

**SENATE LONG RANGE PLANNING COMMITTEE**

Wednesday April 10, 2024

3:00 – 4:30 P.M. EST

NH 3407 / Zoom

TIMING	AGENDA ITEM	PAGE	ACTION
	<b>OPEN SESSION</b>		
3:00 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 February 28, 2024* and Business Arising</a> To approve the minutes as distributed/amended.	5	Decision
3:05 p.m. (10 min)	3. Chair’s Remarks		Information
3:15 p.m. (30 min)	4. <a href="#">Waterloo Values – Review of Draft Values Statement</a> (Michael Door, Melanie Will)	7	Discussion / Feedback
3:45 p.m. (20 min)	5. Integrative Library Space and Utilization Strategy (Beth Namachchivaya and Paul Fieguth)		Information
	6. Other Business		
	7. Next Meeting: June 2024, to be confirmed		

April 5, 2024

Mike Grivicic  
Associate University Secretary

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# Excerpt from Senate Bylaw 1

## 8. Declarations of conflict of interest

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

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**University of Waterloo**  
**SENATE LONG RANGE PLANNING COMMITTEE**  
**Minutes of the meeting held February 28, 2024**  
**[in agenda order]**

**Present:** Nasser Abukhdeir, Judy Castaneda, Charmaine Dean, Paul Fieguth, Vivek Goel, Rob Gorbet, Mike Grivicic (secretary), Narveen Jandu, Lili Liu, Kristiina Montero, Jacinda Reitsma, Diana Vangelisti, Mary Wells, Annie Yang

**Absent:** Sheila Ager\*, Jeff Casello, Trevor Charles, Bruce Frayne, Mark Giesbrecht, Kevin Hare\*, Chris Houser, Shana McDonald\*, James Rush\*, Siva Sivoththaman\*  
\*regrets

**Resources/Guests:** David DeVidi, Bernie Duncker, Christine McWebb, Fayaz Noormohamed, Allan Starr

**Organization of Meeting:** In the absence of the chair Vivek Goel 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.

**1. DECLARATIONS OF CONFLICT OF INTEREST**

No conflicts of interest were declared.

**2. MINUTES OF THE NOVEMBER 29, 2023 MEETING AND BUSINESS ARISING**

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

**3. CHAIR'S REMARKS**

Goel indicated that the committee can expect a variety of strategic items to come forward at the upcoming meetings e.g. campus master plan, library space strategy, KPI reports etc.; additionally, as the approach to integrated planning is developed, this committee will be utilized as a sounding board.

**4. GLOBAL FUTURES NETWORKS**

Duncker, McWebb and Noormohamed provided a presentation, including: problems exist at the intersection of the five global futures, and the networks will support collaborations towards solving those problems; in some cases the networks will support coordination while in others there may be funding support required; some similar projects are already independently underway within the University; framework is guided by the Waterloo at 100 vision as well as the Provost's Advisory Committee on Building a Resilient University of Waterloo; as part of this framework, it is envisioned that there could be a Global Futures office to foster collisions and connections, with AVP-level leadership of the office; the variety of existing program budgets for interdisciplinary activities can be harnessed, coordinated, and reimagined within the Global Futures framework; governance of these networks would be two-pronged between Deans' Council Plus and a Global Futures Operations Council; recent launch event on January 31<sup>st</sup>.

Members discussed: examples of similar cross-cutting initiatives at other institutions, and these often include both Faculties and administrative support units; the problem-based approach is suitable and the overall approach is well-suited to seeking philanthropic support; as the networks are established and take hold, the ease of joining the networks/adding units allows for efficient scaling; efforts in these areas are susceptible to losing momentum and can result in opportunities forgone; the centres and institutes (C&Is) align with the Global Futures themes and the networks would aim to offer a suite of capabilities that are complementary and take a broader approach than C&Is; the networks could encounter tensions with respect to Faculty structures but aim to find ways for people to work together on shared goals; this framework will be positive in the STEAM space, for Arts and the AFIW; question of how to link with academic programming when the initiatives in question may be time-limited; the new budget model should support the incentives to collaboration; some repurposing of central funding for C&Is would aim to provide more coordinated staff support and create efficiencies toward collaborations; potential to leverage capacity and interest from the alumni community within these networks.

