AGENDA

Item                                           Action

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

2. Minutes of 18 May 2021* and Business Arising Decision

3. Future of Waterloo Discussion Paper* and visioning (Goel) Input/Discussion

4. Other Business Information

5. Next Meeting: Wednesday 26 October 2022 from 10:00 a.m. – 11:30 a.m.; location TBD Information

* material attached

3 May 2022                                    Kathy Winter, PhD, CPsych
                                                Assistant University Secretary
### 8. Declarations of conflict of interest

<table>
<thead>
<tr>
<th>Section</th>
<th>Description</th>
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<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>
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<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>
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<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>
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<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>
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</table>
Present: Trevor Charles, Robyn Clarke, Neil Craik, Catherine Dong, Charmaine Dean, Dennis Huber, James Rush (chair), Chao Tan, Jennifer Kieffer, Samantha Meyer, Zoran Miskovic, Johanna Wandel, Kathy Winter (secretary)

Resources: Beth Namachchivaya, Daniela Seskar-Hencic

Regrets: Sheila Ager, Jean Andrey, Jeff Casello*, Mark Giesbrecht, Lili Liu, Neil Randall, Naima Samuel, Mary Wells

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. Rush acknowledged that Associate Dean members would not be in attendance at today’s meeting as they had recently received this Strategic Plan Implementation Update (see item 3).

1. DECLARATIONS OF CONFLICT OF INTEREST
No conflicts of interest were declared.

2. MINUTES OF THE 10 JANUARY 2020 MEETING AND BUSINESS ARISING
The minutes were approved as distributed. Dong and Wandell. Carried.

3. STRATEGIC PLAN IMPLEMENTATION UPDATE 2020-2025
Seskar-Hencic updated members on the Strategic Plan and provided a PowerPoint presentation (at Attachment 1). Seskar-Hensic briefed members on the implementation of the strategic plan, including: a review of the three action themes, signature commitments and goals for the plan; implementation roles and responsibilities; the current planning environment amid COVID-19; key activities since January 2020; an update on the three task forces that informed implementation planning; and key initiatives proposed for each of the three action teams including annualized timeline by quarter and reporting to Board. In response to questions: committee members can access additional updates via Strat Plan Accountability website and can receive copies of public issue papers and reports by contacting Seskar-Hentic.

4. OTHER BUSINESS
There was no other business.

5. NEXT MEETING: Friday, 8 October 2021 from 10:00 a.m. – 11:30 a.m.; Microsoft Teams.

2 June 2021

Kathy Winter, PhD, CPsych,
Assistant University Secretary
STRATEGIC PLAN
2020-2025
Implementation Update
Strategic Plan at a Glance

**DEVELOPING TALENT FOR A COMPLEX FUTURE**

Goals:
- World leadership in work-integrated-learning
- Put learners at the centre of what we do
- Unique approach to lifelong learning
- Enhanced graduate and post-doctoral studies

**SIGNATURE COMMITMENTS**

- Expanded options in experiential learning
- Empower students with more flexible learning pathways
- 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

**ADVANCING RESEARCH FOR GLOBAL IMPACT**

Goals:
- Global leadership in innovation and entrepreneurship
- Research strengths aiming to solve real-world problems
- Leverage partnerships for research impact

**STRENGTHENING SUSTAINABLE AND DIVERSE COMMUNITIES**

- Sustainable and effective institution
- Connected and supportive community
- People centred institution
- Indigenous initiatives and equity, diversity and inclusivity for all
Implementation roles and responsibilities

- **Implementation lead**: Vice President Academic and Provost

- **Action teams** coordinate implementation of the strategic plan
  - Working with stakeholder groups and committees
  - Have representation from relevant academic support units and faculties

- **Faculties** provide input and direction through participation on committees and regular consultations with Deans Council

- **Oversight**: President and Vice-Presidents
Planning environment amid COVID-19: Process coordinated with operational needs

Re-assess

Vision
Goals
Values

Co-ordinate and align planning

Continue to engage
New and flexible learning pathways

DEVELOPING TALENT FOR A COMPLEX FUTURE

- Experiential learning options
- New and flexible learning pathways
- Connect imagination with impact
- Learning-integrated work
- Supportive environment

ADVANCING RESEARCH FOR GLOBAL IMPACT

- Commercializing research and entrepreneurship
- Society, health and technology

STRENGTHENING SUSTAINABLE AND DIVERSE COMMUNITIES

- Align with global challenges
- Emerging research challenges, and solutions for evolving challenges
- COVID-19 related research
  - Knowledge translation
  - Interdisciplinary research teams

Economic impact on industries
Co-op in online environments
Technology-enabled learning
Flexible online learning
Innovation in teaching
New networks
Lifelong learning
Revised needs for talent and knowledge
Mental health and social support
Facilitating a sense of community
Weaving equity, sustainability, innovation, interdisciplinarity, across all commitments
Since January 2020...

