as well as approving major modifications of programs, as defined by the University’s Institutional Quality Assurance Process

- Changes to academic regulations routinely are approved by Senate agenda through the consent agenda
- Despite being classified as major modification, most such amendments of academic plans are approved without controversy at Senate
- Notwithstanding the proposed delegations of authority, SUC would nevertheless be guided by its terms of reference that: “Any matter of controversy that might arise may be referred to Senate.”

c. That Senate encourage Faculty Councils to align their schedules with the work of the curriculum Subcommittee pilot. This will help to smooth workflows between the Faculties and SUC, and mitigate avoidable delays in the processes

As a separate but related point, SUC will also be making the following changes to the organization of its business as a result of reviewing its terms of reference, which are presented for information as they do not require bylaw changes or the approval of Senate:

1. Establish a consent agenda for SUC meetings to handle routine information items and approvals
2. Reduce the number of meetings scheduled annually, perhaps from ten to six, anticipating that most curricular items will be approved via the SUC consent agenda at three meetings per year. This will liberate sufficient space and time on SUC agendas to focus on other strategic issues related to the University’s academic mission. Additional meetings may be scheduled as required.

**Jurisdictional Information:**

As provided for in [Senate Bylaw 2](#), section 1.04, Senate Executive Council is empowered:

- g. To receive and review the reports and recommendations of all committees and councils, prior to their presentation to Senate and to make at its discretion recommendations to Senate thereon.
Senate Undergraduate Council

Governance Path:

Senate Undergraduate Council approval date (mm/dd/yy): 04/11/23

Senate Executive Committee (mm/dd/yy): 10/10/23

Senate approval date: Two readings to approve the prospective bylaw amendments, in Fall 2024

Previous Action Taken:

Senate endorsed the recommendations of the Senate Governance Review at its meeting on June 20, 2022, which included the following two recommendations:

28. Direct the committees and councils to review their terms of reference, membership, and what is delegated to them, and make recommendations for improvements. They also should consider ways to enable strategic discussions at meetings and explore options regarding chair-ships. Some recommendations to particular committees and councils:

...  

33. Both Councils:

- Reconsider what is sent to Senate for approval or information, and what is sent in the consent and regular reports

- Include greater detail and context for materials sent to Senate for decision (e.g., the nature of discussion at the meeting, the council’s assessment of the matter; explicitly what Senate is being asked to decide and why)

- Consider whether a curriculum committee/s should be created

New SUC Curriculum Subcommittee Pilot Proposal:

Membership:

1. Associate Vice-President, Academic (AVPA) [Chair]

2. The six Faculty Associate Deans for Undergraduate Studies (ADUs)

3. One SUC member from an Affiliated and Federated Institutions of Waterloo (AFIW) [this member will rotate between the AFIW represented at SUC, and the member will consult with representatives from other AFIW, as appropriate]
4. One Undergraduate student member of SUC
5. Editor, Undergraduate Calendar (UGC) [resource]
6. Coordinator, Quality Assurance (QA) [resource]
7. SUC Secretary [resource]

Proposed Initial Remit and Processes:

1. Currently, when curriculum submissions arrive from Faculties they are reviewed by the Editor, UGC, the Coordinator, QA, and the AVPA. The Editor identifies infelicities and arranges for correction at this early stage; the QA coordinator ensures that major and minor modifications are appropriately categorized; and the AVPA reviews the rationales and flags concerns. With new workflows, the QA review may be completed well before this stage. It remains to be seen whether it will continue to be sensible for the UGC Editor and the AVPA to review submissions in advance, or if practice may sensibly shift to distribute curricular submissions to subcommittee members as received.

2. Members of the subcommittee to review submissions in advance of SUC meetings, with scrutiny akin to that rendered by the ADUs:
   a. Discover clarifications/corrections
   b. Reach out to non-committee members as necessary in this process. This work can take place asynchronously and largely without the need for in-person meetings.
   c. Evolve practices to utilize workflows embedded within the new curriculum and calendar management system.

3. Once curricular submissions are revised and refined to address any issues with the submission, a vote will be taken ("Yes/no" on recommending the change to SUC). While the precise voting procedure is still to be determined, the aim will be to allow easy and efficient discourse and voting for committee members and will further aim to provide an automatic record of the result. Since a unanimous "yes" vote is currently the typical outcome at SUC, we anticipate that this will remain the normal result in the subcommittee, since required corrections will be made along the way.

4. It remains to be seen whether the subcommittee will meet synchronously; a synchronous meeting would be arranged where it would merit in light of the material under review, and it is anticipated that a period of experimentation will provide the necessary insight.

5. Impact on SUC meetings:
   a. The subcommittee would submit a report to recommend to SUC the unanimously approved courses and minor modifications, and this would be brought forward in the consent agenda. It is
anticipated that nearly all such curricular business would be handled in three (3) meetings over the course of the year

b. Where the subcommittee does not obtain unanimous approval, those curricular items would be brought forward to SUC for approval, with an item on the regular agenda for an SUC vote. It is anticipated that this would occur infrequently

c. The subcommittee would make recommendations to SUC to approve new program proposals, major modifications to programs, and regulation changes to SUC, with this business carried out in the regular agenda.

The net effect of the initial remit is for the subcommittee to de facto approve of all courses submissions and minor modifications, with the subcommittee making recommendations to SUC on the items of greater magnitude: academic regulations, major modifications of programs, and the establishment of new programs. The scrutiny and approval of curricular submissions is allocated rationally to streamline processes, and there continues to be provision for any SUC member to request that any item of business be discussed in greater detail at any time e.g. moving the item from consent agenda to regular agenda.

While this subcommittee only has one student on it, the ADUs confirm that there is significant student involvement on the Faculty-level committees through which proposals travel before arriving at SUC, and an increasing number of departments have student members on their curriculum/undergraduate affairs committees.

In reviewing current business practices, it appears that for almost all Faculties it will suffice for the Faculties to aim for three “target meetings” for their curricular submissions to be approved by SUC: October/November, January/February, and April/May. As such, it would be worthwhile to ask Faculties to align their business to allow the subcommittee to meet these target dates, and this further aligns with the recent moving of the publication date for the Undergraduate Calendar from February to April, as endorsed by Undergraduate Operations (UOps). This does not prohibit curricular submissions from appearing on the consent agendas of other regularly scheduled meetings.

**Prospective Future Amendments to Senate Bylaw 2 following a Successful Pilot:**

Recommended amendments to Senate Bylaw 2, are as follows:

(strikethrough = deleted text, underline = new text)

5.03 Powers and Duties of the Undergraduate Council

The Undergraduate Council shall consider all questions relating to the academic quality of undergraduate studies within the university and, without intending to restrict the generality of the foregoing, the Undergraduate Council shall,
Senate Undergraduate Council

a. Make recommendations to Senate with respect to rules and regulations for the governance, direction and management of undergraduate studies in the university.

b. Make recommendations to Senate with respect to new undergraduate programs/plans, and the deletion of undergraduate programs/plans, and major changes to undergraduate programs/plans.

c. On behalf of Senate, consider and approve all new undergraduate courses and academic regulations, the deletion of undergraduate courses, and proposed changes to existing undergraduate courses, and minor and major changes to programs and/or plans, and provide Senate with a summary of council's deliberations in this regard. Any matter of controversy that might arise may be referred to Senate.

d. Advise the vice-president, academic & provost on all matters relating to undergraduate studies.

e. Consider, study and review briefs on any aspect of undergraduate studies from members of the university.
# Senate Meeting

## Monday, 23 October 2023

### 3:30 P.M. EST

**NH 3407 / Zoom**

*Governing Documents and Resources*

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<tr>
<td>OPEN SESSION</td>
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<tr>
<td>3:30 p.m.</td>
<td>1. Territorial Acknowledgement (Chris Houser, Dean of Science)</td>
<td>Oral</td>
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<td></td>
<td>2. Conflict of Interest</td>
<td>Oral</td>
<td>Declaration</td>
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<td>3. Approval of the Agenda, and Approval of the Consent Agenda</td>
<td>Oral</td>
<td>Decision</td>
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<td>To approve the agenda as presented/amended, and to approve or receive</td>
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<td>for information the items on the consent agenda, listed as items 11-15 of</td>
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<td>the Senate agenda.</td>
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<td>4. Minutes of the 18 September 2023 Meeting</td>
<td>17</td>
<td>Decision</td>
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<td></td>
<td>To approve the minutes of the 18 September 2023 meeting as distributed/amended.</td>
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<td>5. Business Arising from the Minutes</td>
<td>Oral</td>
<td>Input</td>
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<td>a. Response to A. Kempf question following September meeting</td>
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<td>6. Senate Work Plan</td>
<td>23</td>
<td>Information</td>
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<td>3:40 p.m.</td>
<td>7. Report of the President</td>
<td>Oral</td>
<td>Information</td>
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<td>a. President’s Update</td>
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<td>3:55 p.m.</td>
<td>8. Faculty Update Presentation – Health (Lili Liu)</td>
<td>Oral</td>
<td>Information</td>
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<td>4:10 p.m.</td>
<td>9. Report – Senate Executive Committee</td>
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<td>a. Approval of Membership to Senate Committees and Councils</td>
<td>25</td>
<td>Decision</td>
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<td>That Senate elect Helena Shilomboleni as a member of Senate Undergraduate Council, term to 30 April 2024.</td>
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<td>4:15 p.m.</td>
<td>10. Report – Senate Long Range Planning Committee</td>
<td>27</td>
<td>Information</td>
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<td>a. Strategic Plan – Progress Report 2022-23 and Institutional Key Performance Indicators (Goel)</td>
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<td>4:35 p.m.</td>
<td>11. Report – Senate Finance Committee</td>
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<td>a. Update on University Operating Budget (Rush)</td>
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<td>NB: report to follow committee meeting on 5 October 2023</td>
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If you require assistance or need to convey regrets, please contact the Secretariat at senate@uwaterloo.ca
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| 4:55 p.m. (10 mins) | 12. Report – Senate Undergraduate Council  
   a. Senate Governance Review Recommendation: Senate Undergraduate Council – Curriculum Subcommittee  
   That Senate endorse the establishment of a term-limited pilot of a curriculum subcommittee for Senate Undergraduate Council, as described in this report. | 47 | Decision |
| 5:05 p.m. (5 mins) | **Consent Agenda**  
   *Motion: To approve or receive for information the items on the consent agenda, listed as items 13-16 of the Senate agenda* | | |
| | 13. Report – Senate Long Range Planning Committee | 53 | Information |
| | 14. Report – Vice-President, Research & International  
   a. Awards, Distinctions, Grants, Waterloo International Engagements | 55 | Information |
| | 15. Report of the Provost – Faculty Appointments, Leaves | 61 | Information |
| | 16. List of Graduands – Fall 2023 Convocation  
   NB: report to come forward on or around 20 October 2023 | Oral | Information |
| | 17. Other Business | Oral | Input |
| 5:10 p.m. (5 mins) | **CONFIDENTIAL**  
   Senators, Vice-Presidents, Secretariat and Technical Staff as required | | |
| | 18. Minutes of the 18 September 2023 Meeting  
   To approve the minutes of the 18 September 2023 meeting as distributed/amended. | 63 | Decision |
| | 20. Report of the President | Oral | Information |
| 5:15 p.m. (10 mins) | 21. Recommendation of the Chancellor Nominating Committee | ## | Decision |
| | 22. Other Business | Oral | Input |
| | 23. Adjournment | Oral | Input |

