UNIVERSITY OF WATERLOO
SENATE LONG RANGE PLANNING COMMITTEE
NOTICE OF MEETING

DATE: Thursday 10 October 2019
TIME: 10:00 a.m. – 11:30 a.m.
PLACE: Needles Hall, Room 3318

Chair – J. Rush

AGENDA

Item Action

1. Declarations of Conflict of Interest
   a. Excerpt from Bylaw 1, section 8* Information

2. Minutes of 20 March 2019* and Business Arising Decision

3. Strategic Plan 2020-2025** (Rush) Decision

4. Strategic Mandate Agreement; SMA3** (Rush) Information

5. Other Business Information

6. Next Meeting: Friday 10 January 2020 from 10:00 a.m. – 11:30 a.m.; NH 3318 Information

* material attached
** to be distributed separately

2 October 2019

Kathy Winter, PhD, CPsysch
Assistant University Secretary
## 8. Declarations of conflict of interest

<table>
<thead>
<tr>
<th>Section</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>8.01</td>
<td>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.</td>
</tr>
<tr>
<td>8.02</td>
<td>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.</td>
</tr>
<tr>
<td>8.03</td>
<td>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).</td>
</tr>
<tr>
<td>8.04</td>
<td>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).</td>
</tr>
</tbody>
</table>

Guests: Walter Mittelstaedt, Jennifer McCorriston, Melissa Potwaka, Marilyn Thompson

Resources: Daniela Seskar-Hencic, Allan Starr

Regrets: Jean Andrey, Feridun Hamdullahpur*, Grant Mitchell, Teferi Mergo, Barb Moffatt*, Max Salman*, Ross Willard*, Beth Sandore Namachchivaya (resource)

Organization of Meeting: Jim Rush, chair of the committee, took the chair, and Kathy Winter 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 30 OCTOBER 2017 MEETING AND BUSINESS ARISING
By consensus the minutes were approved as distributed.

3. APPLYING A HEALTH AND WELLNESS LENS IN UNIVERSITY PLANNING
   a. Excellence Canada. Marilyn Thompson provided a PowerPoint presentation (as circulated) and highlighted: (1) brief history since 2013 inception, (2) Excellence Canada Standards and progress outcomes for the university, (3) healthy workplace committee’s healthy workplace initiatives and programs. In discussion: Waterloo’s results as compared to provincial and federal populations; wellness vs sickness; campus stakeholders are represented in working groups aligned to each standard; querying existence of other universal standards and corporate vs educational standards; mechanisms for provision of faculty feedback via health workplace committee, direct email to Thompson, UW Wellness Collaborative, and routine faculty governance channels.

   b. Okanagan Charter. Walter Mittelstaedt and Jennifer McCorriston provided a PowerPoint presentation (at Attachment 1) and highlighted: (1) context for charter through President’s advisory committee on student mental health, (2) meaning of charter for the university, (3) three charter commitments. In discussion: support for community wellness champions; resilience; importance of student engagement; pedagogical shifts re testing, curriculum / classroom and campus culture; Student Experience review as important feedback mechanism; integrating community partnerships. Post meeting, Associate Director of Health Promotion, Jennifer McCorriston extended the following invitation: “We are excited to announce the launch of the Wellness Collaborative on June 25th. This is a new initiative that helps to coordinate, communicate and collaborate on strategies from the Okanagan Charter and the Healthy Workplace statement. This event is a great opportunity to hear from Matt Dolf about UBC’s adoption of the Okanagan Charter, including tangible actions, critical success factors and how various campus stakeholders have contributed. If you are interested in attending this event, please click on the registration link: https://www.ticketti.com/event/3178/uwaterloo-wellness-collaborative-launch.”

4. STRATEGIC PLAN: BRIDGE TO 2020
Daniela Seskar-Hencic provided a PowerPoint presentation (at Attachment 2) and spoke to: leadership structure, 2018-20 strategic plan development timeline, completed phases (external scans, 7 issue papers, consultation, analysis of input, mission vision values), current work (drafting plan, seeking feedback), as well as next steps (e.g., drafting goals and objectives; endorsement Sept 2019; formal approval Oct 2019; and Implementation 2020). In discussion: ensuring student participation and feedback; variety of avenues pursued (undergraduate council, survey responses, work with FEDS, student reps for each issue paper).
5. OTHER BUSINESS
There was no other business.

6. NEXT MEETING: Tuesday, 21 May 2019 from 10:00 a.m. – 11:30 a.m. in NH 3318.

6 May 2019

Kathy Winter, PhD, CPsych,
Assistant University Secretary
Wellness at University of Waterloo

Implementation of the Okanagan Charter

March 20, 2019

Walter Mittelstaedt, Director, Campus Wellness

Jennifer McCorriston, Associate Director, Health Promotion, Campus Wellness
Context

- President’s Advisory Committee on Student Mental Health (PAC-SMH)
  - Recommendation 34

- Most recommendations in the PAC-SMH report speak of pro-active approaches to addressing mental health on campus

- Many other post-secondary institutions across North America are following similar pathways
Implementation

- Addition of human resources including bolstering of staffing with expertise in health promotion

- Committee on Student Mental Health (CoSMH)
  - Chair, Dr. John Hirdes, wide range of participants (students, faculty, staff,)
  - Prioritizing recommendations
  - Setting working groups to address “clusters” of recommendations
  - 40-50% of recommendations complete or underway

- With a limited term of CoSMH, it is important to find ways to sustain the good work.

- A framework that reflects the latest concepts, processes and principles relevant to the Health Promoting Universities and Colleges movement
So what does this mean for UW?

