

SENATE

MONDAY 23 October 2023

3:30 P.M. EST

NH 3407 / Zoom

[Governing Documents and Resources](#)

TIMING	AGENDA ITEM	PAGE	ACTION
	OPEN SESSION		
3:30 p.m.	1. Territorial Acknowledgement (Chris Houser, Dean of Science)	Oral	
	2. Conflict of Interest	Oral	Declaration
	3. Approval of the Agenda, and Approval of the Consent Agenda To approve the agenda as presented/amended, and to approve or receive for information the items on the consent agenda, listed as items 13-16 of the Senate agenda.	Oral	Decision
	4. Minutes of the 18 September 2023 Meeting To approve the minutes of the 18 September 2023 meeting as distributed/amended.	5	Decision
	5. Business Arising from the Minutes a. Response to A. Kempf question following September meeting	Oral 11	Input Information
	6. Senate Work Plan	13	Information
3:40 p.m. (20 mins)	7. Report of the President a. President's Update b. Provost's Update	Oral Oral	Information Information
4:00 p.m. (15 mins)	8. Faculty Update Presentation – Health (Lili Liu)	Oral	Information
4:15 p.m. (5 mins)	9. Report – Senate Executive Committee a. Approval of Membership to Senate Committees and Councils That Senate elect: i. Helena Shilomboleni as a member of Senate Undergraduate Council, term to 30 April 2024 ii. Kevin White as a member of Senate Graduate & Research Council, term to 30 April 2025	15	Decision
4:20 p.m. (20 mins)	10. Report – Senate Long Range Planning Committee a. Strategic Plan – Progress Report 2022-23 and Institutional Key Performance Indicators (Goel)	17	Information

TIMING	AGENDA ITEM	PAGE	ACTION
4:40 p.m. (30 mins)	11. Report – Senate Finance Committee a. Update on University Operating Budget (Rush)	37	Information
5:10 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.	41	Decision
5:20 p.m. (5 mins)	Consent Agenda <i>Motion: To approve or receive for information the items on the consent agenda, listed as items 13-16 of the Senate agenda</i>		
	13. Report – Senate Long Range Planning Committee	47	Information
	14. Report – Vice-President, Research & International a. Awards, Distinctions, Grants, Waterloo International Engagements	49	Information
	15. Report of the Provost – Faculty Appointments, Leaves	55	Information
	16. List of Graduands – Fall 2023 Convocation NB: report to come forward on or around 20 October 2023	57	Information
	17. Other Business	Oral	Input
5:25p.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.	61	Decision
	19. Business Arising from the Minutes	Oral	Input
	20. Report of the President	Oral	Information
5:30 p.m. (10 mins)	21. Report of the Chancellor Nominating Committee NB: item to be distributed separately on 23 October 2023	Distributed separately	Decision
	22. Other Business	Oral	Input
	23. Adjournment	Oral	Input

16 October 2023

Mike Grivicic
Associate University Secretary
Secretary to Senate

Important Dates

20-21 October 2023	Convocation
23 October 2023	Senate Meeting
31 October 2023	Board of Governors Meeting
8 November 2023	Tech Horizons Executive Forum, hosted by WatSPEED (Toronto)
27 November 2023	Senate Meeting

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University of Waterloo
SENATE
Minutes of the Monday 18 September 2023 Meeting
[in agenda order]

Present: John Abraham, Nasser Abukhdeir, Sheila Ager, Marc Aucoin, Lisa Aultman-Hall, Aubrey Basdeo, Jean Becker, Jeff Casello, Trevor Charles, Joan Coutu, Kim Cuddington, Kristine Dalton, Laura Deakin, Charmaine Dean, Jack DeGooyer, David DeVidi, Catherine Dong, Mark Ferro, Paul Fieguth, Wendy Fletcher, Bruce Frayne, Genevieve Gauthier-Chalifour, Mark Giesbrecht, Vivek Goel (chair), Rob Gorbet, Kelly Grindrod, Mike Grivicic, Vikas Gupta, David Ha, Peter Hall, Kevin Hare, Chris Houser, Natalie Hutchings, Nadine Ibrahim, Sonia Ismail, Martin Karsten, Acey Kaspar, Achim Kempf, Veronica Kitchen, Alysia Kolentsis, Christiane Lemieux, Xianguo Li, Lili Liu, Brad Lushman, Jennifer Lynes Murray, Stephanie Maaz, Shana MacDonald, Ellen MacEachen, Carol Ann MacGregor, Blake Madill, Colleen Maxwell, Kristiina Montero, Richard Myers, Cathy Newell Kelly, Christopher Nielsen, Rory Norris, James Nugent, Erin O'Connell, Troy Osborne, David Porreca, Luke Potwarka, Jacinda Reitsma, Cynthia Richard, Mary Robinson, James Rush, Beth Sandore Namachchivaya, Labibah Salim J Ali, Rida Sayed, Asher Scaini, Siva Sivoththaman, James Skidmore, Christopher Taylor, Sharon Tucker, Graeme Turner, Diana Vangelisti, Dan Weber, Mary Wells, Stanley Woo, Clarence Woudsma, Changbao Wu, Annie Yang