16 October 2023

Mike Grivicic  
Associate University Secretary  
Secretary to Senate

If you require assistance or need to convey regrets, please contact the Secretariat at senate@uwaterloo.ca
## Important Dates

<table>
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<tr>
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<tr>
<td>20-21 October 2023</td>
<td>Convocation</td>
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<tr>
<td>23 October 2023</td>
<td>Senate Meeting</td>
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<td>31 October 2023</td>
<td>Board of Governors Meeting</td>
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<tr>
<td>8 November 2023</td>
<td>Tech Horizons Executive Forum, hosted by WatSPEED (Toronto)</td>
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<tr>
<td>27 November 2023</td>
<td>Senate Meeting</td>
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If you require assistance or need to convey regrets, please contact the Secretariat at senate@uwaterloo.ca
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Guests: Aldo Caputo, Catherine Burns, Kristine Dalton, Randy Dauphin, Nenone Donaldson, Bernard Duncker, Donna Ellis, Becky Elming, Barbara Forrest, Anne Galang, Diana Goncalves, Jenny Flagger-George, Sarah Hadley, Michelle Hollis, Jennifer Kieffer, Nick Manning, Laura McDonald, Ian Milligan, Anton Mosunov, Mary Power, Ian Rowlands, Daniela Seskar-Hencic, Kathy Smidt, Allan Starr, Kerry Striker, Brandon Sweet, Anita Taylor, Sean Thomas, Nickola Voegelin, Tim Weber-Kraljevski, Glen Weppler, Sarah Willey-Thomas

Absent: Dominic Barton, Aubrey Basdeo, Judy Castaneda, Aiman Fatima, Murray Gamble, Neela Hassan, Narveen Jandu, Scott Kline, Peter Meehan, John Saabas, Labibah Salim J Ali, Marcus Shantz, Sivabal Sivaloganathan

OPEN SESSION

CHAIR’S REMARKS
The chair welcomed senators to the meeting. He acknowledged the terrible attack in Hagey Hall in June, and indicated that with the major impact on members across the entire Waterloo community a significant portion of this meeting will be allocated to reporting on actions undertaken and planned in response. He also acknowledged that September 15 marked one year since the tragic death of Mahsa Amini while in custody in Iran.

The chair welcomed Chris Houser to Senate as the new Dean of Science, also welcoming Genevieve Gauthier-Chalifour as the new University Secretary; he thanked Andrea Kelman for having served as Acting University Secretary for the past 10 months. He noted upcoming important dates: Rosh Hashanah is on September 15, the Fall Equinox is on September 23, and the National Day for Truth and Reconciliation is September 30.

1. TERRITORIAL ACKNOWLEDGEMENT
Sheila Ager offered a territorial acknowledgement along with a personal reflection. Goel observed that he and Jean Becker had an insightful and constructive visit to the Six Nations in August, and noted the university is proud to have taken the step of introducing the tuition waiver provision for eligible Indigenous students. He noted a number of events upcoming, including: the 20th annual Pow Wow on September 23; a renewal of the university's commitment to decolonization, Indigenization and reconciliation on September 29; this year's Black and Gold Fest event is aligned with the National Day for Truth and Reconciliation, with activities taking place September 26-30 on campus and also off campus in Waterloo, Toronto, Vancouver, Calgary, New York and London, UK.
2. **CONFLICT OF INTEREST**
Senators were asked to declare any conflicts they may have in relation to the items on the agenda. No conflicts were declared.

3. **APPROVAL OF THE AGENDA**
Members noted that 9(d) would be removed. A motion was heard to approve the agenda as amended. Hare and Porreca. Carried.

4. **MINUTES OF THE 19 JUNE 2023 MEETING**
A motion was heard to approve the minutes as distributed. Casello and DeVidi. Carried.

5. **BUSINESS ARISING FROM THE MINUTES**
There was no business arising.

6. **SENATE WORKPLAN**
This item was received for information.

7. **REPORT OF THE PRESIDENT**
   a. **President’s Update**
   Goel provided his report, including:
   
   - Following the June attack in Hagey Hall, the victims are recovering, the justice process continues for the assailant, and at town hall events members of the university community shared legitimate concerns on the aggressions, on safety in the classroom, and on the communications to the community
   - There has been considerable media attention on the issue of low housing availability for students, and Waterloo has recently announced a commitment to build a 500-bed residence as one way to address this multi-factor challenge (while continuing to work with the City of Waterloo and the Council of Ontario Universities)
   - Regarding international student visas, Universities Canada is working with Immigration, Refugees and Citizenship on a potential framework for trusted institutions
   - The university is developing plans to become smoke free, with a target date of 1 July 2024
   - Activities around the Trust in Research Undertaken in Science and Technology (TRuST) network
   - Recent announcement from the Royal Society of Canada of awards and honors for Waterloo faculty, with the society’s gala event to be held in Waterloo in November
   - Senators have been invited to join the afternoon portion of the upcoming Board of Governors retreat
   - Upcoming reopening of the University Club
   - Congratulations to Conrad Grebel University College on its 60th anniversary, and also to the United College GreenHouse on its 10th anniversary

   b. **Update from Vice-President, Academic and Provost**
   James Rush provided a presentation, including: an update on staff salary adjustment following the declaration of Bill 124 as being void and of no effect; the university continues discussions with CUPE on agreements with that group; housing availability for students continues to be a matter of focus, noting Waterloo’s student housing commitments and multipronged approach to addressing these issues with community partners; Waterloo’s international student enrollment has been relatively steady in recent years, with significant growth seen in the college sector. Members discussed: campus master plan will undertake a review and refresh, which can be shared at a future meeting; newly announced housing will proceed in the meantime; it may be
germane to consider a first-year housing guarantee for newly-arrived international graduate students; other models for student housing are being looked into beyond the classic residence model.

Paul Fieguth and Christine McWebb provided a presentation on the response to the June 28 attack in Hagey Hall, including: inventory of short, medium, and long-term actions completed or underway; review of WatSAFE app and alert system; posting of emergency protocols; movement of certain class schedule information behind a sign-in wall, which has been adopted by other institutions; development of a coordinated approach for addition of additional doors to classrooms, with clear criteria; upcoming plans for facilitated dialogue with 2SLGBTQIA+ community; training and curricular support for instructors; building awareness for members of the Board of Governors on social justice and related issues; development of expert speaker series leading to international conference in June 2024. Members discussed: some sentiment against science and engineering disciplines was observed in the wake of the attack; while the WatSAFE app was not a point of failure, the system did not meet the needs of the community; safety information was prepared ahead of the Fall term however there was concern in some areas that instructors would not receive proper support with the information, which resulted in differential distribution within the community; aim to empower instructors to discuss tough subjects in the classroom and foster productive dialogue; outreach process for planned facilitated discussions is under development and advice would be welcomed.

8. FACULTY UPDATE PRESENTATION – ENGINEERING
Mary Wells provided a presentation, including: overview of the Faculty's academic units and programs offered, including collaborative programs; programs and other academic projects under development, including the Global Futures Capstone Experience and work-integrated learning internships; signatory to Invention To Innovation (I2I), and serving as lead institution in Ontario; commenced entrepreneurial PhD fellowships in 2022 with growth in the interim period; established a new tradition of the Waterloo Engineering Pin to uphold the values of community, responsibility, innovation and excellence that are fundamental to the engineering profession.

9. REPORT – SENATE GRADUATE & RESEARCH COUNCIL
Casello provided an overview of items (a)-(c).

a. Major Program Modification to the Master of Arts (MA) in Psychology
A motion was heard to approve revisions to the Master of Arts (MA) in Psychology, effective 1 January 2024, as presented. Casello and Ager. Carried.

b. New Academic Program – Master of Applied Science (MASc) in Electrical and Computer Engineering – Aeronautics
Items (b) and (c) were taken together and a motion was heard to approve the proposed new academic program, Master of Applied Science (MASc) in Electrical and Computer Engineering - Aeronautics, effective 1 January 2024, as presented, as well as to approve the proposed new academic program, Doctor of Philosophy (PhD) in Electrical and Computer Engineering - Aeronautics, effective 1 January 2024, as presented. Casello and Wells. Carried.

c. New Academic Program – Master of Applied Science (MASc) in Electrical and Computer Engineering – Aeronautics
This item was addressed under 9(b).
10. REPORT – SENATE UNDERGRADUATE COUNCIL
DeVidi provided an overview of items (a)-(c).

A motion was heard to approve the proposed academic plan revisions to the Diploma in Studies in Islam, for the Faculty of Arts, effective 1 September 2024, as presented. DeVidi and Montero. Carried.

b. New Academic Plans – Diploma in Restorative Justice & Restorative Justice Specialization
A motion was heard to approve the proposed new academic plans, Diploma in Restorative Justice, and Restorative Justice Specialization, for the Faculty of Arts, effective 1 September 2024, as presented. DeVidi and Osborne. Carried.

c. Academic Plan Change – Social Innovation and Impact Minor
A motion was heard to approve the proposed new academic plan, Social Innovation and Impact Minor, for the Faculty of Arts, effective 1 September 2024, as presented. DeVidi and Abraham. Carried.

11. REPORT – SENATE GRADUATE & RESEARCH COUNCIL, AND SENATE UNDERGRADUATE COUNCIL

a. Course Delivery Modes
DeVidi spoke to the proposed definitions and the rationale for the development of the definitions, in particular their need following the experience of online teaching during the onset of the COVID pandemic. Members discussed: delineation of the “blended” course delivery mode from that of “in-person” and “online” and ascertaining the differences thereon; the definition of “blended” is intentionally worded to be flexible so as to accommodate a variety of potential combinations of activities, with substantive work both in-person and online; definitions will be evaluated as experience is gained with the passage of time; decision of which definition applies to a given course would be taken at the time of course planning; definitions would benefit from additional guidance and/or examples. A motion was heard to approve the adoption of the new and revised definitions for the undergraduate calendar and the graduate calendar (glossary of terms), effective 1 September 2023, as presented. DeVidi and Casello. Carried with one opposed and one abstaining.

12. AMENDMENT TO FACULTY CONSTITUTION – ENGINEERING
Wells provided a short overview of the proposed amendment, affirming that the required approvals have been appropriately obtained from within the Faculty. A motion was heard to approve the amendments to the Constitution and By Laws for the Assembly and Faculty Council of the Faculty of Engineering as recommended by the Engineering Faculty Assembly. Wells and Aucoin. Carried.

