Present: Martin Cooke (for Sheila Ager), Jean Andrey, Jeff Casello, Fred Chereshski, Eric Croiset, Charmaine Dean, Dennis Huber, Sabrina Khandakar, Lili Liu, Katie Misener, Henry Shum (for Zoran Miskovic), Barb Moffatt, Max Salman, Mark Seasons, Rick Culhum (for Pearl Sullivan), Susan Tighe, Kevin Hare (for Stephen Watt), Johanna Wandel, Kathy Winter (secretary)

Resources: Daniela Seskar-Hencic, Allan Starr

Regrets: Feridun Hamdullahpur*, David Ha, Robert Lemieux, Beth Sandore-Namachchivaya, Teferi Mergo

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 20 MARCH 2019 MEETING AND BUSINESS ARISING
The minutes were approved as distributed. Andrey and Casello. Carried.

3. STRATEGIC PLAN 2020-2025
Members heard the motion that Senate receive their recommendation that Senate support the adoption of, and recommend to the Board of Governors that it adopt the 2020-2025 strategic plan as presented. Rush provided a PowerPoint presentation (at Attachment 1) and spoke to: planning timeline, feedback mechanisms, core elements (vision, mission, values), themes for action, signature commitments, recent changes to the plan, and key milestones to the path of plan adoption (e.g., formal approval October 2019; Implementation 2020). In discussion: recognition of the University’s commitment to sustainability, global issues (e.g., climate, economic), actionable items, health and technology signature commitment. In response to questions, Rush spoke to: opportunities within the implementation phase of the plan, importance of a coordinated communication strategy, as well as anticipated presentation to Board of Governors of the framework for accountability and implementation (February 2020). Members understood that updates will be provided regularly. Seasons and Hare. Carried.

4. STRATEGIC MANDATE AGREEMENT; SMA3
Rush updated members on the current status of the strategic mandate agreement, the SMA3. Speaking to his slides (at Attachment 2), Rush advised re: the timeline; an overview of the government’s funding (performance-based vs enrollment-based; grant distributions); performance metrics. In discussion: use of MTCU survey data and Statistics Canada data, likely negligible impact of co-op on completion metric, intent to clarify meaning of community impact ratio, research impact and percent of share of Ontario Tri-Council Funding. Members understood that updates will be provided regularly.

5. OTHER BUSINESS
There was no other business.

6. NEXT MEETING: Friday, 10 January 2020 from 10:00 a.m. – 11:30 a.m. in NH 3318.

20 December 2019

Kathy Winter, PhD, CPsych,
Assistant University Secretary
STRATEGIC PLAN
2020-2025
Connecting imagination with impact

Senate Long Range Planning
October 10, 2019
MOTION

That Senate recommend that the Board of Governors approve the University of Waterloo Strategic Plan 2020-2025, as presented.
2020 STRATEGIC PLANNING TIMELINE

WINTER 2018
- EVIDENCE GATHERING AND PREP

SPRING 2018
- CONSULTATION, ANALYSIS, GOALS AND OBJECTIVES

FALL 2018
- PLAN DEVELOPMENT

WINTER 2019
- PLAN APPROVALS

SPRING 2019
- ACTION PLANNING/ACCOUNTABILITY FRAMEWORK

FALL 2019

WINTER 2020

SPRING 2020
- IMPLEMENTATION BEGINS
FRAMEWORK

Leadership and Governance

- Strategic Plan Advisory Committee
  - Deans
  - Vice Presidents
  - Stakeholder representatives (students, faculty, staff, alumni)
- Senate
- Board of Governors

Principles

- Evidence-based
- Participatory
- Unique to Waterloo
- Relevant
- Focused on outcomes
RESPONDING TO THE CHANGING WORLD

Context is Changing

- Fourth industrial revolution
- Automation
- Rapid changes

Learning is Changing

- Learning within new and emerging issues and contexts
- Across disciplines, borders and sectors
- Embracing diversity, equity and inclusion

New Challenges for Higher Education

- Accountability and outcomes
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<thead>
<tr>
<th>VISION</th>
<th>MISSION</th>
<th>VALUES</th>
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<tr>
<td><em>Waterloo:</em> Connecting imagination with impact for a better world</td>
<td>The University of Waterloo mission is to advance learning and knowledge through teaching, research and scholarship, nationally and internationally, in an environment of free expression and inquiry. <em>(The University of Waterloo Act)</em></td>
<td><strong>WE ARE CURIOUS</strong></td>
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THEMES
FOR ACTION