Guests: Aldo Caputo, Catherine Burns, Kristine Dalton, Randy Dauphin, Nenone Donaldson, Bernard Duncker, Donna Ellis, Becky Elming, Barbara Forrest, Anne Galang, Diana Goncalves, Jenny Flagler-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*, Judy Castaneda, Aiman Fatima, Murray Gamble*, Neela Hassan, Narveen Jandu, Scott Kline, Peter Meehan, John Saabas*, Marcus Shantz*, Sivabal Sivaloganathan
*regrets

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 Hashana 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 looking 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. Academic Plan Change – Diploma in Studies in Islam

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 three 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
MG/dg

Mike Grivicic
Associate University Secretary
Secretary to Senate

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From: UWaterloo Senate
Sent: Friday, October 6, 2023 10:58 AM
To: Achim Kempf
Cc: Gen Gauthier-Chalifour; Mike Grivicic
Subject: Response to Question - Senate Meeting 18 Sep 2023

Dear Achim,

Further to your question sent during the Senate meeting held September 18, 2023, following is the response provided from the Office of the Vice President, Academic and Provost. This will also be included as an item of business arising at the upcoming Senate meeting, for the benefit of all Senators.

Original question:

Dear Vivek, the point I intended to make was this. If I remember correctly, that terrible knife attack was primarily against the instructor. This would indicate that we are here looking at a form of hate that is directed primarily towards those who are concerned with EDI and try to protect marginalized people, rather than against the marginalized people themselves. If so, are we sufficiently planning our security efforts with this in mind?

Response from the Office of the Vice-President, Academic and Provost:

Achim,

Thank you for your thoughtful question. It's difficult for us to know exactly what the attacker intended with his attack. What we do know is that the police have labelled the attack a crime based on a hateful view of gender expression and gender identity. We will have the opportunity to understand more about the motivations for the attack as the court process unfolds.

Nevertheless, the attack has underlined many important points around safety for our people on campus that our teams are working to identify. Already this has resulted in an effort to remove class locations from the public internet and we will share other lessons from our review of our emergency and safety with the campus community in the near future.

In terms of the update on community, culture, and climate, it is our objective to create a safe, equitable, and inclusive campus for all. We have teams working across the university to identify and break down barriers for many marginalized or historically-oppressed groups, with the goal of creating a safer more welcoming environment for everyone.

All the very best,
Gen

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Genevieve Gauthier-Chalifour, MA, C.Dir.
University Secretary
Secretariat | University of Waterloo
Office: 519-888-4567, ext. 43183