CONSENT AGENDA
A motion was heard to approve or receive for information the items on the consent agenda, listed as items 13-18 of the Senate agenda. Porreca and Deakin. Carried.

13. REPORT – SENATE UNDERGRADUATE COUNCIL
Received for information.

14. REPORT – VICE-PRESIDENT, RESEARCH & INTERNATIONAL
a. Awards, Distinctions, Grants, Waterloo International Engagements
Received for information.
15. REPORT OF THE PROVOST – FACULTY APPOINTMENTS, LEAVES
   Received for information.

16. REPORT OF THE PRESIDENT – TENURE AND PROMOTION OF FACULTY MEMBERS
   Received for information.

17. CALL FOR NOMINATIONS FOR UNIVERSITY PROFESSOR
   Received for information.

18. HONORARY DEGREES COMMITTEE – HONORANDS FOR FALL 2023
   Received for information.

19. OTHER BUSINESS
   With no further business in open session, Senate convened in confidential session.

25 September 2023
Mike Grivicic
MG/dg
Associate University Secretary
Secretary to Senate
### Senate Agenda Items

- expected
- *as needed

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<th>Date</th>
<th>15 May 2023</th>
<th>19 June 2023</th>
<th>18 September 2023</th>
<th>23 October 2023</th>
<th>Strategic Plan Annual Update / Waterloo at 100</th>
<th>27 November 2023</th>
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¹ Annual item
² Board of Governors approval
³ Presented by the Vice-President Academic and Provost
⁴ Presented by the President and Vice-Chancellor, and Chair of Senate
⁵ Presented by the University Secretary
⁶ Leadership updates may include such topics as: Talent, We Accelerate Report, Communities (EDI, Sustainability), Waterloo International, etc.
## Senate Agenda Items

- **expected**
- *as needed

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### Joint SENATE/BOARD Strategic Plan Focus Sessions 3-4:30
- To be determined

### Joint SENATE/BOARD Continuing Education Sessions 3-4:30
- To be determined

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**Special Topics for 2023-2024 to be Scheduled:**
- President’s Anti-racism Task Force Update (PART)

**For more information:** secretariat@uwaterloo.ca uwaterloo.ca/secretariat, NH 3060

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¹ Annual item
² Board of Governors approval
³ Presented by the Vice-President Academic and Provost
⁴ Presented by the President and Vice-Chancellor, and Chair of Senate
⁵ Presented by the University Secretary
⁶ Leadership updates may include such topics as: Talent, We Accelerate Report, Communities (EDI, Sustainability), Waterloo International, etc.
To: Senate

Sponsor: Vivek Goel, President and Vice-Chancellor
Contact Information: president@uwaterloo.ca

Presenter: Vivek Goel, President and Vice-Chancellor
Contact Information: president@uwaterloo.ca

Date of Meeting: October 23, 2023

Agenda Item Identification: 9a. Approval of Membership to Senate Committees and Councils

Recommendation/Motion:

That Senate elect Helena Shilomboleni as a member of Senate Undergraduate Council, term to 30 April 2024.

Summary:

There is a vacancy on the Senate Undergraduate Council for the member of the faculty from the Faculty of Environment. The Dean of Environment recommends Helena Shilomboleni as the nominee, to complete the remainder of the term, which ends 30 April 2024.

At the Senate meeting further nominations will be accepted from the floor. Should there be more than one name for the position, an electronic election will follow the meeting.

Jurisdictional Information:

As provided for in Senate Bylaw 2, section 1.04, Senate Executive Council is empowered:

  e. To present to Senate, normally at the last regular meeting in the academic year in April, a list of nominations for the committees and councils of Senate.

Governance Path:

Senate Executive Committee (mm/dd/yy): 10/10/23

Senate approval date (mm/dd/yy): 10/23/23
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Senate Long Range Planning Committee

For Information

To: Senate

Sponsor: Vivek Goel, President and Vice-Chancellor
Contact Information: president@uwaterloo.ca

Presenter: Vivek Goel, President and Vice-Chancellor
Contact Information: president@uwaterloo.ca

Date of Meeting: October 23, 2023

Agenda Item Identification: 10a. Strategic Plan – Progress Report 2022-23 and Institutional Key Performance Indicators

Recommendation/Motion:

For information.

Jurisdictional Information:

Senate Bylaw 2, section 3.04(b)

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.

Summary:

Following presentation and discussion at the Senate Long Range Planning Committee meeting on September 20, 2023, please find enclosed the 2020-2025 Strategic Plan Annual Update Report (2022-2023). The report presents updates and next steps on select initiatives across the plan’s three thematic areas of Talent, Research, and Communities.

Following adoption of the Waterloo at 100 vision, we will transition away from five-year strategic plans to annual integrated planning and priority setting with rolling multi-year projections. Our reporting on the institution’s key initiatives will evolve after this year and I look forward to members’ input as we explore formats that help enhance engagement and performance management.

Accompanying the progress report is our annual report on the institution’s key performance indicators (KPIs). Members will note a revised format in this year’s report, where indicators have been organized into three key
categories spanning mission-centered, operational, and financial performance areas of the university. Our KPIs help to assess our longer-term progress against areas of strategic interest and operational importance. In the future, the set of KPIs will also evolve as we seek to advance new and existing areas of our vision and we obtain new sources of comparative data.

Finally, an appendix to the KPIs includes an Insights Report on student wellness, drawing on recent surveys.

Following discussion at Senate, these reports will be presented to the Board at its meeting on October 31, 2023.

**Governance Pathway:**

Senate Long Range Planning Committee, 21 September 2023

Senate, 23 October 2023

**Attachments:**

- Strategic Plan Annual Update Report and Key Performance Indicators for 2022-2023
Developing talent for a complex future

Goal T1: Educate global citizens for the future of work and learning to thrive in an age of rapid change by putting learners at the centre of everything we do.

Progress on selected key initiatives

Creating a permanent Teaching Innovation Incubator (TII)

The first TII project launched in winter 2023 as part of the beta incubator. A new managing director is supporting the beta incubator including the Accessible Education project. The Accessible Education project was launched to address Accessibility for Ontarians with Disabilities Act (AODA) recommendations. The Incubator Planning Team completed a draft structure for the permanent incubator in June 2023.

- **Moving forward:** Senior leadership are developing an action plan to set up the permanent incubator, expected to open in January 2024.

Digital learning strategy

The Digital Learning Strategy (DLS) Working Group prepared a report with recommendations in late winter 2023, and the Centre for Extended Learning led a process culminating in a set of Digital Learning Principles and Guidelines in late winter 2023. Both were presented to the Senate in June 2023. Some of the report’s recommendations will become part of the Accessible Education project.

- **Moving forward:** A DLS implementation plan is being developed for fall 2023.

Academic-focused AODA recommendations

To ensure the 185 AODA recommendations are addressed in a rapid and cost-effective manner, Waterloo established the Disability Inclusion Steering Committee (DISCo) in early 2023 to act as a coordinating hub, looking for synergies and efficiencies between projects. The recommendations that most directly impact teaching and learning will be achieved through the Accessible Education project supported by the beta teaching incubator. Each AODA lead will share plans with DISCo, which will serve a coordinating role for these diverse projects and look for synergies and efficiencies to make progress as rapidly and cost-effectively as possible.

- **Moving forward:** By mid-August 2023, executive council leads will share preliminary plans with DISCo, establishing timelines, and making preliminary estimates of new resource needs. The Accessible Education project addressing the AODA recommendations is slated to begin in fall 2023.
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**Goal T2:** Enhance graduate and post-doctoral studies by emphasizing the unique attributes of the University of Waterloo and our talented and diverse graduate student community.

Progress on selected key initiatives

**Graduate co-op and work-integrated learning (WIL)**

GradWIL pilots are underway in five of the six faculties. Co-operative and Experiential Education (CEE) and Graduate Students and Postdoctoral Affairs (GSPA) developed four GradWIL options: co-op, internship, practica, and applied research projects. Broader infrastructure and a communication plan are in development.

- **Moving forward:** The four options for GradWIL will be implemented in 2023-2024 and a centrally run GradWIL option will be developed. In the next year, related tuition and fee structures will be developed.

**Interdisciplinary programming**

GSPA and the TII developed a report on the winter 2023 interdisciplinary wicked problems course pilot project in spring 2023. GSPA is collecting feedback to inform development of future interdisciplinary courses. Two new interdisciplinary programs were launched, and enrolment began in January 2023. New interdisciplinary graduate programs in the form of Type 2 Diplomas are being introduced in climate change and artificial intelligence.

- **Moving forward:** GSPA will continue to work with TII to develop additional iterations of wicked problem courses, develop the program website, and identify sustainable funding models. GSPA will continue to coordinate with faculties and the provost’s office to support the development of novel graduate programming.

**Graduate EDI-R initiatives**

The Black and Indigenous postdoctoral program was launched in 2022 and 118 applications were received by March 2023, and four offers were accepted. Tuition and application waivers for Indigenous persons from Turtle Island local nations were approved and implemented in May 2023. To embrace Indigenous ways of knowing, the graduate calendar has been updated to allow for graduate committee memberships for those who can support students’ academic research from diverse backgrounds.

- **Moving forward:** The next iteration of the Black and Indigenous postdoctoral program competition will be launched in mid-September 2023 with a December 2023 deadline.
Goal T3: Continue to lead the world in co-operative education and support the workforce of the future through fully integrated academic and experiential learning opportunities.

Progress on selected initiatives

Integrating Future Ready Talent Framework (FRTF) and UN Sustainable Development Goals (SDG) for co-op students

CEE is enhancing co-op by connecting co-op opportunities to the Future Ready Talent Framework (FRTF) and the UN SDGs, linking co-op opportunities with meaningful sustainability work. In 2022-2023, CEE expanded SDG awareness programming for students and employers and investigated measures to identify how co-op and work-integrated learning (WIL) student work is advancing the SDGs.

- **Moving forward:** Efforts will continue to advance the FRTF, SDGs, and purpose programming, and align with the Waterloo at 100 global futures, including the development of measures.

Future Ready Talent Framework integration

The FRTF was fully incorporated across co-op program and professional development courses, including student performance evaluations (completed by employers), and major reflective reports (completed by students on every professional development course), which identifies student curriculum, course needs, and FRTF development.

- **Moving forward:** Next steps will include discussions about how to leverage the major reflective reports data and developing a student FRTF self-assessment tool.

Expanded models of work-integrated learning

There are three new / expanded models of WIL in progress: GradWIL (reported in Goal T2), Waterloo Experience Accelerate (WEA), and Co-op for Community.

WEA is designed for students who are not employed in their first co-op term and participants are predominantly equity-deserving students. Research results indicated that unemployed first work-term students that participated in WEA were more successful in securing employment in their next co-op work-term than those who did not participate in WEA.

Co-op for Community is a fund that provides opportunities for co-op students to work with social and community organizations during their co-op terms. Typically, funds are embedded within faculties, not centralized. Both these programs are being further developed to offer more co-op opportunities in diverse fields.