- Established roles, leadership, planning principles
- Considered emerging opportunities and Waterloo strengths
- Task Forces informed implementation activities
- Developing annual evaluation and accountability framework
Three task forces informed implementation planning

**INTERDISCIPLINARITY**

Purpose: to articulate a vision for interdisciplinary research, programming and training at Waterloo.

**INNOVATION**

Purpose: to design a growth oriented, innovative and bold strategy for Waterloo Entrepreneurship and Commercialization

**HEALTH INITIATIVES**

Purpose: to understand Waterloo’s position in the health care sector, how to advance UW’s participation in health research and training, and propose key strategic initiatives

- Met between October 2019- June 2020
- Broad, inclusive membership; including members of each theme action groups
- Included consultations
- Provided recommendations to inform the implementation process
- Input integrated into action priorities and workplans
Task Forces recommendations

**Interdisciplinary task force**
Promote strong interdisciplinary culture
Provide incentives and external drivers
Eliminate barriers
Increase opportunities in academic programming
Build capacity for education, opportunities for interaction

**Innovation task force**
Students have access to and awareness of entrepreneurship and business courses
Single innovation banner
Develop “first customer” program
Develop an entrepreneurship / commercialization ecosystem roadmap
Create startup seed fund
Be a thought leader in innovation and entrepreneurship

**Health initiatives task force**
Launch the Waterloo Institute for Health, Technology and Society
Develop the Health Sciences Campus
Expand and increase education to prepare students for health field
Develop research, and clinical research facilities
Expand health innovation

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**DEVELOPING TALENT ACTION**
Flexible pathways
Experiential learning options for every student
Learning-integrated work
Supportive environment

**ADVANCING RESEARCH ACTION**
Commercializing research, new enterprise and business growth
Align research with important challenges
Interface of society, health and technology

**STRENGTHENING COMMUNITIES ACTION**
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Signature Commitment

• Expanded options in experiential learning
• Empower students with more flexible learning pathways
• Lead at the interface of society, health and technology

Strategic areas

Flexible Pathways
Digital Learning
Experiential Education / Co-op
Graduate Studies
Business at Waterloo
Lifelong Learning

Action team

David DeVidi       Norah McRae
Jeff Casello       Aldo Caputo
Sanjeev Gill       Cathy Newell-Kelly
Ian Rowlands

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Developing Talent goals & initiatives

World leadership in work-integrated learning

- Grow graduate work integrated learning and experiential learning; future-ready talent framework; course-tagging
- Streamline approval processes for interdisciplinary programs
- Enhance opportunities for teaching & mentoring by graduate students

Unique approach to lifelong learning

Enhance graduate and post-doctoral studies

- Increase funding & partnerships for thematic research
- Increase Type 3 diploma programs

Put learners at the centre of everything we do

- Build a Teaching & Learning Incubator; teaching spaces; streamline approval processes; decrease high stakes finals
- Advance Indigenous, equity and diversity curriculum
- Enhance and strengthen X+Business programs
Research for Global Impact

Signature Commitment
• Global powerhouse for commercializing research
• Align research with important global challenges
• Lead at the interface of society, health and technology

Strategic areas
- Research Impact/Global Issues
- Entrepreneurship
- Commercialization
- Health/Society/Technology

Action team
- Bernie Duncker
- Catherine Burns
- Bruce Muirhead
- Jenny Flagler-George
- Anita Layton
- Ian Rowlands

Guidance and direction
- Deans
- Vice President, Research
- Research Leaders Council
Advancing Research for Global Impact goals & initiatives

Research strengths aiming to solve real-world problems

- Establish health sciences campus
- Align and deploy research strength areas to address global challenges
- Facilitate interdisciplinary networking and remove barriers to interdisciplinary work
- Explore developing an interdisciplinary health institute