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Senate Agenda Items · expected *as needed	15 May 2023	19 June 2023	18 September 2023	23 October 2023 <i>Strategic Plan Annual Update / Waterloo at 100</i>	27 November 2023	29 January 2024	4 March 2024	8 April 2024
REGULAR AGENDA (including items for information and discussion)								
Minutes	▪	▪	▪	▪	▪	▪	▪	▪
Business Arising	▪	▪	▪	▪	▪	▪	▪	▪
LEADERSHIP UPDATES⁶								
Report of the Vice-President, Academic & Provost	*	*	*	*	*	*	*	*
Report of the Vice-President, Research and International	*	*	*	*	*	*	*	*
COMMITTEE/COUNCIL REPORTS								
Executive Committee	*	*	*	*	*	*	*	*
Graduate & Research Council (GRC)	▪	▪	▪	▪	▪	▪	▪	▪
Undergraduate Council (UC)	▪	▪	▪	▪	▪	▪	▪	▪
Long Range Planning Committee				▪		▪		▪
Joint Report of GRC & UC, Academic Calendar Dates ¹					▪			
University Committee on Student Appeals Annual Report ¹ (Policy 72)					▪			
University Appointment Review Committee Annual Report ¹ (Policy 76)								▪
Finance Committee - Budget Update ³							▪	
Finance Committee - Budget recommendation ^{2, 3}								▪
OTHER SENATE AGENDA ITEMS								
New Senator Orientations (before meeting)	▪							
Teaching Awards Committee							▪	
Delegation of Roster of Graduands								▪
Report of Roster of Graduands		▪		▪				
Convocation Report (CR&E) – summary of previous years’ ceremonies							▪	
Undergraduate and Graduate Admissions Update					▪			
Conduct Self-Assessment Survey ¹							▪	
SENATE PRESENTATIONS								
Presentations from the Presidents of the Faculty Association, Waterloo Undergraduate Association and Graduate Student Association ¹							▪	
Strategic Plan Accountability Update ¹ (June)								
PART Annual Update		▪						
Faculty Update (6x/year)			ENG	HLTH	MATH	ENV	ARTS	SCI

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	15 May 2023	19 June 2023	23 September 2023	23 October 2023 <i>Strategic Plan Annual Update / Waterloo at 100</i>	27 November 2023	29 January 2024	4 March 2024	8 April 2024
CONSENT AGENDA								
Reports from Faculties (e.g., appointments, administrative appointments, sabbaticals) ²	▪	▪	▪	▪	▪	▪	▪	▪
Tenure and Promotion Report ⁴			▪					
University Professor Designation ³							▪	
Call for Nominations for University Professor ³			▪					
Call for Nominations for Honorary Degree Recipients ⁴						▪		
Report of the COU Academic Colleague ¹	▪							
Senate Committee Appointments ⁵	*	*	▪	*	*	*	*	*
CLOSED AGENDA								
Minutes	▪	▪	▪	▪	▪	▪	▪	▪
Business Arising	▪	▪	▪	▪	▪	▪	▪	▪
Reports from Committees and Councils	*	*	*	*	*	*	*	*
Honorary Degree Recommendations	*	*	*	*	▪	▪	*	*
Reports from Search and Review Committees for Policy-based Senior Leadership Appointments and Reappointments	*	*	*	*	*	*	*	*
Report of VP Advancement on Policy ⁷		▪						
Joint SENATE/BOARD Strategic Plan Focus Sessions 3-4:30					Joint SENATE/BOARD Continuing Education Sessions 3-4:30			
<ul style="list-style-type: none"> To be determined 					<ul style="list-style-type: none"> To be determined 			

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

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

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⁶ Leadership updates may include such topics as: Talent, We Accelerate Report, Communities (EDI, Sustainability), Waterloo International, etc.

For Approval**Open Session****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:

- i. Helena Shilomboleni as a member of Senate Undergraduate Council, term to 30 April 2024
- ii. Kevin White as a member of Senate Graduate & Research Council, term to 30 April 2025

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. There is a further vacancy on the Senate Graduate & Research Council for the graduate student member from the Faculty of Science. The GSA President recommends Kevin White as the nominee, to complete the remainder of the term, which ends 30 April 2025.

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

Executive Committee

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For Information

Open Session

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

2020-2025 Strategic Plan Annual Update Report

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.

2020-2025 Strategic Plan Annual Update Report

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.

2020-2025 Strategic Plan Annual Update Report

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.

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- **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 exemplar 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.

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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 (46) 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.