- **Moving forward:** CEE will continue to identify and track WEA outcomes to understand if students who use the program reach the same rate of employment as other co-op students and to centralize funds for Co-op for Community.
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Securing and advancing Waterloo’s global leadership

In June 2023 the World Association for Co-operative Education (WACE) conference was held at Waterloo attended by 275 WIL leaders from 24 countries. The Waterloo Institute for Leadership in WIL was launched at WACE to 34 world-wide senior leaders.

- **Moving forward**: CEE will continue to innovate to offer more diverse and flexible work-integrated learning opportunities to all students.

**Goal T4**: Establish a unique Waterloo approach to support learning at various stages of individuals’ professional lives.

**Progress on selected initiatives**

**WatSPEED programming**

Continued to develop flagship business-to-consumer (B2C) courses and a business-to-business (B2B) partnership program with Canadian Institute for Health Information (CIHI). A new online learning pilot program on the EdX platform was implemented with Math. WatSPEED submitted three programs for the first round of Upskilling Canada (UC) funding. Custom executive education programming is gaining momentum under the Technology Horizons brand.

- **Moving forward**: WatSPEED will continue to pursue expansion of B2C and B2B programs aligned with the Waterloo at 100 global futures, develop strategic external advisory groups to inform executive training activities, focus executive education programming on health-related areas, and develop submissions for the subsequent rounds of UC funding.

**Partnership developments**

WatSPEED renewed their partnership agreement with the University of Toronto and Inflection Group for the highly successful Data Science program. A new partnership with the Cyber and Privacy Institute (CPI) was developed for five courses, including a three-course certificate.

- **Moving forward**: Partnering with Desire2Learn (D2L)’s Wave channel to deliver three programs.

**Hosted events**

WatSPEED promoted their programs, developed networks, and identified future development leads, by hosting several major events: a CEO Roundtable that engaged 11 c-suite Canadian industry leaders; a ChatGPT Executive Webinar; Institute of Public Administration of Canada (IPAC), Ontario Society of Professional Engineers, and Executive Health Data dinner with CIHI and Statistics Canada; and Generative AI masterclass at the June 2023 Collision Conference. WatSPEED leadership participated in the eCampus Ontario’s Microcredential Forum to discuss the critical need for action to address the skills gap in Canada’s workforce.

- **Moving forward**: WatSPEED will participate in the Generative AI Masterclass at IPAC’s annual conference in September 2023, and will host the new Technology Horizons Executive Forum in November 2023. WatSPEED will lead the Generative AI Masterclass at the Big Data Conference.
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**Advancing research for global impact**

**Goal R1:** Waterloo will use its disciplinary and interdisciplinary strengths to solve increasingly complex, real-world problems.

**Progress on selected initiatives**

**Institutional alignment to support health innovation**

A series of activities were undertaken to further align institutional strengths to support health innovation, including:

- the Health Futures Initiative Framework draft discussion document, to be completed by fall 2023;
- continued development of funding proposals, including two stage 2 Canada Biomedical Research Fund (CBRF) proposals;
- new partnerships with KW4 Ontario Health Team and Northern Ontario School of Medicine;
- an institutional collaborative framework for health initiatives; and
- new [Graham Seed Fund launched](#) to support health care projects, 34 proposals received and 10 funded to date.

**Moving forward:** Waterloo will develop a joint strategy with the Research Institute for Aging (RIA) and local health partners to advance strategic alignment on local health research priorities and create National Research Council (NRC) health partnerships, including co-development of Health Technology-focused NSERC Collaborative Research and Training Experience (CREATE) application.

**Sustainable Futures initiative launched**

A Sustainable Futures Launch Event in September 2022 highlighted the work of interdisciplinary Waterloo-led research teams including government, industry, and community stakeholders to address the UN SDGs. The Office of Research (OR) coordinated the development of six successful Environment and Climate Change Canada Climate Action and Awareness Fund applications totaling $15.8M, 27% of the total national funding.

Waterloo researchers and delegations participated in the COP27 and the [UN 2023 Water Conference in New York](#). Waterloo also hosted the 2023 Sustainable Futures Summer School with 95 senior undergraduate and graduate students, post-doctoral fellows, practitioners, and interested stakeholders from 10 countries.

**Moving forward:** Future directions include expanding the ecosystem of Sustainable Futures to include additional interdisciplinary hubs.

**Optimization of interdisciplinary activities**

Several activities were implemented to optimize interdisciplinary activities. These included the completion of the Core Research Facilities review, upgrading the Quantum Nano-Fabrication and Characterization Facility Metrology Suite, and a review of current structures and resources to support interdisciplinary research and training, with recommendations to follow.
Moving forward: In 2023-2024, the OR will establish the Core Facilities Oversight Board and community of practice. Upon completion of the interdisciplinary structures and supports, recommendations will be implemented.

**Goal R2: Global leadership in innovation and entrepreneurship.**

**Progress on selected initiatives**

**Student-focused commercialization and entrepreneurship**
Several new student-focused entrepreneurship funds were launched: *UpStart*, with the first funding round in winter 2023, and the second in summer 2023; *Velocity Fund II* in summer 2023, the first Canadian university venture capital fund for early-stage startups with funding from the institutional endowment; and *Velocity Health*, Waterloo’s first industry specific program.

- **Moving forward:** Finalize and fully deploy the *Waterloo Ventures* organizational structure, including the web portal.

**Social impact and policy**
OR established a working group on social impact innovation to develop strategy and recommendations. Several major proposals for funding aligned with the SDGs were developed and funded. OR launched the *SSHRC Partnership Grant incentive fund* to support social sciences and humanities research.

- **Moving forward:** The working group on social impact innovation will develop a social entrepreneurship workplan and OR will implement its recommendations.

**Equity, diversity and inclusivity across the research enterprise**
Working with the EDI-R office, developed reporting and planning mechanisms for President’s Anti-racism Task Force (PART) implementation timelines. Work on relevant recommendations includes discussions with the research ethics committee on anti-racism training, addressing research barriers and needs of Black, Indigenous and racialized researchers, and research awards and funding opportunities for Black and Indigenous faculty researchers.

- **Moving forward:** Initiate the creation of a centre or institute for Indigenous research excellence and begin discussions on how faculty member data can be linked to research data to understand institutional support for Black, Indigenous and other racialized scholars.

**Goal R3: Achieve greater research impact by leveraging Waterloo’s partnerships.**

**Progress on selected initiatives**

**Global engagement and international partnerships**
Conducted a cross-campus exercise to determine Waterloo’s institutional interests and used results to inform partnership work. Prioritized cross-university partnership efforts with India and Africa.
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- Moving forward: A strategy for priority international partners' engagement is in development, among other international partnership priorities including mapping international research cluster activities.

Expand and diversify collaborations
Working with faculties, gathered data to create an inventory of high-risk partnerships. Enhanced engagement with government sectors led to highest ever government contract funding ($28.5M).

- Moving forward: OR will develop risk assessment processes for corporate partners, a diversification strategy for funding sources, and key partnerships.

Identify safeguarding research principles and implement workplan
Developed the Safeguarding Research workplan and the Safeguarding Research website. Seven of the 13 prioritized initiatives are currently being addressed. Waterloo led the development of a U15 and Council of Ontario Universities document on safeguarding research in Canada which was circulated to over 300 Canadian journalists.

- Moving forward: Waterloo will conduct a risk-based systematic evaluation of all existing Memorandum of Understandings (MOU), international agreements, and formal institutional partnerships, and develop a procurement strategy.

Strengthening sustainable and diverse communities

Goal C1: Be a people–centered institution committed to genuine care, concern, respect, inclusivity and well–being for all.

Progress on selected initiatives

Student wellness
Mental health training was integrated into student leadership programs and about 250 faculty and staff participated in mental health literacy programming. Working together with academic leaders, Waterloo’s Universal Design for Learning (UDL) and Wellbeing Community of Practice is working to achieve wider adoption of UDL across campus, which will support AODA guidelines. Waterloo will also work to identify further opportunities to enhance student wellness aligned to identified key performance indicators (KPIs).

- Moving forward: Waterloo will support student associations to promote / establish a long-term food security strategy and explore opportunities to embed mental health literacy competencies into student and employee programs. Waterloo will also work to identify further opportunities to enhance student wellness aligned to identified KPIs. An updated smoking policy will be developed and a new mental health framework to support policy development and revision will be created.
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International student supports
In 2022-23 the design for the international student hub physical space in Needles Hall was completed, and construction is in the planning phase for 2024 completion. The International Student Bursary program was refreshed with new / refined funding opportunities.

- **Moving forward:** With the new physical space and visibility for the international student support services, efforts to engage and build community will be a major focus.

**Goal C2:** Foster a connected and supportive community that inspires students, faculty, staff and alumni to achieve their personal, academic and professional goals while feeling valued.

Progress on selected initiatives

Improving communications for students
The new UWaterloo Life team is leading an evolution of the digital student experience for student-facing content strategy and framework, including a coordinated, cross-campus student communications approach.

- **Moving forward:** The UWaterloo Life team will report on the results of the 2023 Student Communications Survey in fall 2023 and develop an action plan for communication improvements. A new digital student experience website hub will follow.

Waterloo Student Experience and Engagement (WatSEE) Framework for thriving students
WatSEE framework integration continues with a two-year academic student experience advisory groups (SEA-Gs) pilot and exemplary activities toolbox in development. Implications of including WatSEE elements into the academic self-study report template will be considered.

- **Moving forward:** In 2023-24 the student experience advisory pilot group will begin, and the toolbox will be made available on the provost’s website.

Employee engagement
Planning began in 2022-2023 for the implementation of the employee engagement survey, to be held in fall 2023.

- **Moving forward:** Based on engagement survey results, develop strategies to address employee engagement and wellness. A Strategic Talent and Performance Management Framework project and consultancy is underway, in partnership with Deloitte, to assess and strategize improvements in performance management, connecting individual performance and unit and institutional-level goal attainment, alignment to Waterloo’s values and desired shifts to organizational culture, supporting career mobility and laddering, and building greater understanding and shared structures to job families and competencies across the institution.

Supports for employees
Organizational and Human Development (OHD) developed new employee learning pathways with a strong focus on leadership and mentorship. Consulted with EDI-R and IR offices to understand programming development needs and addressed relevant PART recommendations.

- **Moving forward:** The redesigned mentorship program will be piloted in fall 2023 with learnings incorporated for campus-wide implementation.
Alumni engagement
In 2022-2023, alumni engagement activities included:

- new and enhanced connections with the African Alumni Association and Indigenous Alumni affinity groups to support specific programming;
- implementing micro-pilot digital community (UW Connect);
- recruited and re-engaged GAVN (Global Alumni Volunteer Network);
- enhanced SAB (Student Alumni Bridge) programs and activity through storytelling, and bolstered engagement SAB through LinkedIn Learning and Zero Work programs; and
- a data-driven approach to alumni engagement and planning using the alumni survey.

