**AGENDA**

<table>
<thead>
<tr>
<th>Item</th>
<th>Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Declarations of Conflict of Interest</td>
<td>Information</td>
</tr>
<tr>
<td>a. Excerpt from Bylaw 1, section 8*</td>
<td>Information</td>
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<tr>
<td>2. Minutes of 10 January 2020* and Business Arising</td>
<td>Decision</td>
</tr>
<tr>
<td>3. Strategic Plan Implementations Update 2020-2025 (Seskar-Hencic)</td>
<td>Information</td>
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<tr>
<td>4. Other Business</td>
<td>Information</td>
</tr>
<tr>
<td>5. Next Meeting: Friday 8 October 2021 from 10:00 a.m. – 11:30 a.m.; TBD</td>
<td>Information</td>
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</tbody>
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* material attached

7 May 2021

Kathy Winter, PhD, CPsych
Assistant University Secretary
### 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). |
Present: Sheila Ager, Jean Andrey, Eric Croiset, Rick Culham, Charmaine Dean, David Ha, Dennis Huber, Robert Lemieux, Lili Liu, Teferi Mergo, Katie Misener, Zoran Miskovic, Barb Moffatt, James Rush (chair), Max Salman, Mark Seasons, Johanna Wandel, Stephen Watt, Kathy Winter (secretary)

Resources: Jennifer Kieffer, Daniela Seskar-Hencic, Allan Starr

Regrets: Jeff Casello, Fred Chereshski, Sabrina Khandakar, Susan Tighe*

Organization of Meeting: James 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 10 OCTOBER 2019 MEETING AND BUSINESS ARISING
By consensus the minutes were approved as distributed.

3. STRATEGIC PLAN IMPLEMENTATION UPDATE 2020-2025
Daniela Seskar-Hencic provided a PowerPoint presentation (at Attachment 1) and advised members of: the timelines, implementation framework and map (including task forces, 3 action teams, and lenses), strategic areas of focus for each action team, and; ways in which the University will meet its signature commitments; plans for benchmarking and establishing outcomes and targets while linking with our SMA3 and current key performance indicators. In discussion: concept and meaningful measurement (qualitative/quantitative) of impacts vs. outcomes, faculty representation on action teams and ensuring explicit, timely, and representative feedback mechanisms via existing channels (e.g., ADR meetings)—Seskar-Hencic to create additional schematic thereon.

4. STRATEGIC MANDATE AGREEMENT; SMA3
By way of contextual reminder, Rush circulated handout (at Attachment 2) as authored by the provincial government in relation to the third Strategic Mandate Agreement. Members heard more about: timelines, progress to date on negotiations (draft submitted and Waterloo awaiting feedback), performance and reporting metrics, metric weighting considerations, some examples, areas in which Waterloo may be considered “best in class”. He advised of future meetings with the Ministry and of his intention to keep Senate and Board apprised of this activity. In discussion: ramification (e.g., notional re-allocation) of not achieving established performance metric, communicating with chairs and elsewhere via content from attached 2-page handout, SLRP minutes,

5. OTHER BUSINESS
In other business, members shared expressions of condolences, as well as updates on events to commemorate victims of Ukrainian International Airlines Flight PS752. Rush to provide feedback thereon to Communications Team.

6. NEXT MEETING: Thursday, 26 March 2020 from 10:00 a.m. – 11:30 a.m. in NH 3318.

24 February 2020
Kathy Winter, PhD, CPsych,
Assistant University Secretary
Implementation Framework

- Establishes context, approach and process
- Principles
  - Evidence-based; Participatory; Efficient; Collaborative; Focused on Outcomes
- Roles and leadership
- Engagement:
  - Action planning teams
  - Reference groups
  - Operational liaison groups
Timelines and Deliverables

- Establish Action Teams
- Confirm implementation framework
- Propose high level outcomes
- General Implementation Update
- Progress Update
- Develop detailed implementation plan
- Annual Progress Report

- Task Forces formed
Strategic Plan 2020-2025 Implementation Map

**TASK FORCES**
- Interdisciplinarity
- Innovation
- Health

**ACTION TEAMS**
- TALENT
  - Strategic Areas:
    - Flexible Pathways
    - Digital Learning
    - Quality Teaching
    - Exp. Education/Co-op
    - Graduate Studies
    - Business at Waterloo
    - Lifelong Learning

- RESEARCH
  - Strategic Areas:
    - Research Impact and global issues
    - Entrepreneurship and commercialization
    - Health/Society/Technology