Key performance indicator		Waterloo				Comparator				
		Older	→	Most recent	Trend	Peer Group	Older	→	Most recent	
A. EDUCATION¹, RESEARCH, AND SERVICE										
Education	1. Students feel like they are part of the Waterloo community [NSSE]	First year	N/A	74.6% 2020	73.6% 2023	↓	U15	N/A	70.7% 2020	70.4% 2023
		Graduating year	N/A	63.9% 2020	68.5% 2023	↑	U15	N/A	63.1% 2020	64.7% 2023
	2. Students feel comfortable being themselves at Waterloo [NSSE]	First year	N/A	88.6% 2020	89.1% 2023	↑	U15	N/A	88.0% 2020	87.8% 2023
		Graduating year	N/A	87.2% 2020	88.3% 2023	↑	U15	N/A	86.5% 2020	86.6% 2023
	3. Students feel that Waterloo emphasizes social opportunities [NSSE]	First year	52.6% 2017	55.2% 2020	56.4% 2023	↑	U15	60.5% 2017	57.9% 2020	57.5% 2023
		Graduating year	43.0% 2017	40.7% 2020	44.3% 2023	↑	U15	54.1% 2017	49.6% 2020	50.3% 2023
	4. Percentage of students with entering average >90% [OUAC]		59.8% 2019	69.5% 2020	75.7% 2021	↑	U6	50.0% 2019	60.1% 2020	69.8% 2021
	5. First to second year student retention by entry cohort year [CSRDE]		94.7% 2019	93.2% 2020	92.5% 2021	↓	U6	93.4% 2019	91.9% 2020	91.1% 2021
	6. Graduation rates by entry cohort year [UW and U15]	Undergraduate (after six years)	84.1% 2014	84.3% 2015	84.5% 2016	↑	U6	79.8% 2014	79.9% 2015	80.4% 2016
		Masters (after four years)	88.4% 2014	88.2% 2015	90.4% 2016	↑	U6	91.1% 2014	91.4% 2015	92.2% 2016
Doctoral (after six years)		58.1% 2013	60.5% 2014	63.3% 2015	↑	U6	56.5% 2013	54.8% 2014	54.4% 2015	

¹ More specific results to questions addressing student experience available in the Insights report.

Key Performance Indicators Dashboard, 2022-2023

Key performance indicator		Waterloo			Comparator					
		Older	➔ Most recent	Trend	Peer Group	Older	➔ Most recent			
Education	7. Graduate employment rate by graduating cohort year [OUGS]	96.9% 2017	94.9% 2018	95.5% 2019	↓	ON	95.6% 2017	92.7% 2018	94.3% 2019	
	8. Graduates' employment related to skills developed at university, by graduating cohort year [OUGS]	91.4% 2017	92.7% 2018	92.6% 2019	↑	ON	86.8% 2017	87.4% 2018	87.5% 2019	
	9. Percentage of earnings above \$60K two years after graduation by graduating cohort year [OUGS]	53.5% 2017	55.9% 2018	63.8% 2019	↑	U6	39.1% 2017	41.2% 2018	46.5% 2019	
	10. Percentage of full-time co-op enrolment [UW and U15]	Undergraduate	73.2% 2020-2021	73.8% 2021-2022	75.8% 2022-2023	↑	U15	12.2% 2020-2021	12.3% 2021-2022	12.6% 2022-2023
		Graduate	6.2% 2020-2021	5.8% 2021-2022	7.9% 2022-2023	↑	U15	1.0% 2020-2021	1.1% 2021-2022	0.9% 2022-2023
	11. Participation in two or more high impact practices (graduating year) [NSSE]	60.6% 2017	61.5% 2020	61.5% 2023	↑	U15	53.5% 2017	54.7% 2020	51.7% 2023	
12. Participation in reflective and integrative learning (graduating year) [NSSE]	32.2 2017	32.3 2020	32.0 2023	↓	U15	35.7 2017	35.6 2020	36.5 2023		
Research	13. Annual research revenue (\$M) [CAUBO]	\$211.2 2019-2020	\$221.0 2020-2021	\$196.3 2021-2022	↓	U15	\$429.8 2019-2020	\$490.1 2020-2021	\$351.2 2021-2022	
	14. Research revenue from industry / non-governmental sources (\$M) [COFO]	\$48.2 2019-2020	\$45.8 2020-2021	\$39.9 2021-2022	↓	ON	\$60.2 2019-2020	\$65.9 2020-2021	\$62.3 2021-2022	
	15. Publications among top 10% most interdisciplinary indexed [Elsevier]	10.5% 2016-2020	10.4% 2017-2021	10.3% 2018-2022	↓	Among U15 Waterloo ranks:	2 nd 2016-2020	3 rd 2017-2021	3 rd 2018-2022	
	16. Publications with international collaborators [Leiden]	57.6% 2016-2019	59.4% 2017-2020	60.3% 2018-2021	↑	U15	56.5% 2016-2019	57.7% 2017-2020	58.4% 2018-2021	