Moving forward: Continued development of GAVN, SAB and Zero Work programs, and development of the alumni survey.

Goal C3: Continue to leverage our resources to engage, develop and build our capacity and infrastructure to create a sustainable and effective institution.

Progress on selected initiatives

Shift: Neutral Climate Action Plan
Completed a feasibility study for the long-term decarbonization of Waterloo’s district energy system and expanded investments into energy management and carbon reduction projects.

Moving forward: Alignment of deferred maintenance goals, updates to standards, and scaling of capital projects and flexible funding streams are important priorities for 2023-2024.

Sustainable Transportation plan
Research and modelling for the Sustainable Transportation Plan began in winter 2023. New staff to support the plan expected to join the campus in fall 2023.

Moving forward: Campus and stakeholder consultations will occur in early 2024, followed by the plan development. Completion expected in fall 2024.

Curriculum integration project
Through the Beta Teaching Innovation Incubator, launched a working group for integrating sustainability across the curriculum and developed initial framework concepts.

Moving forward: Continuing to review best practices on curriculum integration, and conduct consultations with academic leaders throughout fall 2023. A final report and preliminary toolkit are expected in winter 2024.

Data as a Strategic Resource (DSR) next-generation data projects
DSR initiative completed the first collaborative project in 2023, the Graduate Student Financial Support (GSFS) analytical data repository. DSR initiative principles were presented to senior leadership. Changes to the University’s Information Management Policy were made to facilitate efficient access to institutional data by relevant staff.
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- **Moving forward:** Further development of the GSFS project will include a plan for enhanced institutional data governance. The next collaborative project will address socio-demographic data as a strategic resource and the creation of a new analytical repository.

**Goal C4:** Promote and support Indigenous initiatives and a culture of equity, diversity, inclusivity, and anti-racism for all.

**Progress on selected initiatives**

**Act upon TRCs recommendations and calls to action and support an inclusive campus for Indigenous peoples**

Indigenous Relations (IR) new office space has been completed. In spring 2023 development began on the North Commons Gathering Space. Senate representation has been created through the appointment of the Associate Vice President, Indigenous Relations as an ex-officio member. Discussions to develop an MOU / Memorandum of Agreement (MOA) with the Mississauga’s of the New Credit (MNC) and Six Nations of the Grand River (SNGR) began in spring 2023. Indigenous ceremonial elements have been incorporated into convocation ceremonies.

- **Moving forward:** Construction for the Gathering Space will begin in fall 2023 with completion anticipated for December 2023. MOU / MOAs with MNC and SNGR will be completed in fall 2023.

**Increase opportunities for Black and Indigenous scholars**

In spring 2023, Waterloo announced tuition waiver and fee reductions for Indigenous students to be implemented in fall 2023. Completed the Indigenous identity verification process. The first transitional year pilot, the Sankofa Pathway to University (SPU), was launched in June 2023 with 27 Black students.

- **Moving forward:** Changes to SPU will be explored, including an expansion to welcome Indigenous participants in 2023-2024 and non-standard admissions mechanisms for equity-focused representation.

**Expand programs and processes that foster EDI-R across campus**

EDI-R and IR curriculum and supports have been expanded across undergraduate and graduate academic and co-op education. Waterloo developed a plan to address the Scarborough Charter recommendations in alignment with institutional priorities and began implementation. PART recommendation implementation plan was developed, and implementation has begun with a robust performance tracking system in place. Began reviews of existing policies reviewed with EDI-R and anti-oppression lens. Conversion of gendered multi-stall washrooms was completed by April 2023. Menstrual equity project was launched in May 2023.

- **Moving forward:** By 2024, complete 20% of the Scarborough Charter recommendations and 40% of PART recommendations. Existing policies review report and recommendations will be completed by December 2025. New gender-neutral washrooms construction plan created by April 2024.
Introduction

The selected Key Performance Indicators (KPIs) for 2022-2023 capture areas of strategic interest and operational importance defining overall institutional performance. KPIs are organized into three categories: (A) Education, research and service; (B) Operations; and (C) Financial strength. Tracking and analyzing these and more KPIs help to assess the progress and impacts of strategic initiatives and longer-term aspirations vis-à-vis the Waterloo at 100 vision.

Over time, additional measures under the four categories will be expanded upon, developed, and reported in areas of desired impact such as interdisciplinarity, social and policy engagement, innovation and entrepreneurship, and engagement and wellness of our students and employees.

Where available, benchmarks are included for comparison to higher education institutions in Ontario, across Canada and/or internationally.

A broader set of institutional performance measures are available via Waterloo’s Performance Indicators and the Ministry of Colleges and Universities’ Key Performance Indicators.

Insight report

This year and going forward, an Insights report is included to supplement the main KPIs dashboard. The Insights report provides more detailed results of recent surveys and other tools to gain an expanded view on a specific area of interest. This first issue focuses on student experience at Waterloo. The results are based on a selection of questions from recent institutional, national, and international surveys.
**Key Performance Indicators Dashboard, 2022-2023**

**Notes:** A variety of data sources are used for the KPIs. Sources for each indicator are conveyed in square brackets. Data sources have differing years and reporting frequencies (i.e., not all align to shared time periods such as 2020-2021, 2021-2022, and 2022-2023). To account for this variability, the specific period for each indicator is noted below each data point from older to the most recent. For each indicator the trend column shows Waterloo’s performance in the most recent period compared to the oldest with either a positive (green), undesirable (red), or a dash (static). Comparator data is not available for all indicators.

<table>
<thead>
<tr>
<th>Key performance indicator</th>
<th>Waterloo</th>
<th>Comparator</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Older</td>
<td>Most recent</td>
</tr>
<tr>
<td>A. EDUCATION(^1), RESEARCH, AND SERVICE</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. Students feel like they are part of the Waterloo community [NSSE]</td>
<td>First year</td>
<td>N/A</td>
</tr>
<tr>
<td></td>
<td>Graduating year</td>
<td>N/A</td>
</tr>
<tr>
<td>2. Students feel comfortable being themselves at Waterloo [NSSE]</td>
<td>First year</td>
<td>N/A</td>
</tr>
<tr>
<td></td>
<td>Graduating year</td>
<td>N/A</td>
</tr>
<tr>
<td>3. Students feel that Waterloo emphasizes social opportunities [NSSE]</td>
<td>First year</td>
<td>52.6%</td>
</tr>
<tr>
<td></td>
<td>Graduating year</td>
<td>43.0%</td>
</tr>
<tr>
<td>4. Percentage of students with entering average &gt;90% [OUAC]</td>
<td>59.8%</td>
<td>69.5%</td>
</tr>
<tr>
<td>5. First to second year student retention by entry cohort year [CSRDE]</td>
<td>94.7%</td>
<td>93.2%</td>
</tr>
<tr>
<td>6. Graduation rates by entry cohort year [UW and U15]</td>
<td>Undergraduate (after six years)</td>
<td>84.1%</td>
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<tr>
<td></td>
<td>Masters (after four years)</td>
<td>88.4%</td>
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<tr>
<td></td>
<td>Doctoral (after six years)</td>
<td>58.1%</td>
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\(^1\) More specific results to questions addressing student experience available in the Insights report.
<table>
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<tr>
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<th>Waterloo</th>
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</tr>
</thead>
<tbody>
<tr>
<td>7. Graduate employment rate by graduating cohort year [OUGS]</td>
<td>96.9%</td>
<td>94.9%</td>
<td>95.5%</td>
</tr>
<tr>
<td></td>
<td>2017</td>
<td>2018</td>
<td>2019</td>
</tr>
<tr>
<td>8. Graduates’ employment related to skills developed at university, by graduating cohort year [OUGS]</td>
<td>91.4%</td>
<td>92.7%</td>
<td>92.6%</td>
</tr>
<tr>
<td></td>
<td>2017</td>
<td>2018</td>
<td>2019</td>
</tr>
<tr>
<td>9. Percentage of earnings above $60K two years after graduation by graduating cohort year [OUGS]</td>
<td>53.5%</td>
<td>55.9%</td>
<td>63.8%</td>
</tr>
<tr>
<td></td>
<td>2017</td>
<td>2018</td>
<td>2019</td>
</tr>
<tr>
<td>10. Percentage of full-time co-op enrolment [UW and U15]</td>
<td>Undergraduate: 73.2%</td>
<td>73.8%</td>
<td>75.8%</td>
</tr>
<tr>
<td></td>
<td>2020-2021</td>
<td>2021-2022</td>
<td>2022-2023</td>
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<tr>
<td></td>
<td>Graduate: 6.2%</td>
<td>5.8%</td>
<td>7.9%</td>
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<tr>
<td></td>
<td>2020-2021</td>
<td>2021-2022</td>
<td>2022-2023</td>
</tr>
<tr>
<td>11. Participation in two or more high impact practices (graduating year) [NSSE]</td>
<td>60.6%</td>
<td>61.5%</td>
<td>61.5%</td>
</tr>
<tr>
<td></td>
<td>2017</td>
<td>2020</td>
<td>2023</td>
</tr>
<tr>
<td>12. Participation in reflective and integrative learning (graduating year) [NSSE]</td>
<td>32.2%</td>
<td>32.3%</td>
<td>32.0%</td>
</tr>
<tr>
<td></td>
<td>2017</td>
<td>2020</td>
<td>2023</td>
</tr>
<tr>
<td>13. Annual research revenue (SM) [CAUBO]</td>
<td>$211.2</td>
<td>$221.0</td>
<td>$196.3</td>
</tr>
<tr>
<td>14. Research revenue from industry / non-governmental sources (SM) [COFO]</td>
<td>$48.2</td>
<td>$45.8</td>
<td>$39.9</td>
</tr>
<tr>
<td>15. Publications among top 10% most interdisciplinary indexed [Elsevier]</td>
<td>10.5%</td>
<td>10.4%</td>
<td>10.3%</td>
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<td></td>
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<tr>
<td>16. Publications with international collaborators [Leiden]</td>
<td>57.6%</td>
<td>59.4%</td>
<td>60.3%</td>
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### Key Performance Indicators Dashboard, 2022-2023

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<tr>
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<th>Comparator</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>17. Universities globally producing venture capital-backed entrepreneurs [PitchBook]</strong></td>
<td>22&lt;sup&gt;nd&lt;/sup&gt; 2021, 21&lt;sup&gt;st&lt;/sup&gt; 2022, Available in October</td>
<td>In Canada: 1&lt;sup&gt;st&lt;/sup&gt; 2021, 1&lt;sup&gt;st&lt;/sup&gt; 2022, Available in October</td>
</tr>
<tr>
<td><strong>18. Number of startups per $100M in annual research funding [AUTM]</strong></td>
<td>6.19 2020, 4.44 2021, 5.71 2022</td>
<td>U15: 2.49 2020, 1.61 2021, 2.31 2022</td>
</tr>
<tr>
<td><strong>20. Policy cited scholarly output (e.g., publications), normalized; world average expected value = 1 [SciVal and Overton]&lt;sup&gt;3&lt;/sup&gt;</strong></td>
<td>1.8 2020, 1.9 2021, 2.1 2022</td>
<td>Among U15: 15&lt;sup&gt;th&lt;/sup&gt; 2020, 13&lt;sup&gt;th&lt;/sup&gt; 2021, 11&lt;sup&gt;th&lt;/sup&gt; 2022</td>
</tr>
<tr>
<td>Waterlooo ranks:</td>
<td></td>
<td>INTL:&lt;sup&gt;4&lt;/sup&gt; 5&lt;sup&gt;th&lt;/sup&gt; of 15 2020, 5&lt;sup&gt;th&lt;/sup&gt; of 15 2021, 4&lt;sup&gt;th&lt;/sup&gt; of 15 2022</td>
</tr>
</tbody>
</table>

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2 Select international comparators: CalTech, Harvard University, Johns Hopkins, Imperial College London, KU Leuven, MIT, National University of Singapore, Stanford, Tel Aviv University, U of T

3 This indicator is calculated by taking the percentage of Waterloo’s policy cited scholarly output and dividing it by the average global policy cited scholarly output. The global average is the expected value of 1.0. Values greater than 1.0 are higher than expected and less than 1.0 are lower than expected.