- COMMUNITIES
  - Strategic Areas:
    - Sense of Belonging
    - Wellness
    - Support
    - Operational Excellence
    - Innovation
    - Collaboration
    - Efficiency
    - Data

- Lenses:
  - Equity, Diversity, Inclusion
  - Indigenous initiatives
  - Sustainability
  - Internationalization
  - Interdisciplinarity
Developing Talent for the Future

STRATEGIC AREAS
- Flexible Pathways
- Digital Learning
- Quality Teaching
- Exp. Education/Co-op
- Graduate Studies
- Lifelong Learning
- Business at Waterloo

ACTION TEAM
- David DeVidi, AVPA
- Norah McRae, AP CEE
- Jeff Casello, AVP GSPA
- Cathy Kelly, Registrar
- Aldo Caputo, Director CEL
- Diana Parry, AVP, Equity

REFERENCE GROUPS
- Office of Research
- Waterloo International
- Centre for Teaching Excellence
- Centre for Extended Learning
- Registrar’s Office
- Alumni Office
- President’s Advisory Committee on Equity (PACE)

OPERATIONAL LIAISON GROUPS
- Co-op Council
- UOPS, GradOps
- Alumni Council
- International Operations
- Equity Office
Research for Impact

STRATEGIC AREAS
- Research Impact/Global Issues
- Entrepreneurship
- Commercialization
- Health/Society/Technology

GUIDANCE AND DIRECTION
- Deans
- Vice President, Research

ACTION TEAM
- Sanjeev Gill, AVP Innovation
- Bernie Duncker, AVP Interdisciplinary
- Catherine Burns, ED Health Initiatives and Sponsored Research
- Bruce Muirhead, AVP University Research
- Bessma Momani, AVP International Relations
- Jenny Flagler-George, Sr. Manager, Research Equity
- Anita Layton, AD Research, Math
- Logan Walsh, Director Advancements

REFERENCE GROUPS
- Office of Research
- Waterloo International
- GSPA
- Library
- Alumni Office
- REDI (Research Equity)

OPERATIONAL LIAISON GROUPS
- Waterloo Innovation Ecosystem Council
- Associate Deans, Research
- Centres and Institutes Directors
- Alumni Council
- International Operations
- Equity Office
Strengthening Sustainable and Diverse Communities

STRATEGIC AREAS
- Sense of Belonging
- Wellness/Support
- Sustainability
- Equity, Diversity, Inclusion
- Indigenous Initiatives
- Innovation
- Collaboration
- Operational Excellence

ACTION TEAM
- Diana Parry, AVP, HREI
- Marilyn Thompson, AP HR
- Chris Read, AP Students
- Jean Becker, Sr Director, Indigenous Initiatives
- Walter Mittelstaedt, Director, Campus Wellness
- Matt Thijssen, Mgr Sustainability

REFERENCE GROUPS
- Human Resources
- Waterloo International
- GSPA
- CEE
- SSO
- Alumni Office
- Sustainability Office
- PACE

OPERATIONAL LIAISON GROUPS
- Faculty liaisons
- Wellness Collaborative / CoSMH
- Green Office
- USRC and GSRC
- Alumni Council
- International Operations
- Equity Office
Signature Commitments

- Expanded options in experiential learning
- Empower students with more flexible learning pathways
- Global powerhouse for commercializing research and business growth
- Dynamic framework for learning-integrated work
- Align research with important global challenges
- Lead at the interface of society, health and technology
- Sustainable, supportive environment for living, learning, working and discovery
## Signature Commitments

<table>
<thead>
<tr>
<th>Commitment</th>
<th>Potential Outcomes</th>
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<tbody>
<tr>
<td>Provide every student with experiential learning options</td>
<td>• Student recognition of the value and relevance of acquired skills (NSSE, Alumni survey)</td>
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<td></td>
<td>• Alumni better prepared for future careers (Alumni feedback re: relevant skills (OUGS, Alumni survey))</td>
</tr>
<tr>
<td>Empower students to create more flexible learning pathways</td>
<td>• All students have access to, and participate in, flexible pathways</td>
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<tr>
<td></td>
<td>• Future-ready, resilient alumni</td>
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<td></td>
<td>• “Waterloo way” recommended by students and alumni (CUSC, OUGS, CGPSS)</td>
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<tr>
<td>Powerhouse for commercializing research, developing new enterprises and business growth</td>
<td>• Increase in research commercialization</td>
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<td></td>
<td>• Increased IPO generated by startups</td>
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<tr>
<td></td>
<td>• Increase in start up revenue</td>
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<tr>
<td></td>
<td>• Increase in jobs generated</td>
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<tr>
<td>Deliver a dynamic framework of learning-integrated work for professionals</td>
<td>• Establishment and growth of ‘lifelong learning’ programs</td>
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</tbody>
</table>
## Signature Commitments