DEVELOPING TALENT FOR A COMPLEX FUTURE
- Provide every student with experiential learning options
- Empower students to create more flexible learning pathways

ADVANCING RESEARCH FOR GLOBAL IMPACT
- Powerhouse for commercializing research, developing new enterprise and business growth
- Align research with important global challenges

INTERNATIONALIZATION INTERDISCIPLINARITY INNOVATION
- Deliver a dynamic framework of learning-integrated work for professionals
- Lead at the interface of society, health and technology

STRENGTHENING SUSTAINABLE AND DIVERSE COMMUNITIES
- Create a supportive environment for living, learning, working and discovery
Signature Commitments

- Expand options in experiential learning
- Empower students with more flexible learning pathways
- Be a global powerhouse for commercializing research
- Develop a dynamic framework for learning-integrated work
- Align research with important global challenges
- Lead at the interface of society, health and technology
- Create a sustainable and supportive environment
RECENT CHANGES TO THE PLAN

Overall and context

- Further articulation of the external, global context
- Waterloo’s unique position to have global impact at the intersection of the plan’s three themes.
- Additional references to: to teaching, social responsibility, sustainability and climate change.

Learning

- Amendments to the learning pathways signature commitment.
RECENT CHANGES TO THE PLAN

Research

- Commitments to fundamental, curiosity-based research; research into human dimensions of global challenges: translating knowledge for governance and policy
- Academic and research strengths at the interface of health, technology and society

Community

- Addressing all TRC recommendations and learning about the rich history and culture of Indigenous people
- Explicit references to mental health, inclusion of all campuses, athletics, the arts, community engagement and student leadership.
- Commitment to building strong connections among diverse students and other university stakeholders
KEY MILESTONES

- **SENATE LONG RANGE PLANNING COMMITTEE (October 10, 2019)**
  - Motion that Senate recommend SP 2020-2025 to BOG

- **SENATE (October 21, 2019)**
  - Motion that BOG approve SP 2020-2025

- **BOARD OF GOVERNORS (October 29, 2019)**
  - Motion to approve SP 2020-2025
MOTION

That Senate recommend that the Board of Governors approve the University of Waterloo Strategic Plan 2020-2025, as presented.
STRATEGIC MANDATE AGREEMENTS (SMAS)

Preparations for SMA3
2020/21 - 2024/25
**SMA3 TIMELINE**

- **April 26** – University Sector Technical Briefing
- **June 11** – Performance metrics information session for Universities
- **August 12** – draft technical manual and workbooks shared with sector
- **End of August** – formal launch of the SMA3 process. Expect institutions to receive ministry-populated data workbooks.
- **September 11** – Sector teleconference with the Ministry to discuss the bilateral process
- **Early October** – Prepopulated workbooks distributed to universities with Targets
- **October 16th** – Ministry site visit and discussion
- **December 17, 2019** – Institutional submission due to MTCU
- **January 2020** – Ministry review
- **Early February 2020** – Ministry response
- **February 18, 2020** – Final Institutional submission due to MTCU
- **March 30, 2020** – Final signed SMAs posted to MTCU and institutional websites
- **2020/21** – SMA3 begins
GOVERNMENT FUNDING OVERVIEW

Enrolment Envelope
Core Operating Grant (based on eligible WGUs)

Differentiation Envelope
Performance/Outcomes based grant (funding at risk beginning in 2020/21)

Special Purpose Envelope
Targeted Grants to support specific government priorities
Institutional 'mission-related' grants
METRIC EVALUATION

**Metrics Tied to Funding**
All system-wide metrics, and a limited number (one) of institution specific metrics are tied to Outcomes-Based Funding

**Performance Measurement**
Institutions are measured against themselves. Targets are based on an institution’s historical data & established criteria

**Differentiation Weighting**
Institutions assign proportional weightings for each metric that is tied to Outcomes-based Funding – adjustments considered

**Outcomes Evaluation**
Performance is evaluated using a pass/fail approach, with bands of tolerance and scaling for under-achievement

Key Design Elements