Goel thanked members for their observations and contributions, and indicated that this will come forward to Senate at a later date for approval.

**5. OTHER BUSINESS**

There was no other business.

**6. NEXT MEETING:**

The next meeting is Wednesday April 10, 2024 from 3:00 – 4:30 p.m., NH 3407

April 3, 2024

Mike Grivicic  
Associate University Secretary

**For Discussion****Open Session**

**To:** **Senate Long Range Planning Committee**

**Sponsor:** Vivek Goel, President and Vice-Chancellor  
**Contact Information:** Office of the President

**Presenter:** Michael Dorr, Associate Vice-President, Marketing and Brand Strategy, and  
Melanie Will, Director, Talent Management  
**Contact Information:** feedback to: <https://uwaterloo.ca/values/contact-us>

**Date of Meeting:** **April 10, 2024**

**Agenda Item Identification:** **4) Waterloo Values - Review of Draft Values Statement**

**Recommendation/Motion:**

For feedback and discussion

**Summary:**

The need to review and update our institutional values has been raised as part of several recent reports. The [President's Anti-Racism Taskforce \(PART\) Report](#) recommended revision of the institution's values to include anti-racist and anti-oppression beliefs. [Waterloo at 100](#), the University's strategic vision, also listed this exercise as part of its next steps in advancing the vision and to help establish the culture required to meet the vision's bold aspirations. The report from the [Provost's Advisory Committee on Building a Resilient University of Waterloo](#) also highlighted the importance of addressing organizational culture and operational processes that encourage and depend on greater coordination and collaboration among other desired features – leading to the concept of “One Waterloo”. In discussions, it was apparent that the current values, adopted as part of the [University of Waterloo Strategic Plan 2020-2025 \(Connecting Imagination with Impact\)](#), were not understood or used by many members of the community.

The draft values statement is the result of consultations across the University community over the past year. Through the consultations, the team affirmed similar perspectives from a broad range of community stakeholders for the need for a shift from the prevailing culture and organizational structures at the University, which often result in siloed work, inefficiencies, and missed opportunities for greater effectiveness and impact. The proposed Waterloo's values are thus seen as an integral component of shaping our organization's culture and by extension the University's impact in the world through its people.

The draft values statement includes an Introduction carrying key messages that supplement the set of three values proposed. The Introduction highlights the importance of the broader values and culture initiative underway, noting that a plan will follow the values once finalized, to link behaviours to embedded practices for everyone in our community to connect to and uphold.

**Governance Path:**

The draft values statement has been reviewed and received input in 2024 from all key administrative and academic leadership governance bodies: President and Vice-Presidents, Deans' Council, and Executive Council (scheduled for April 11). Last year, at its annual Senate and Board Retreat (September 27, 2023), members engaged with the values team and provided direction on the approach and initial frame of values. The values are on route to Senate for recommendation to the Board for endorsement at its June 18, 2024 meeting.

**Highlights:**

The values statement contains introductory text that highlights the call for action from Waterloo at 100 to revisit our values to help build an empowered culture with an emphasis on accountability, nimbleness, and impact. This includes instilling collaboration as a mindset and skill for all in our community. This broader work in values and culture is grounded in imperatives for health and wellness, decolonization and Indigenization, equity and anti-racism, coordination and collaboration across disciplines and organizational boundaries, and the sustenance of excellence across mission-critical activities. Beyond the statement, the values will lead to behaviours embedded in everything we do and practiced by all that make up our community. The values also reflect our history and institutional differentiators, important to linking our future aspirations to our identity as an unconventional research-intensive university offering co-operative education at scale. Three values are proposed to capture what makes Waterloo and its community unique in the world and a leading force into our future: Think Differently, Act with Purpose, and Work Together.

**Next Steps:**

The next report of the Senate Long Range Planning Committee to Senate can highlight this agenda item and the guidance and input that emerges, in support of the governance pathway leading to the Board for endorsement in June 2024.