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<thead>
<tr>
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</tr>
</thead>
</table>
| Align research with important global challenges          | • Prestigious awards  
• Policy influence and expert consulting  
• Citation impact and external rankings (e.g. sustainability, research impact, etc.)           |
| Lead at the interface of society, health and technology   | • Initiative planned and progress milestones achieved                                                                                              |
| Create a supportive environment for living, learning, working and discovery | • Improved sense of belonging and satisfaction for students  
• Positive feedback from equity seeking groups  
• Implementation of the TRC recommendations  
• Improved student satisfaction and engagement (NSSE, CUSC, CGPSS)  
• Sustainability strategy goals met                                                                 |

SLRP January 2020
An Example of Indicator Levels...

- **Input**
  - Resources; operational

- **Output**
  - Progress measures

- **Outcomes**
  - Impact

**Outcome**
- Awards
  - Policy influence

**Output**
- Research output
- Partnerships

**Input**
- Seed funding
- Faculty
- HQP
Introduction

Preamble

This Strategic Mandate Agreement between the Ministry of Training, Colleges and Universities and the University of Waterloo is a key component of the Ontario government’s accountability framework for the postsecondary education system.

The Strategic Mandate Agreement (SMA):

- Outlines provincial government objectives and priority areas for the postsecondary education system;
- Describes the elements of Ontario’s performance/outcomes-based funding mechanism, including the university’s annual performance/outcomes-based funding notional allocation for the five-year SMA3 period;
- Establishes the corridor midpoint that will form the basis of enrolment-related funding over the five-year SMA3 period;
- Supports transparency and accountability objectives through reporting metrics; and,
- Establishes targets for 10 metrics upon which institutional performance will be assessed.

The term of the SMA is from April 1, 2020 to March 31, 2025.

Ontario’s Objectives

SMAs are bilateral agreements between the ministry and the province’s publicly-assisted colleges and universities and are a key component of the Ontario government’s accountability framework for the postsecondary education system. This cycle of agreements is focused on promoting accountability through transparency and a focus on performance outcomes. The following objectives underline SMA3:

- Increasing trust and accountability through transparency and improved performance outcomes in Ontario’s postsecondary education system;
- Reducing red tape by striking an appropriate balance between accountability and reporting through streamlined processes and a reduced number of metrics;
- Incentivizing colleges and universities to redirect resources and invest in initiatives that result in positive economic outcomes;
- Encouraging alignment of postsecondary education with labour market outcomes; and,
- Incentivizing differentiation and specialization to support increased efficiencies.
Priority Areas and Performance Metrics
Summary

To support improved performance in key areas aligned with the Ontario government's priorities and objectives, the targets will be set against metrics that measure institutions' effectiveness in addressing the evolving needs of the labour market, enhancing the skills and competencies of our students, and supporting a postsecondary education system that strengthens Ontario's economic competitiveness.

The combination of established targets and assigned metric weightings will be used for institutional assessment of performance through the SMA3 Annual Evaluation process.

Skills & Job Outcomes
This priority area seeks to measure and evaluate the university's role in supporting student and graduate outcomes and alignment with Ontario's economy. Metrics measure institutional commitment to areas of strength and specialization; students' preparation with the skills essential for employment; experiential learning graduates; credential achievement; and positive labour-market outcomes for graduates, through the following performance indicators:

- Graduate Employment Rate in a related field
- Institutional Strength/Focus
- Graduation Rate
- Graduate Employment Earnings
- Experiential Learning
- Skills & Competencies

Community & Economic Impact
This priority area seeks to measure and evaluate the university's role in supporting Ontario's economy. Metrics measure the attraction of federal research funding; funding from private sector sources; the positive economic impact on local economies brought by students at an institution, and the differentiated ways institutions demonstrate economic impact, through the following performance indicators:

- Community/Local Impact
- Institution-Specific Metric (Economic Impact)
- Research Funding & Capacity: Federal Tri-Agency Funding Secured
- Innovation: Research Revenue Attracted from Private Sector Sources

Productivity, Accountability & Transparency
To support the Ontario Government's objective of enhanced transparency and accountability, institutions will provide reporting data in the following areas which will not be tied to performance funding:

- Faculty Workload
- Faculty Compensation