Key Performance Indicators Dashboard, 2022-2023

Key performance indicator		Waterloo			Comparator				
		Older	→ Most recent	Trend	Peer Group	Older	→ Most recent		
Service (innovation)	17. Universities globally producing venture capital-backed entrepreneurs [PitchBook]	22 nd 2021	21 st 2022	Available in October	↑	In Canada Waterloo ranks:	1 st 2021	1 st 2022	Available in October
	18. Number of startups per \$100M in annual research funding [AUTM]	6.19 2020	4.44 2021	5.71 2022	↓	U15	2.49 2020	1.61 2021	2.31 2022
	19. Citations to Waterloo publications in patents [SciVal]	N/A	N/A	351 2018-2022		INTL ² Waterloo ranks:	N/A	N/A	11 th of 11 2018-2022
	20. Policy cited scholarly output (e.g., publications), normalized; world average expected value = 1 [SciVal and Overton] ³	1.8 2020	1.9 2021	2.1 2022	↑	Among U15 Waterloo ranks:	15 th 2020	13 th 2021	11 th 2022
					INTL ⁴ Waterloo ranks:	5 th of 15 2020	5 th of 15 2021	4 th of 15 2022	

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

Key performance indicator	Waterloo			Trend	Peer Group	Comparator		
	Older	→ Most recent				Older	→ Most recent	
B. OPERATIONS								
21. Staff turnover rate [UW]	7.8% 2021	10.0% 2022	6.6% Jan – Jun, 2023	N/A	N/A	-	-	-
22. New funds raised (\$M) ⁵ [CASE]	\$43.5 2019-2020	\$30.2 2020-2021	\$36.9 2021-2022	↓	Maclean's ⁶	\$13.2 2019-2020	\$18.6 2020-2021	\$19.9 2021-2022
23. Engaged alumni as a percentage of contactable alumni [CASE]	28.1% 2019-2020	32.3% 2020-2021	22.5% 2021-2022	↓	Participating CDN institutions	5.1% 2019-2020	24.8% 2020-2021	7.4% 2021-2022
24. Alumni donors as a percentage of contactable alumni [CASE]	3.8% 2019-2020	2.5% 2020-2021	2.7% 2021-2022	↓	Maclean's ⁶	1.3% 2019-2020	1.0% 2020-2021	1.1% 2021-2022
25. Greenhouse gas emissions percentage change from 2015 base year [UW]	1.1% 2019-2020	-8.6% 2020-2021	-4.4% 2021-2022	↓	N/A	-	-	-
C. FINANCIAL STRENGTH								
26. Net operating revenues ratio ⁷ [COU]	2.0% 2019-2020	18.8% 2020-2021	10.8% 2021-2022	↑	ON universities with full-time enrolment >30K	7.1% 2019-2020	19.6% 2020-2021	9.2% 2021-2022
27. Net income / loss ratio [COU]	4.8% 2019-2020	9.8% 2020-2021	4.8% 2021-2022	—		5.8% 2019-2020	10.5% 2020-2021	3.9% 2021-2022
28. Primary reserve ratio (days) [COU]	167 2019-2020	214 2020-2021	234 2021-2022	↑		201 2019-2020	236 2020-2021	234 2021-2022
29. Viability ratio [COU]	No external long-term debt					183.1% 2019-2020	219.8% 2020-2021	212.0% 2021-2022

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.

Key Performance Indicators Dashboard, 2022-2023

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)