4 Select international comparators (STEM institutions, all non-medical): Arizona State University, Delft University of Technology, Eindhoven University of Technology, Georgia Institute of Technology, KAIST, Karlsruhe Institute of Technology, RWTH Aachen University, Technical University of Berlin, Tohoku University, Tokyo Institute of Technology, University of California at Santa Barbara, University of Illinois – Urbana-Champaign, University of Technology Sydney, University of Warwick
### Key Performance Indicators Dashboard, 2022-2023

#### B. OPERATIONS

<table>
<thead>
<tr>
<th>Key performance indicator</th>
<th>Waterloo</th>
<th>Comparator</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Older</td>
<td>Most recent</td>
</tr>
<tr>
<td>21. Staff turnover rate [UW]</td>
<td>7.8% 2021</td>
<td>10.0% 2022</td>
</tr>
<tr>
<td>23. Engaged alumni as a percentage of contactable alumni [CASE]</td>
<td>28.1% 2019-2020</td>
<td>32.3% 2020-2021</td>
</tr>
<tr>
<td>24. Alumni donors as a percentage of contactable alumni [CASE]</td>
<td>3.8% 2019-2020</td>
<td>2.5% 2020-2021</td>
</tr>
<tr>
<td>25. Greenhouse gas emissions percentage change from 2015 base year [UW]</td>
<td>1.1% 2019-2020</td>
<td>-8.6% 2020-2021</td>
</tr>
</tbody>
</table>

#### C. FINANCIAL STRENGTH

<table>
<thead>
<tr>
<th>Key performance indicator</th>
<th>Waterloo</th>
<th>Comparator ON universities with full-time enrolment &gt;30K</th>
</tr>
</thead>
<tbody>
<tr>
<td>29. Viability ratio [COU]</td>
<td>No external long-term debt</td>
<td></td>
</tr>
</tbody>
</table>

---

5. Advancement funds raised includes pledges, stock / property, cash, recurring gift (five-year value), gift-in-kind, private sector research grants, and other funds.

6. Maclean’s University Rankings: Canada’s comprehensive universities

7. Measures cash flow from operating activities as a proportion of revenues.
Definitions of acronyms (alphabetically)

AUTM  Association of University Technology Managers
CASE  Council for Advancement and Support of Education
CAUBO  Canadian Association of University Business Officers
COFO  Council of Ontario Finance Officers
COU  Council of Ontario Universities
CSRDE  Consortium for Student Retention Data Exchange
NSSE  National Survey of Student Engagement
OUAC  Ontario University Application Centre
OUGS  Ontario University Graduate Survey
UW  Waterloo data (internal)

Peer group references

ON  All Ontario universities (Algoma, Brock, Carleton, Guelph, Lakehead, Laurentian, McMaster, Nipissing, OCAD, Ontario Tech University, Ottawa, Queen’s, Toronto, Metropolitan (formerly Ryerson), Trent, Waterloo, Western)

U15  U15 Canada is an association of fifteen leading research universities across Canada (UBC, Calgary, Alberta, Saskatchewan, Manitoba, Waterloo, Western, McMaster, Toronto, Queens, Ottawa, McGill, Laval, Montreal, Dalhousie)

U6  U15 members who are in Ontario: Waterloo, Western, McMaster, Toronto, Queens, Ottawa
## Appendix: Insights Report for 2022-2023 on Student Wellness (selected indicators)

<table>
<thead>
<tr>
<th>Area</th>
<th>Survey question</th>
<th>Data and comparator</th>
<th>Relative to peer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall wellness</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Survey population: undergraduate and graduate students</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>1. Students’ mental and emotional wellbeing is a priority; <em>Somewhat to strongly agree</em> [CCWS]</td>
<td>56.7%</td>
<td>51.6%</td>
</tr>
<tr>
<td></td>
<td>2. Know where to access campus-based resources for mental health; <em>Somewhat to strongly agree</em> [CCWS]</td>
<td>46.1%</td>
<td>38.8%</td>
</tr>
<tr>
<td></td>
<td>3. Know where to access campus-based resources for physical health; <em>Somewhat to strongly agree</em> [CCWS]</td>
<td>47.8%</td>
<td>40.7%</td>
</tr>
<tr>
<td>Relationships</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Survey population: undergraduate and graduate students</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>4. I have close relationships that provide me with a sense of emotional security and wellbeing; <em>Somewhat to strongly agree</em> [CCWS]</td>
<td>81.0%</td>
<td>82.1%</td>
</tr>
<tr>
<td></td>
<td>5. There is someone I could talk to about important decisions in my life; <em>Somewhat to strongly agree</em> [CCWS]</td>
<td>84.7%</td>
<td>85.7%</td>
</tr>
<tr>
<td></td>
<td>6. I have relationships where my competence and skill are recognized; <em>Somewhat to strongly agree</em> [CCWS]</td>
<td>80.7%</td>
<td>80.0%</td>
</tr>
<tr>
<td></td>
<td>7. I feel part of a group of people who share my attitudes and beliefs; <em>Somewhat to strongly agree</em> [CCWS]</td>
<td>75.9%</td>
<td>74.4%</td>
</tr>
<tr>
<td></td>
<td>8. There are people I can count on in an emergency; <em>Somewhat to strongly agree</em> [CCWS]</td>
<td>85.9%</td>
<td>87.3%</td>
</tr>
<tr>
<td>Sense of belonging</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Survey population: undergraduate and graduate students</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>9. I feel that I belong at my institution / on campus; <em>Somewhat to strongly agree</em> [CCWS]</td>
<td>84.8%</td>
<td>79.3%</td>
</tr>
<tr>
<td></td>
<td>10. At my institution, I am respected regardless of my personal characteristics, identity, or background; <em>Somewhat to strongly agree</em> [CCWS]</td>
<td>92.8%</td>
<td>88.9%</td>
</tr>
<tr>
<td></td>
<td>11. I have a group, community, or social circle at my institution where I feel I belong; <em>Somewhat to strongly agree</em> [CCWS]</td>
<td>74.6%</td>
<td>66.9%</td>
</tr>
<tr>
<td></td>
<td>Survey population: graduate students</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>12. I feel like a valued member of my department / faculty; <em>Agree to strongly agree</em> [CGPSS]</td>
<td>72.6%</td>
<td>72.5%</td>
</tr>
<tr>
<td></td>
<td>13. I feel like a part of the community (feel part of a group, or share a common goal, interest, or values) at the institution; <em>Agree to strongly agree</em> [CGPSS]</td>
<td>69.1%</td>
<td>68.6%</td>
</tr>
</tbody>
</table>
Appendix: Insights Report for 2022-2023 on Student Wellness (selected indicators)

<table>
<thead>
<tr>
<th>Area</th>
<th>Survey question</th>
<th>Data and comparator</th>
<th>Relative to prior term</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sense of belonging</td>
<td>Survey population: undergraduate and course-based masters students</td>
<td>Fall 2022</td>
<td>Winter 2023</td>
</tr>
<tr>
<td>14.</td>
<td>I am treated fairly; Agree to strongly agree [SES]</td>
<td>78.8%</td>
<td>77.7%</td>
</tr>
<tr>
<td>15.</td>
<td>Generally speaking, my instructors care about my wellbeing; Agree to strongly agree [SES]</td>
<td>55.0%</td>
<td>52.9%</td>
</tr>
<tr>
<td>Workload</td>
<td>16. How is your current term going overall? Quite well [SES]</td>
<td>37.0%</td>
<td>40.0%</td>
</tr>
<tr>
<td>17.</td>
<td>Academic workload is manageable [SES]</td>
<td>N/A</td>
<td>45.4%</td>
</tr>
<tr>
<td>18.</td>
<td>I have enough time to complete all my work [SES]</td>
<td>N/A</td>
<td>41.0%</td>
</tr>
<tr>
<td>19.</td>
<td>I have time for self care [SES]</td>
<td>N/A</td>
<td>55.1%</td>
</tr>
<tr>
<td>Resilience</td>
<td>20. My university experience has encouraged me to learn from feedback; Agree to strongly agree [SES]</td>
<td>76.5%</td>
<td>79.5%</td>
</tr>
<tr>
<td>21.</td>
<td>Persist in the face of setbacks; Agree to strongly agree [SES]</td>
<td>61.6%</td>
<td>66.1%</td>
</tr>
<tr>
<td>22.</td>
<td>Take on challenges; Agree to strongly agree [SES]</td>
<td>59.7%</td>
<td>67.2%</td>
</tr>
<tr>
<td>23.</td>
<td>Maintain or develop my desire to learn; Agree to strongly agree [SES]</td>
<td>53.8%</td>
<td>61.7%</td>
</tr>
<tr>
<td>Living</td>
<td>24. I get enough sleep most nights [SES]</td>
<td>N/A</td>
<td>39.8%</td>
</tr>
<tr>
<td>25.</td>
<td>I can afford to buy enough nutritious food; Often to always [SES]</td>
<td>N/A</td>
<td>75.6%</td>
</tr>
<tr>
<td>26.</td>
<td>I use the on-campus Food Support Service [SES]</td>
<td>N/A</td>
<td>36.9%</td>
</tr>
<tr>
<td>27.</td>
<td>I have stable housing; Often to always [SES]</td>
<td>N/A</td>
<td>91.3%</td>
</tr>
</tbody>
</table>

Definitions of acronyms (alphabetically)

CCWS Canadian Campus Wellbeing Survey covering undergraduates and graduate students. Administered in 2022 for the first time. Expected to be administered every two to three years. Comparators include participating members of the U15 (seven participated in 2022).