- Everyone shares responsibility for health and wellness
- Framework provides common language for planning and evaluation
- Potential to bring everything under one umbrella “as a collaborative”
- Bridge to 2020
  - Early indications suggest that wellness will be a theme
- video
Now what:
Charter Commitments
1) Use health and wellness lens to plan and inform policies and procedures.

- Informally vs Formally
- Increase knowledge, skills, and capacity to address wellness as *holistic, comprehensive and inclusive*
  - Video
  - Website
  - Wellness champions
Launching Wellness Champion Stories

- Everyday members of the UW community are embodying the Charter through their work
- Hope that their stories will inspire others

Do you know someone who is a Champion?
2) Develop a University-wide Wellness Collaborative, led by Campus Wellness
The Collaborative will be inclusive!
3) Promote Health and Wellness across campus.

- Wellness Forum (June 2019)
  - Increase awareness of the Okanagan Charter & Healthy Workplace Statement.
  - Increase awareness of the shared wellness priorities for UW community (students, staff, CUPE and faculty).
  - Celebrate existing wellness assets at UWaterloo.
  - Learn about successes from other universities (UBC).
  - Share proposed model for the Wellness Collaborative.
Questions or Suggestions?
Strategic Plan 2020 Update

03/20/2019
Leadership Structure

- The president responsible for delivering and approval by the governance bodies (Senate and BOG)

- Guided by the **Strategic Plan Advisory Committee**
  - Chaired by the VP Academic and Provost
  - Membership
    - Deans
    - Vice Presidents
    - Formal representatives (faculty, staff, undergraduate, graduate students, alumni)
    - Elected representatives
    - Ex officio (IAP, University Relations)
# 2018-2020 Strategic Plan Development Timeline

## 2020-2025 Evidence Gathering & Preparation

<table>
<thead>
<tr>
<th>Time Period</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>SPRING 2018 - FALL 2019</td>
<td>Evidence Gathering &amp; Preparation</td>
</tr>
<tr>
<td>WINTER 2019</td>
<td>Consultations</td>
</tr>
<tr>
<td>SPRING 2019</td>
<td>Strategic Plan Development</td>
</tr>
<tr>
<td>SUMMER 2019</td>
<td>Priorities, Goals &amp; Objectives</td>
</tr>
<tr>
<td>FALL 2019</td>
<td>Strategic Plan Approval</td>
</tr>
<tr>
<td>WINTER 2020</td>
<td>Implementation &amp; Accountability</td>
</tr>
<tr>
<td>SPRING 2020</td>
<td>2020-2025 Strategic Plan Begins</td>
</tr>
</tbody>
</table>

---

Page: 3
2020 - 2025 Strategic Plan Update

- Completed...
  - External scans
  - Issue papers
  - Consultation
  - Analysis of input
  - Development of potential goals & objectives
2020 - 2025 Strategic Plan Update

- Completed...
  - External scans
  - Issue papers
  - Consultation
  - Analysis of input
  - Development of potential goals & objectives

- Current work...
  - Drafting plan
  - Seek feedback & input
2020 - 2025 Strategic Plan Update

- Completed...
  - External scans
  - Issue papers
  - Consultation
  - Analysis of input
  - Development of potential goals & objectives

- Current work...
  - Drafting plan
  - Seek feedback & input

- What’s next...
  - Initial draft in April
  - Discuss at EC retreat
  - Approval: October 2019
  - Implementation: 2020
Strategic Plan Consultations (Fall 2018)

- Completed 35 sessions
- Over 800 participants
- Almost 2,000 responses to survey – included questions re Vision and Values
Strategic Plan 2020-2025

• Mission

“...to advance learning and knowledge through teaching, research, and scholarship, nationally and internationally, in an environment of free expression and inquiry.”

(The University of Waterloo Act)

• Vision

Waterloo: Connecting imagination and impact for a better world
Strategic Plan 2020-2025

- Values
  - We are curious
    - exploration, creation, inventiveness, flexibility, integrity, collegiality, collaboration and lifelong learning
  - We are courageous
    - fearlessness, risk-taking, innovation, challenging the status quo, social responsibility, global perspective, sustainability, wellness and integrity
  - We are engaged
    - social responsibility, wellness, sustainability, Indigenization, collaboration, collegiality, respect, support and interdisciplinarity
  - We all belong here
    - support, diversity, equity, inclusivity, sustainability, Indigenization, wellness, lifelong learning, compassion, care and integrity
Strategic Plan 2020-2025 Themes

- Educating talent for the future
- Research for global impact
- Creating Waterloo’s community
Waterloo 2025: Connecting and Intersecting

Educating Talent for the Future

- New learning paradigm
- Work-integrated Learning
- Entrepreneurship
- Learner Centered
- Alumni network
- Genuine care and concern
- Life-long learning
- Interdisciplinary
- Graduate Studies
- Knowledge Integration
- Industry Connections
- Global Perspective and Impact
- Waterloo values
- Real-world, complex problems
- Partnerships
- Waterloo research strengths
- Global and National Leadership
- Collaboration
- Truth & Reconciliation
- Wellness and mental health
- Sustainability
- Inclusion & Equity
- Creating Waterloo’s Community

Research for Global Impact
Drafting Goals & Objectives

1. Validate the content and statements

2. Create actionable objectives

3. Discuss preliminary ideas on commitments/ high level targets
   - SMART: specific, measurable, achievable, relevant, time-bound
Key Meetings and Updates

- Update Meetings
  - March 20: SLRP
  - March 25: Senate
  - April 2: BOG

- Feedback
  - May 8-10: EC retreat
  - May 21: Senate
  - BOG: June 4

- Endorsement
  - September 17: SPAC

- Drafting Process
  - March – September

- Formal Approvals
  - October 20: Senate
  - October 29: BOG
Strategic Plan 2020 – 2025
Digital first (web-driven content)