**Documentation Provided:**

- Draft values statement including an introduction and the values set



# DRAFT VALUES

April 4, 2024

## INTRODUCTION

The launch of the University of Waterloo's values **represents a commitment**. A commitment to build on our existing cultural strengths; but also identify areas to improve.

As outlined in the **Waterloo at 100** vision...*“we need to find ways to co-ordinate, collaborate and co-create to **build an empowered organizational culture** with an emphasis on **accountability, nimbleness and impact**. This cultural shift will also mean instilling collaboration as a mindset and skill in our students and valuing collaborative connections with community and global partners.”*

This values and culture initiative is a direct response to Waterloo at 100's call-to-action and is further grounded by the following imperatives:

- Ensure the physical and mental health and well-being of our students and employees
- Embrace decolonization, Indigenization, inclusivity, equity, and antiracism
- Co-ordinate across disciplinary and organizational boundaries
- Uphold Waterloo's leadership and excellence in education, scholarship, innovation and entrepreneurship

Values cannot exist in isolation; thus, we are developing a plan for Waterloo values that is (1) **linked** to behaviours (2) **embedded** into how we work (i.e. “everything”) and (3) **practiced** and upheld by everyone.

**Reflecting on our history** – we defied conventions in 1957 when Waterloo was founded, and our co-operative education model was developed. We have been defying convention ever since.

Today, the University of Waterloo is home to nearly 50,000 students, faculty and staff – in addition to 250,000+ alumni around the world – representing a wonderfully diverse and complex community. This revised set of values represents a way of connecting us all as “one Waterloo”.

The Waterloo culture promotes **innovation, good work**, and endless **curiosity**. For everyone to thrive, we need to foster an environment that is **equitable, responsive, and accountable**. We all have a role to play. By defining our values and embedding them in our daily practice, we are committing to evolving and improving the culture for all at Waterloo.

We believe that **values** → help to **frame behaviours** → which **set expectations** and **accountabilities** → shapes the **ethos** and the **culture at Waterloo**

At the University of Waterloo, **we ...**

**THINK DIFFERENTLY** *we are unconventional | we are bold | we are innovative*

It takes **courage** to stand out. It takes **curiosity** to be innovative. At Waterloo, we know that great ideas are born when we **challenge the status quo** and ask **bold questions**. We **embrace risks**. We do not fear failure because we learn from our mistakes.

Our capacity to *think differently* is expanded when we seek out perspectives and experiences that are different from our own. We do our best work when we break free from the ordinary. **Openness, diversity of thought,** and **reciprocity** are essential.

At Waterloo **we defy convention**, we explore the uncharted and we celebrate uniqueness. This **unconventional spirit** is at our core and will help us continue to disrupt and shape the future. We are committed to creating an environment that enables innovative and entrepreneurial thinking in all that we do.

**ACT WITH PURPOSE** *we drive positive impact | we are responsible | we get things done*

We **make a positive impact** in the Waterloo community and around the world. Our impact is vast, and so is our responsibility – to each other, to the community, the environment, and more. We also have a **responsibility to create an environment** that fosters trust, accountability, and foresight. We identify and develop **equitable and sustainable solutions** for humanity and our planet.

We don't simply solve problems – we identify new opportunities and problems by asking “**why?**” and “**why not?**” And we ask, “*what problems need to be solved?*” We maintain the highest standards for excellence while acting with commitments to ethics, integrity, generosity, and care.

We value action because we **learn through the process of doing**. We value **hands-on experiences** through learning, teaching, research, and work. Experience teaches us, reflection helps us grow.

**WORK TOGETHER** *we are collaborative | we value community | we are “one Waterloo”*

We promote a **culture of collaboration** – Waterloo is at its best when we work together – which results in fresh thinking, inspiration, and innovative breakthroughs. **Collaboration as a mindset** extends beyond our students, faculty, and staff– it includes alumni, members of our broader Waterloo community, industry partners, and more.

We encourage our campus community to stand up for one another by **advocating for positive change** through decolonization, Indigenization, inclusivity, equity, and anti-racism across campus.

We aspire to be “**One Waterloo**”. We value the **diverse voices** of our Waterloo community; we respect differences; we believe that our difference is what makes us whole. Creative collisions through collaboration create change for the better.