CGPSS Canadian Graduate and Professional Student Survey. Master's and doctoral students. Administered every three years with U15 comparator data available.

SES Ongoing Waterloo Student Experience Survey uses a representative sample of 10,000 students. Administered each term. Internal survey. No comparators.
For Recommendation

To: Senate

Sponsor: Vivek Goel, President and Vice-Chancellor, and Chair of Senate Executive Committee

Contact Information: president@uwaterloo.ca

Presenter: David DeVidi, Associate Vice-President, Academic

Contact Information: david.devidi@uwaterloo.ca

Date of Meeting: October 23, 2023

Agenda Item Identification: 12a. Senate Governance Review Recommendation: Senate Undergraduate Council – Curriculum Subcommittee

Recommendation/Motion:

That Senate endorse the establishment of a term-limited pilot of a curriculum subcommittee for Senate Undergraduate Council, as described in this report.

Summary:

In response to the request that came out of the Senate Governance Review the Senate Undergraduate Council (SUC) has engaged in a review of its terms of reference and is bringing forward recommendations to Senate Executive Committee following a series of strategic discussions that occurred from December 2022 to April 2023.

Following these strategic discussions, SUC does not see the need for drastic changes to its terms of reference. SUC did observe that the current organization of its work does not devote enough time to a range of topics that Senate has deemed to be SUC business including the following: the creation of flexible course scheduling options; definitions of various digital instructional modalities; open enrolment; Teaching Incubator projects; Undergraduate Degree Level Expectations; the value and mechanisms for recognizing co-curricular activities; and a Learning Strategy parallel to the Digital Learning Strategy. With some straightforward refinements to the organization of SUC’s work, the University would be able to derive greater benefit from the body. SUC therefore proposes the following recommendations, which will make better use of the time and talents of SUC members while still ensuring that due attention is paid to the curricular role that has dominated SUC meetings for many years:

a. That Senate endorse the establishment of a one-year pilot of a SUC Curriculum Subcommittee to approve routine curricular submissions. As a pilot project and without direct empowerments, the subcommittee will make recommendations to SUC rather than SUC delegating authority to approve on its behalf. It is
anticipated that these recommendations will be accepted frequently enough that the Registrar could begin the work of implementing changes for the next publication of the calendar at this stage rather than waiting for final SUC approval. Most recommendations will be on the consent agenda, with only new programs, major modifications, and “matter of controversy that might arise” on SUC’s regular agenda. As such, SUC meetings would reduce the overall time devoted to curriculum items while maintaining an effective distribution of workloads in the Registrar’s Office. A detailed proposal for the remit of the piloted SUC Curriculum Subcommittee is included with this report.

b. Anticipating a successful trial period, SUC would prepare a recommendation to Senate for an amendment to Bylaw 2 to permanently enshrine the SUC curriculum subcommittee and to delegate decision-making authority on many curricular matters to the subcommittee, with reporting of subcommittee decisions to SUC. The prospective bylaw amendment would aim to increase the delegation of authority to SUC to allow approval of academic regulations for undergraduate programs and as well as approving major modifications of programs, as defined by the University’s Institutional Quality Assurance Process

- Changes to academic regulations routinely are approved by Senate agenda through the consent agenda
- Despite being classified as major modification, most such amendments of academic plans are approved without controversy at Senate
- Notwithstanding the proposed delegations of authority, SUC would nevertheless be guided by its terms of reference that: “Any matter of controversy that might arise may be referred to Senate.”

c. That Senate encourage Faculty Councils to align their schedules with the work of the curriculum subcommittee pilot. This will help to smooth workflows between the Faculties and SUC, and mitigate avoidable delays in the processes

As a separate but related point, SUC will also be making the following changes to the organization of its business as a result of reviewing its terms of reference, which are presented for information as they do not require bylaw changes or the approval of Senate:

1. Establish a consent agenda for SUC meetings to handle routine information items and approvals
2. Reduce the number of meetings scheduled annually, perhaps from ten to six, anticipating that most curricular items will be approved via the SUC consent agenda at three meetings per year. This will liberate sufficient space and time on SUC agendas to focus on other strategic issues related to the University’s academic mission. Additional meetings may be scheduled as required.

**Jurisdictional Information:**

As provided for in Senate Bylaw 2, section 1.04, Senate Executive Council is empowered:

- To receive and review the reports and recommendations of all committees and councils, prior to their presentation to Senate and to make at its discretion recommendations to Senate thereon.
Governance Path:

Senate Undergraduate Council approval date (mm/dd/yy): 04/11/23
Senate Executive Committee (mm/dd/yy): 10/10/23
Senate approval date: Two readings to approve the prospective bylaw amendments, in Fall 2024

Previous Action Taken:

Senate endorsed the recommendations of the Senate Governance Review at its meeting on June 20, 2022, which included the following two recommendations:

28. Direct the committees and councils to review their terms of reference, membership, and what is delegated to them, and make recommendations for improvements. They also should consider ways to enable strategic discussions at meetings and explore options regarding chairships. Some recommendations to particular committees and councils:

... 

33. Both Councils:

• Reconsider what is sent to Senate for approval or information, and what is sent in the consent and regular reports

• Include greater detail and context for materials sent to Senate for decision (e.g., the nature of discussion at the meeting, the council’s assessment of the matter; explicitly what Senate is being asked to decide and why)

• Consider whether a curriculum committee/s should be created

New SUC Curriculum Subcommittee Pilot Proposal:

Membership:

1. Associate Vice-President, Academic (AVPA) [Chair]

2. The six Faculty Associate Deans for Undergraduate Studies (ADUs)

3. One SUC member from an Affiliated and Federated Institutions of Waterloo (AFIW) [this member will rotate between the AFIW represented at SUC, and the member will consult with representatives from other AFIW, as appropriate]
4. One Undergraduate student member of SUC
5. Editor, Undergraduate Calendar (UGC) [resource]
6. Coordinator, Quality Assurance (QA) [resource]
7. SUC Secretary [resource]

Proposed Initial Remit and Processes:

1. Currently, when curriculum submissions arrive from Faculties they are reviewed by the Editor, UGC, the Coordinator, QA, and the AVPA. The Editor identifies infelicities and arranges for correction at this early stage; the QA coordinator ensures that major and minor modifications are appropriately categorized; and the AVPA reviews the rationales and flags concerns. With new workflows, the QA review may be completed well before this stage. It remains to be seen whether it will continue to be sensible for the UGC Editor and the AVPA to review submissions in advance, or if practice may sensibly shift to distribute curricular submissions to subcommittee members as received.

2. Members of the subcommittee to review submissions in advance of SUC meetings, with scrutiny akin to that rendered by the ADUs:
   a. Discover clarifications/corrections
   b. Reach out to non-committee members as necessary in this process. This work can take place asynchronously and largely without the need for in-person meetings.
   c. Evolve practices to utilize workflows embedded within the new curriculum and calendar management system.

3. Once curricular submissions are revised and refined to address any issues with the submission, a vote will be taken (“Yes/no” on recommending the change to SUC). While the precise voting procedure is still to be determined, the aim will be to allow easy and efficient discourse and voting for committee members and will further aim to provide an automatic record of the result. Since a unanimous “yes” vote is currently the typical outcome at SUC, we anticipate that this will remain the normal result in the subcommittee; since required corrections will be made along the way.

4. It remains to be seen whether the subcommittee will meet synchronously; a synchronous meeting would be arranged where it would merit in light of the material under review, and it is anticipated that a period of experimentation will provide the necessary insight.

5. Impact on SUC meetings:
   a. The subcommittee would submit a report to recommend to SUC the unanimously approved courses and minor modifications, and this would be brought forward in the consent agenda. It is
anticipated that nearly all such curricular business would be handled in three (3) meetings over the course of the year

b. Where the subcommittee does not obtain unanimous approval, those curricular items would be brought forward to SUC for approval, with an item on the regular agenda for an SUC vote. It is anticipated that this would occur infrequently

c. The subcommittee would make recommendations to SUC to approve new program proposals, major modifications to programs, and regulation changes to SUC, with this business carried out in the regular agenda

The net effect of the initial remit is for the subcommittee to *de facto* approve of all courses submissions and minor modifications, with the subcommittee making recommendations to SUC on the items of greater magnitude: academic regulations, major modifications of programs, and the establishment of new programs. The scrutiny and approval of curricular submissions is allocated rationally to streamline processes, and there continues to be provision for any SUC member to request that any item of business be discussed in greater detail at any time e.g. moving the item from consent agenda to regular agenda.

While this subcommittee only has one student on it, the ADUs confirm that there is significant student involvement on the Faculty-level committees through which proposals travel before arriving at SUC, and an increasing number of departments have student members on their curriculum/undergraduate affairs committees.

In reviewing current business practices, it appears that for almost all Faculties it will suffice for the Faculties to aim for three “target meetings” for their curricular submissions to be approved by SUC: October/November, January/February, and April/May. As such, it would be worthwhile to ask Faculties to align their business to allow the subcommittee to meet these target dates, and this further aligns with the recent moving of the publication date for the Undergraduate Calendar from February to April, as endorsed by Undergraduate Operations (UOps). This does not prohibit curricular submissions from appearing on the consent agendas of other regularly scheduled meetings.

**Prospective Future Amendments to Senate Bylaw 2 following a Successful Pilot:**

Recommended amendments to Senate Bylaw 2, are as follows:

(strikethrough = deleted text, underline = new text)

5.03 Powers and Duties of the Undergraduate Council

The Undergraduate Council shall consider all questions relating to the academic quality of undergraduate studies within the university and, without intending to restrict the generality of the foregoing, the Undergraduate Council shall,
Senate Executive Committee

a. Make recommendations to Senate with respect to rules and regulations for the governance, direction and management of undergraduate studies in the university.

b. Make recommendations to Senate with respect to new undergraduate programs/plans, and the deletion of undergraduate programs/plans, and major changes to undergraduate programs/plans.

c. On behalf of Senate, consider and approve all new undergraduate courses and academic regulations, the deletion of undergraduate courses, and proposed changes to existing undergraduate courses, and minor and major changes to programs and/or plans, and provide Senate with a summary of council's deliberations in this regard. Any matter of controversy that might arise may be referred to Senate.

d. Advise the vice-president, academic & provost on all matters relating to undergraduate studies.

e. Consider, study and review briefs on any aspect of undergraduate studies from members of the university.
Senate Long Range Planning Committee

Summary:
Senate Long Range Planning Committee met on 20 September 2023. A summary of the items discussed is provided for the information of Senate.

i. New Interdisciplinary Programs, Networks, and Initiatives Fund

Members received an update on recent projects launched under the fund. The fund provides seed funding over three to five years to launch transformative Faculty-led (ideally more than two) interdisciplinary activity that addresses gaps and leverages opportunities in priority areas by working collaboratively with faculty members and other relevant stakeholders across at least two faculties. Deans serve as the responsible lead on each project, and in identifying ideas and scoping funding requirements. A maximum of $500,000 is provided to approved activity, and all projects are expected to be completed by the end of the funding or have reached a level of self-sustainability.