Area	Survey question	Data and comparator		
		Waterloo 2022	U15 2022 Seven participating	Relative to peer
Overall wellness	Survey population: undergraduate and graduate students			
	1. Students' mental and emotional wellbeing is a priority; <i>Somewhat to strongly agree</i> [CCWS]	56.7%	51.6%	↑
	2. Know where to access campus-based resources for mental health; <i>Somewhat to strongly agree</i> [CCWS]	46.1%	38.8%	↑
	3. Know where to access campus-based resources for physical health; <i>Somewhat to strongly agree</i> [CCWS]	47.8%	40.7%	↑
Relationships	Survey population: undergraduate and graduate students			
	4. I have close relationships that provide me with a sense of emotional security and wellbeing; <i>Somewhat to strongly agree</i> [CCWS]	81.0%	82.1%	↓
	5. There is someone I could talk to about important decisions in my life; <i>Somewhat to strongly agree</i> [CCWS]	84.7%	85.7%	↓
	6. I have relationships where my competence and skill are recognized; <i>Somewhat to strongly agree</i> [CCWS]	80.7%	80.0%	↑
	7. I feel part of a group of people who share my attitudes and beliefs; <i>Somewhat to strongly agree</i> [CCWS]	75.9%	74.4%	↑
8. There are people I can count on in an emergency; <i>Somewhat to strongly agree</i> [CCWS]	85.9%	87.3%	↓	
Sense of belonging	Survey population: undergraduate and graduate students			
	9. I feel that I belong at my institution / on campus; <i>Somewhat to strongly agree</i> [CCWS]	84.8%	79.3%	↑
	10. At my institution, I am respected regardless of my personal characteristics, identity, or background; <i>Somewhat to strongly agree</i> [CCWS]	92.8%	88.9%	↑
	11. I have a group, community, or social circle at my institution where I feel I belong; <i>Somewhat to strongly agree</i> [CCWS]	74.6%	66.9%	↑
	Survey population: graduate students	Waterloo 2022	U15 2022	Relative to peer
	12. I feel like a valued member of my department / faculty; <i>Agree to strongly agree</i> [CGPSS]	72.6%	72.5%	↑
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; <i>Agree to strongly agree</i> [CGPSS]	69.1%	68.6%	↑	

Appendix: Insights Report for 2022-2023 on Student Wellness (selected indicators)

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

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 Information**Open Session**

To: Senate

Sponsor: Vivek Goel, President and Vice-Chancellor
Contact Information: president@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: **11. Report - Senate Finance Committee**

Summary:

Senate Finance Committee met on 5 October 2023. A summary of the items discussed is provided for the information of Senate.

i. 2022-23 Operating Budget Update and Developments

The committee received an update on the current year budget and external factors impacting the budget:

- Enrollment tracking and projections for 2023-24 fiscal year, with examination of multi-year trends for undergraduate and graduate students, both domestic and international
- Impact of salary adjustments arising from re-openers following the striking down of Bill 124
- Increases to interest income, due to the environment of rising interest rates
- University awaits the report of the Blue Ribbon Panel and will assess potential budgetary impacts once the report is publicized and government responses are announced. The University has provided submissions into the Panel's work, both individually and with sector partners
- Background on Ministry of Colleges and Universities' financial accountability framework, including relevant metrics under consideration

The provost will provide a budget update presentation at the October 2023 meeting of Senate.

ii. Waterloo Budget Model – Development and Plans

The committee was apprised of current work and planned improvements to the Waterloo Budget Model:

- Guiding principles, including improved transparency and data supports to enable budget planning
- Foster the ability of units to carry out integrated planning
- Increased coordination with Faculties and academic support units
- Formation of a Budget and Planning Office to assist in integrated planning, budget coordination and to act as a resource for all units
- Laying groundwork through 2024 to facilitate transition to new model for fiscal 2025-26

Attachments: Brief: Update to Operating Budget 2023/24

Update to Operating Budget 2023/24

Executive Summary

At the time of preparation and presentation of the 2023/24 opening operating budget, uncertainties were identified in several areas with updates expected later in the year. A commitment was made to provide updates this fall. This memo outlines the nature of these uncertainties and related updates including estimated impact on the operating budget.

Operating Budget (in thousands)	2023/24
Deficit for 2023/24 in budget at start of year	(\$ 4,017)
Bill 124 base salary amendments	(16,000)
Blue Ribbon Panel impacts	-
Enrolment impacts	-
Increase in interest income	5,000
Estimated (deficit)	<u>(\$15,017)</u>

The University continues to commit to work to achieve an in-year balanced budget, including the use of some one-time resources, with further significant work to support achieving a balanced 2024/25 budget. Given the significant constraints and regulations currently in place impacting the University's income, a balanced budget will require spending constraints and budget reductions. Draw downs on one-time resources will be employed to help manage budgetary transitions in the current fiscal year.