Leverage partnership for research impact

- Common innovation banner
- Startup seed funding
- “First customer” program
- Concept base budget

Global leadership in innovation and entrepreneurship
Strengthening Sustainable and Diverse Communities

Signature Commitment
- Sustainable, supportive environment for living, learning, working and discovery

Action team
- Jean Becker
- Marilyn Thompson
- Chris Read
- Walter Mittelstaedt
- Matt Thijssen
- Gina Hickman
- Michelle Hollis

Strategic areas
- Sense of belonging
- Wellness/support
- Sustainability
- Equity, diversity, inclusion
- Indigenous initiatives
- Innovation
- Collaboration
- Data
Our culture and organization as the foundation of ambition and change
Strengthening sustainable and diverse communities

Foster a connected and supportive community
Strengthening sustainable and diverse communities

Promote and support Indigenous initiatives and a culture of equity, diversity and inclusivity for all

Create a sustainable institution

- Implementing sustainability strategy: Shift Neutral: Climate Action Plan
- Training sessions
- Green Residences program
- Green Labs program launch
Annualized timeline moving forward

Winter
- Progress review and assessment
- Stakeholder input
- Resource request
- New/ revised priority initiatives

Spring
- Final resource allocations
- Data collection
- Annual progress report development

Summer
- Annual progress update report

Fall
- Next year implementation planning
Thank you to action team and task force members

• 43 Task Force Members
• 16 Action Team Members

Jean Andrey • Marc Aucoin • Jean Becker • Raouf Boutaba • Roy Brouwer • Catherine Burns • Aldo Caputo • Jeff Casello • Richard Cook • Adrien Côté • Jennifer Dean • Brandon DeHart • David DeVidi • Bernie Duncker • David Edwards • Rob Esselment • Jenny Flagler-George • Matt Gerrits • Maud Gorbet • Sanjeev Gill • Troy Glover • David Hammond • John Hirdes • Michelle Hollis • Scott Inwood • Karim Karim • Cathy Kelly • Edith Law • Anita Layton • Lili Liu • Bob Lemieux • Colin Macleod • Walter Mittelstaedt • Bill McIlroy • Norah McRae • Christine McWebb • Bessma Momani • Bruce Muirhead • Kristen Muller • Camelia Nunez • Paul Parker • Blake Philips • Kathryn Plaisance • Chris Read • Carolyn Ren • David Rose • Ian Rowlands • Paul Salvini • Jay Shah • Paul Stolee • Mat Thijssen • John Thompson • Marilyn Thompson • Alyssa Voigt • Mark Weber • Stan Woo • Katy Wong-Francq
To: Senate Long Range Planning Committee
From: Vivek Goel, President & Vice-Chancellor
Date: May 5, 2022
Subject: Waterloo at 100

As we embark on a long term visioning exercise for the institution it is appropriate to start broad community engagement with a discussion at Senate Long Range Planning Committee. This can also be an opportunity to inform our thinking about the future role and function of the committee as part of the Senate Governance Review.

The purpose of the exercise is to examine what do we as an institution aspire to become by our 100th anniversary in 2057?

At our meeting on May 13th, I look forward to presenting an overview of Waterloo at 100. Ahead of our meeting, members are encouraged to review the Waterloo at 100 webpage. The webpage features initial thinking around future impact areas the university can aspire to as well as questions related to how the university might evolve as an institution, while building on our areas of strength, which are our differentiators from other institutions.

Below for consideration are some questions from Waterloo at 100. Please add questions and comments of your own to bring to our discussion.

Discussion questions

1. In the five futures (societal, technological, sustainable, health, economic), what specific developments and opportunities should we focus on?

2. How can we evolve and add to our institutional differentiators (experiential education, entrepreneurship, research with transformational impact)?

3. How can we grow our capacity for collaboration, coordination, and interdisciplinarity in education and research and across and within the various Faculties and units?

4. How do we better prepare our students for the future, through evolutions in teaching and learning?

5. How do we continue to decolonize our programs, policies, and procedures?

6. How can we enhance our sense of community and belonging within and across all members of the University (students, staff, faculty, alumni, partners, supporters)?
From our founding to the future, Waterloo at 100 will build off its remarkable history and strengths as we strive to make significant contributions to addressing our biggest challenges. I am looking forward to discussing how we can shape the University for bold new futures.