

**SENATE LONG RANGE PLANNING COMMITTEE**

Wednesday, September 11, 2024

1:30 - 3:00 P.M. EST

NH 3308/3318, and Zoom

TIMING	AGENDA ITEM	PAGE	ACTION
	<b>OPEN SESSION</b>		
1:30 p.m.	1. Declarations of Conflict of Interest a. <a href="#">Excerpt from Bylaw 1, section 8</a>	Oral 3	Information
	2. <a href="#">Minutes of June 3, 2024* and Business Arising</a> To approve the minutes as distributed/amended.	5	Decision
1:35 p.m. (10 min)	3. Chair's Remarks		Information
1:45 p.m. (20 min)	4. Cross-Institutional and Multidisciplinary Initiatives—Briefing and Discussion: a. Global Futures Capstone Experience / iCapstone (Mary Wells)		Discussion / Information
2:05 p.m. (30 min)	b. Futures Cities (Leia Minaker)		
2:35 p.m. (25 min)	5. Planning for the Upcoming Cycle of SLRP (James W.E. Rush) <i>NB: Members - see separate memo distributed with agenda</i>		Discussion
	6. Other Business		
	<b>CONFIDENTIAL SESSION</b> Committee members, Secretariat and Technical Staff as required		
	7. <a href="#">Minutes of June 3, 2024* and Business Arising</a> To approve the minutes as distributed/amended.		Decision
	8. Other Business		
	9. Next Meeting: Wednesday November 13, 2024 from 1:30-3:00p.m.		

This page intentionally left blank.

# Excerpt from Senate Bylaw 1

## 8. Declarations of conflict of interest

---

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

This page intentionally left blank.

**University of Waterloo**  
**SENATE LONG RANGE PLANNING COMMITTEE**  
**Minutes of the meeting held June 3, 2024**  
**[in agenda order]**

**Present:** Sheila Ager, Nasser Abukhdeir, Paul Fieguth, Bruce Frayne, Mark Giesbrecht, Vivek Goel, Rob Gorbet, Mike Grivicic (secretary), Ondrej Lhotak, Lili Liu, Kristiina Montero, Kirsten Muller, Everett Patterson, James Rush (chair), Siva Sivoththaman, Katie Traynor, Diana Vangelisti, Mary Wells

**Absent:** Jeff Casello\*, Charmaine Dean\*, Catherine Dong, Chris Houser\*, Shana MacDonald, Jacinda Reitsma\*  
\*regrets

**Resources/Guests:** Jenny Flagler-George, Michelle Hollis, Fayaz Noormohamed, Daniela Seskar-Hencic, Allan Starr, Anita Taylor, Melanie Will

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

**1. DECLARATIONS OF CONFLICT OF INTEREST**

No conflicts of interest were declared.

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

A motion was heard to approve the minutes as distributed. Gorbet and Vangelisti. Carried.

**3. CHAIR'S REMARKS**

Rush observed that a discussion of the committee self-evaluation survey that will come in the confidential portion of the meeting and suggested that the committee could utilize that discussion as an entry point for planning future agenda items (further augmented by priorities identified at the recent Executive Council retreat). Goel added that this committee's involvement will be particularly important for the campus master plan.

**4. ANNUAL 2023-24 INSTITUTIONAL PERFORMANCE AND PRIORITIES FOR 2024-25**

Goel provided a PowerPoint presentation: report is organized around the Waterloo at 100 goals; comparators vary but are generally the U6 and U15 institutions, where relevant; enrollment trends, including for domestic/international students and graduates/undergraduates; 5% increase in faculty complement since 2018, with nearly 10% increase in female faculty, along with a 10% increase in academic support staff since 2018; improvements in survey responses on student experience since 2020, where Waterloo compares well amongst peer institutions and experiential learning continues to be very important; top U15 institution for innovation and 21<sup>st</sup> globally, per most recent Pitchbook rankings; progress on environmental sustainability indicators at 8.8% compared to 2015 base year vs. 10% target; financial indicators are based on financial statements and not the operating budget, and going forward the University will turn its focus to operational sustainability; for employee engagement, working to address the lower scoring dimensions; priorities for 2024-25 are institutional values, holistic campus wellness, global futures networks, integrated planning and budgeting, and effectiveness, efficiency, and revenue generation initiatives.

Members discussed: interweaving considerations for ongoing work-from-home arrangements, employee engagement, and space utilization/capital planning; important to connect metrics with strategic activity to show progress to the community; potential for alumni community to support incremental improvement in experiential learning; systemic issues in differentiating students with very high entrance averages, and other ways to assess applicants holistically will be important; student engagement issues translate to alumni engagement issues, and the University is able to influence the on-campus culture.

Deans were encouraged to connect with IAP to obtain data for their respective Faculties, and members may send further comments through the secretary.

**5. OTHER BUSINESS**

There was no other business and the committee moved into confidential session.

The next meeting of the committee is scheduled for Wednesday September 11, 2024 from 1:30-3:00 p.m.

August 12, 2024

Mike Grivicic  
Associate University Secretary