Salary Bill 124 amendments

Under Bill 124, salary scale increases in the faculty and staff salary agreements for May 2021-April 2024 were limited to 1%. Since Bill 124 has subsequently been found to be "void and of no effect", the University initiated Bill 124 reopener clauses with employee groups and has communicated Bill 124 salary adjustments for faculty and staff, including, for eligible employees, extraordinary base salary increases effective May 1, 2023 and lump sum payments. The estimated operating fund costs are:

- May 1, 2023 base salary extraordinary adjustments - \$16 million (salary and benefits) recurring annual expense to be reflected in the annual operating budget
- Lump sum payments – \$8 million one-time expense to be funded by drawing down one-time resources (one-time resources built up over time from past underspending of available budgets)

Blue Ribbon Panel

On March 2, 2023 the Ontario Ministry of Colleges and Universities (MCU) announced the creation of a Blue-Ribbon Panel to provide advice and recommendations to the province on financial sustainability in the postsecondary education sector in Ontario. The panel was specifically asked to provide advice on a long-term tuition-fee policy. The Blue Ribbon Panel conducted their work in the spring and summer of 2023, but their report has not yet been shared publicly. We therefore do not currently know the advice provided by the report, or how the province will choose to respond to the recommendations of the report. We anticipate that the recommendations, particularly regarding domestic Ontario tuition fees, will be implemented after the current (2023/24) fiscal year.

Enrolment

Based on Spring 2023 and preliminary estimates for Fall 2023, fiscal year to date overall tuition revenue is tracking to be close to overall tuition budget for the year, with some underlying changes and trends within individual categories of tuition revenue versus budget.

Preliminary estimates of undergraduate international new student intake are tracking below planning target and less than the last two years. This will contribute to overall international undergraduate enrolments lower than forecasted in opening budget planning.

The financial impact of lower than forecasted undergraduate international enrolment is mostly offset by undergraduate domestic and graduate international new student intake levels above targets.

The University continues to closely monitor potential risks arising from geopolitical tensions with our two largest international student markets, China and India.

Inflation and interest rates

Interest rates have continued to rise since the opening budget was prepared. The estimated increase in operating investment income in the current year is \$5 million (from \$30 million to \$35 million). A return over time to operating interest income of around \$10 million - \$15 million annually, more typical of the 2018/2019 to 2021/22 period, is expected to follow future decreases in interest rates.

MCU University Financial Accountability Framework

In November 2022, the Ministry of Colleges and Universities (MCU) announced the creation of a new University Financial Accountability Framework, to take effect April 1, 2023. The purpose of the framework is to conduct additional monitoring and assessment of the financial health of Ontario universities, and in some cases, to require follow up actions. The framework has been under development, and the University sector has been engaged in providing feedback. MCU released their technical manual for this new framework the week of October 10, 2023, which provides additional details on the calculations. MCU has indicated they will hold a technical briefing with the sector to answer questions in the coming weeks.

Eight financial metrics and the institution's credit rating will be used annually to assess the financial health of each University. There will be thresholds and weightings for each metric and overall risk scores will be determined. Based on the risk scores, there are various possible outcomes for no action or required action.

The framework will be in place for the current fiscal year, using financial data from University year end audited financial statements for the most recently completed year end.

For the first year of reporting, based on actual financial data for the 2022/23 year, University of Waterloo is expected to fall into the lowest risk category within the framework with an outcome of no action.

We are developing processes to proactively assess impact on the relevant financial health metrics based on each year's annual operating budget, as well as for any significant changes or plans.

Next Steps

Further updates will be shared as available in the March Senate meeting as part of the 2023/24 Operating budget update.

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For Recommendation**Open Session**

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:

- 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.

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 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.

For Information**Open Session****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:** **13. Report from 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

Senate Long Range Planning Committee

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.

For Discussion

Open Session

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

**Vice-President, Research & International
Report to Senate
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.

Anita Layton (Applied Mathematics) - Royal Society of Canada Medal - John L. Synge Award.

- 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>
- **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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For Information**Open Session****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](#)¹.

¹ <https://uwaterloo.ca/secretariat/sites/default/files/uploads/documents/all-faculties-october-2.pdf>

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For Information**Open Session**

To:	Senate
Sponsor:	Cathy Newell Kelly, Registrar
Contact Information:	cnkelly@uwaterloo.ca
Sponsor:	Jeff Casello, Associate Vice-President, Graduate Studies and Postdoctoral Affairs
Contact Information:	jcasello@uwaterloo.ca
Presenter:	Cathy Newell Kelly, Registrar
Contact Info:	cnkelly@uwaterloo.ca
Date of Meeting:	October 23, 2023
Item Identification:	16. List of Graduands – Fall 2023 Convocation

Summary:

At the April 17, 2023 meeting of Senate the following motion was carried:

That Senate approve the delegation of its authority for the approval of the roster of graduands jointly to the chair and vice-chair of Senate, for convocation ceremonies scheduled in June 2023 and October 2023 and that a full report on the complete roster of graduands be presented for information to the Senate meeting following the relevant convocation.