Members heard detailed updates and planned activities for two approved projects:

1. Antagonism and Intimidation in Academia – development of an expert speaker series from October 2023 to March 2024, leading up to hosting an international conference in June 2024. Speaker series plans to focus on exploring antagonistic responses in the academy to major issues (gender and race; science and technology; health research; environment, sustainability and climate change), and the conference will address topics around targeting in academia and practices to adopt in response along with the development of principles, actions and accountabilities as a commitment by the university to the freedom of expression.

2. Trust in Science and Technology – launch of network with the goal of understanding trust and lack of trust in science and technology, and to support ethically earning and sustaining trust in these domains. Activities include a speaker series, fostering citizen science, and engaging in research.
towards the development of a transdisciplinary framework to study trust broadly and in focused areas of interest e.g. trust in science, trust in technology and emerging technologies, trust in health. Multidisciplinary teams will analyze real-world problems which will inform the development of case studies.

ii. Overview of Portfolio: Associate Vice-President, Faculty, Planning and Policy

Christine McWebb was invited to provide a broad overview of the files, responsibilities and key strategic priorities associated with her role. Reporting to the Vice-President, Academic and Provost, the AVP FPP is responsible for academic personnel issues, across the three intersecting areas of Faculty Relations, Faculty Life Cycle, and Policy Review and Development. The AVP FPP liaises with FAUW and has delegated authority, from the Provost, as decision-maker in grievances brought by faculty members under the terms of Waterloo’s MOA with the University. Her appointment commenced on 1 April 2023 for a five-year term.
Office of the Vice President, Research and International

For Discussion

To: Senate

Sponsor: Charmaine B. Dean, Vice President Research and International
Contact Information: vpri@uwaterloo.ca

Presenter: Charmaine B. Dean, Vice President Research and International
Contact Information: vpri@uwaterloo.ca

Date of Meeting: October 23, 2023

Agenda Item Identification: 14a. Awards, Distinctions, Grants, Waterloo International Engagements

Summary:

Presenting the Vice-President, Research and International Report to Senate for October 2023. This report to Senate highlights successful research, international and entrepreneurial outputs and outcomes for the period August-September 2023 by the thematic areas as outlined in Waterloo’s Strategic Plan 2020-25.

Documentation Provided:

- Vice-President, Research and International Report to Senate for October 2023
Introduction
This report to Senate highlights successful research and international outputs and outcomes for the period August-September 2023 by the thematic areas as outlined in Waterloo’s Strategic Plan 2020-25.

ADVANCING RESEARCH FOR GLOBAL IMPACT

R1 - Research strengths to solve real-world problems.

Waterloo Ventures
Velocity successes by Waterloo alumni and students:

• “Building skills to tackle societal challenges”: Velocity launched Foundations, an eight week new program where students attend “weekly group sessions designed to actively engage them in research, problem-solving and skill building activities” aimed help students “foster an innovative mindset.”

• “Goodbye soggy paper straws and hello, true biodegradable plastic!”: MetaCycler BioInnovations, a new company at Velocity is creating plastic-like materials out of organic waste from dairy production.

• “Create your own virtual world – no coding expertise necessary”: Velocity incubator Mtion creates a tool which enables gamers, without having extensive background, “to build 3D spaces to express themselves and engage and interact with their fans in immersive settings.”

• “Move over robots – there’s a new cleaning method for solar panels”: Swish is “making transparent screens that retrofit on an existing solar panel and can remove the dust which settles on solar panels (reducing their efficiency), using nanotechnology.” “Panels can be cleaned multiple times a day with just a flip of a switch.”

Awards and Distinctions

Nandita Basu (Civil and Environmental Engineering, Earth and Environmental Sciences) - Joanne Simpson Medal for Mid-Career Scientists, American Geophysical Union (AGU)
• This annual award honours individuals working in earth and space sciences who have made notable scientific achievements while displaying exemplary character.

• This award is granted for outstanding research in mathematical sciences. Layton is an internationally acclaimed authority and leading researcher in mathematical medicine and biology.

Will Percival (Physics and Astronomy) - 2023 Giuseppe and Vanna Cocconi Prize, European Physical Society
• This award recognizes outstanding contributions to particle astrophysics and cosmology in the last 15 years. Waterloo professor Will Percival accepted this award on behalf of his
collaborating colleagues, Kyle Dawson (University of Utah) and Daniel Eisenstein (Harvard University).

**Mahla Poudineh** (Electrical and Computer Engineering) – Women in Science, Technology, Engineering, Math, Manufacturing, and Design (WiSTEM2D) - Johnson and Johnson

- The Johnson & Johnson Scholars Award Program recognizes female STEM2D leaders and aims to develop the STEM2D talent pipeline by awarding and sponsoring women at critical points in their careers, in each of the STEM2D disciplines: Science, Technology, Engineering, Math, Manufacturing and Design.

**Elizabeth Prince** (Chemical Engineering) – John Charles Polanyi Prize, Ontario Universities Council on Quality Assurance

- This prize is awarded each year to early-career researchers in recognition of their exceptional research in the fields of chemistry, literature, physics, economic science and physiology/medicine.

**Siv Sivaloganathan** (Applied Mathematics) – Fields Industrial Mathematics Prize, Canadian Applied and Industrial Mathematics Society (CAIMS)

- Sivaloganathan is the twelfth recipient of this annual award, which recognizes “exceptional research in any area of industrial mathematics conducted in Canada.”

**Diana Skrzydlo** (Statistics and Actuarial Sciences) - Robert V. Hogg award, Special Interest Group of the Mathematical Association of America on Statistics Education

- This award is given each year to an individual who has been teaching introductory statistics at the post-secondary level for between three and fifteen years, and “has shown both excellence and growth in teaching during that time.”

**CIHR Health System Impact Fellowship**

- **Shu-Feng Tsao**, (School of Public Health Sciences) - CIHR Health System Impact Fellowship, $155,000/two years

**Canada Excellence Research Chairs – Round 4**

Of the four Canada Excellence Research Chairs (CERC) applications submitted by Waterloo in Round 4, two (50%) were successful. The national average success rate for Rounds 1 to 3 was 26.7%. The awardees are under embargo.

**Canada Research Chairs**

Waterloo submitted five Canada Research Chair (CRC) applications; three applications were successfully funded and two are still pending a decision. All awardees are still under embargo.

**Canada Foundation for Innovation - Innovation Fund**

Waterloo was successful in securing eight of eighteen CFI-IF applications, totalling $31,973,392 (44.4% success rate). Waterloo’s success rate was higher than the national success rate (33.7%). Waterloo’s funding success rate (63.1%) is higher than the national rate (35.6%). All awardees are currently under embargo.
Canada Foundation for Innovation - John R. Evans Leaders Fund

- Kamkar Milad (Chemical Engineering), Engineering Multifunctional All-liquid Soft Materials and Ultra-light Weight Aerogels, **$80,000**

CIHR Café Scientifique

- Susan Elliott (Geography and Environmental Management), "Lupus and health information: Evidence-informed advocacy in action," **$7,985**

CIHR Planning and Dissemination Grant

- Warren Dodd (School of Public Health Sciences), "Amplifying the contributions of community health workers to health systems resilience: An engagement and planning process in the Philippines," **$20,000**

CIHR Canada Graduate Scholarships

Waterloo was awarded two graduate scholarships:

- Kishoree Sangaraapillai (Kinesiology), "Using exercise to improve gait in people living with Parkinson’s disease" **$35,000/year** for three years, totalling **$105,000**
  - Supervisor: Laura Middleton (Kinesiology)
- Ashley Sid (Pharmacy), "The Optimizing Naloxone Dispensing in Pharmacies (ONDP) Program: The impact of an online continuing education program on naloxone dispensing in Canada," **$35,000/year** for three years, totalling **$105,000**
  - Supervisors: Michael Beazley, Kelly Grindrod (School of Pharmacy)

Special Response Fund for Trainees (SRFT)

These funds are intended to initiate or maintain the employment or financial support—via stipend or salary—of graduate students and postdoctoral researchers who are directly impacted by the crisis in Ukraine. Total amount awarded: **$385,898**.

- Elliot Biro (Mechanical and Mechatronic Engineering), **$45,000**
- Charles Clarke (Cheriton School of Computer Science), **$20,000**
- Vijay Ganesh (Electrical and Chemical Engineering), **$40,000**
- Lukasz Golab (Management Sciences), **$20,000**
- David Hawthorn (Physics and Astronomy), **$6,667**
- Jonathan Li (Geography and Environmental Management), **$19,230**
- Jimmy Lin (Cheriton School of Computer Science), **$20,000**
- Roger Melko (Physics and Astronomy), **$20,000**
- Plinio Morita (School of Public Health Sciences), **$70,000**
- Chrystopher Nehaniv (Systems Design Engineering), **$40,000**
- Zhao Pan (Mechanical and Mechatronics Engineering), **$25,000**
- Derek Rayside (Electrical and Chemical Engineering), **$20,000**
- Stephen Vavasis (Combinatorics and Optimization), **$20,000**
- Alexander Wong (Systems Design Engineering), **$20,000**
Wings of Life Foundation

- **Abel Torres-Espin** (School of Public Health Sciences), “Machine learning of routine laboratory value trajectories as early dynamic 'physiome' biomarkers for SCI,” *200,000 EUROS/$287,166 CAD*

Waterloo International

- Ian Rowlands (Associate Vice-President, International) and Amelia Burton (Associate Director, International Relations) travelled to Toronto on 22 August 2023 for a series of meetings designed to strengthen Waterloo’s connections with the world. Meeting with Consul Generals from key partners, **Japan, South Africa, and South Korea**, these three meetings offered opportunities not only to share up-to-date insights and analysis with valued, knowledgeable partners, but also to continue to steward and to build trusted and effective relationships for impact. Full details are at [https://uwaterloo.ca/international/news/strengthening-waterloos-international-connections-toronto-0](https://uwaterloo.ca/international/news/strengthening-waterloos-international-connections-toronto-0)

- **International Education Week** will be held between **20-24 November 2023**. Celebrating the ways in which internationalization enriches our learning, research, and community work, Waterloo members are encouraged to go to the website (https://uwaterloo.ca/international/international-education-week) to find a calendar of activities, and to think about contributing their own.
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Office of the Vice-President, Academic and Provost

For Information

To: Senate

Sponsor: James W.E. Rush, Vice-President, Academic and Provost
Contact Information: provost@uwaterloo.ca

Presenter: James W.E. Rush, Vice-President, Academic and Provost
Contact Information: provost@uwaterloo.ca

Date of Meeting: October 23, 2023

Agenda Item Identification: 15. Report of the Provost – Faculty Appointments, Leaves

Summary:
The Faculty Reports for Senators’ information regarding the variety of appointments, reappointments, special appointments, leaves, and other matters of interest about individuals in the Faculties are available at the Senate agenda page.

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