Congruent with Senate's approval and having been furnished with the lists of graduands for Fall 2023 convocation, on 11 October 2023 the chair and vice-chair of Senate confirmed approval of the lists of graduands as attached to this report.

Assurance Processes for Degree Granting and Validation

The University has implemented a variety of processes and systems to ensure that students receiving a degree have fulfilled the requirements of their respective programs.

i. Degree Granting - Undergraduate

Once a student has submitted their application to graduate, the Registrar's Office works closely with Faculty partners to review and confirm that students have met degree requirements. Both the Faculties and the Registrar's Office review each student record, as well as completing a variety of queries for record- and error-checking. During these reviews the Registrar's Office confirms that:

- Requested program/plan combinations are valid
- The correct number of units are completed

- Required courses are completed
- Co-op/PD requirements are met (where applicable)
- Milestones are completed
- Minimum averages are met
- Student is in a good academic standing

It is only once all these criteria are met that students are coded in Quest as having completed their degrees. Otherwise, students are notified that they do not meet degree requirements and must achieve the missing requirement(s) before they are eligible to graduate.

ii. Degree Granting - Graduate

Once a student has submitted their application to graduate, their home department reviews their record to ensure that:

- The thesis, or research paper (if applicable) is complete and has been approved by the committee and accepted to UWSpace (in the case of a thesis);
- All required courses have been completed and have grades present;
- All overall average and/or program-specific minimum grade requirements are met;
- All milestones have been successfully completed and recorded;
- The requirements for any applicable field, specialization, or type II diploma have also been met; and
- Co-op requirements are met, where applicable.

The department then approves the student to graduate and GSPA staff performs a confirming review to ensure all courses, milestones, and thesis are complete, prior to coding degree completion.

iii. Early Degrees:

To qualify for an early diploma, students must meet one of the following criteria:

- They have a time-sensitive application for a TN (or TN1) Visa. The student must provide their fully-signed US job offer that includes the start date, which can be up to 30 days after their convocation ceremony.
- They have other immigration-related circumstances that require an early diploma. The student must provide proof of requirement or meet with an Immigration Consultant and provide validation of the requirement.
- They have an educational opportunity that requires their diploma (as opposed to evidence of degree completion). The student must provide communication from the academic institution stating the original diploma is a requirement.
- They have a professional opportunity that requires their diploma (as opposed to evidence of degree completion). The student must provide a request from their proposed employer, on their letterhead, that indicates that the diploma is necessary for their appointment.

iv. Degree Validation:

For degree validation The Centre used AuraData, a third-party company with whom the University has engaged for about 20 years. Employers pay a fee to AuraData and the University receives a portion of the revenue. The alumnus provides authorization and then degree verification is given. If there's a discrepancy, (often due to the alumnus using the wrong degree name or using a different name) those situations are directed to The Centre to verify manually.

AuraData processes roughly 90-95% of Waterloo's degree validation requests. The Centre also does some validation through a company called DigiFlow, as well through government Cultural Bureaus. For government requests, the bureau submits their own forms to The Centre and the validation is completed manually.

Documentation Provided: full lists available [via external link](#)

- Fall 2023 Convocation Early Degrees Granted
- Fall 2023 Convocation Conferment of Degrees
- Spring 2023 Convocation Revisions to Conferment of Degrees

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CONFIDENTIAL MINUTES

20. MINUTES OF THE 19 JUNE 2023 MEETING

A motion was heard to approve the minutes as distributed. Skidmore and Deakin. Carried.

21. BUSINESS ARISING FROM THE MINUTES

There was no business arising.

22. REPORT OF THE PRESIDENT

No report.

23. SENATE EFFECTIVENESS SURVEY

The chair thanked members for their participation and noted that the overall response rate could be improved for the 2024 iteration. The report included detail on a number of initiatives completed or underway under the mantle of the Senate Governance Review and which align with the feedback gleaned from the survey.

24. OTHER BUSINESS

There was no other business.

25. ADJOURNMENT

With no further business the meeting was adjourned at 5:45 p.m.

25 September 2023
MG/dg

Mike Grivicic
Associate University Secretary
Secretary to Senate

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