Staff Association Area Reps Meeting
Minutes of Sep 8, 2022

Present:
Tim Ireland
Shelly Jordan
Edward Chrzanowski
Lisa Habel
Agata Jagielska
Angela Christelis
Maris Weiss
Diane Schunk
Robyn Landers
Steve Bradley
Dave McDougall
Mary Anwar Ochana
Catherine Bolger
Cathy Stein
Marlene Griffith Wrubel
Aziza Chaudhry
Jennifer Morgan
Vivek Goel
Sarah Brown
Cathy Logan-Dickie
Priscila Carrara
Jan Uhde
Jenny Conroy
Cassie Bechard
Laura McDonald
Julia Burke
Glenda Rutledge
Anne Galang

Donna Shin
Tracey McKee
Maher Shinouda
Karina Arrambide
Susan Conyard
Sandra Keys
Angie Docking
Jason Santo
Andrea Santi
Shannon Taylor
Annette Dietrich
Beth Cotter
Kathy Becker
Andrea Kelman
Tim Turay
Heather Root
Sandra Gibson
Kathy Sigeti
Yvonne Yang
Lisa Liu
Danielle Jeanneault
Gail Spencer
Lewis Spencer
Antonio Munoz Gomez
Melissa Potwarka
Angela Rooke
Claudette DeMaere
John Fedy

Beth Namachchivaya
Laura Maple
Emily Hudson
Robert Kitchen
Sharon McConnell
Agata Antkiewicz
Sara O'Donnell
Chantel Franklin
Kalpita Gaitonde
Tonya Elliott
Steph Facca
Rachel Pridham
Stephanie Boragina
Maureen Fraser
Bonnie Bishop
Marie Lippens
Breanne Sutter
Christine Gillis Bilton
Sophia Bhatti
Gillian McKenzie-Yorke
Kira Bruschke
Merrirose Stone
Emma Courlander
Katherine Lithgow
Sandy Wong
Maria Real
Stacy Reda
Corina McDonald

1. Land acknowledgement – Dave McDougall

2. Welcome and introduction of guest speaker Vivek Goel, President and Vice-Chancellor of Waterloo – Lisa Habel

3. Presentation - Vivek Goel, President and Vice-Chancellor of Waterloo

Topic: The Waterloo at 100 initiative is currently underway - Waterloo at 100 is a long-term visioning exercise for the institution, concerned with addressing the question: What do we as an institution aspire to become by our 100th anniversary in 2057?
A brief overview of Waterloo at 100 and summary of key inputs received thus far through consultations with over 1,000 individuals at and connected to Waterloo. Ahead of the discussion, staff were encouraged to review the Waterloo at 100 webpage. The webpage features thinking around future impact areas Waterloo 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 represent our differentiators. (Note: the webpage is to be updated by Sep 12, 2022 with a discussion paper, which will be used in engagements with the Waterloo community over the next few months).

Below are questions from Waterloo at 100, both from the initial set of consultations held over the Winter and Spring terms and from a new set of questions placed in the aforementioned paper:

Discussion Questions (from initial set of consultations held over the Winter and Spring terms and from a new set of questions placed in the aforementioned paper):

1. How can we evolve and add to our institutional differentiators (experiential education, entrepreneurship, fundamental and applied research that’s connected)?
2. How can we grow our capacity for collaboration, coordination, and interdisciplinarity in all areas of our mission and across all administrative and academic units at the University?
3. The global pandemic gives us good reason to reflect and plan for a future with continued disruption and change. How can Waterloo refine and reshape the way we design and deliver education, learning, and research? Which services and technologies might serve our goals for relevance, access, and impact?
4. How do we continue to decolonize our programs, policies, and procedures?
5. How can we enhance our sense of community and belonging within and across all members of the University (students, staff, faculty, alumni, partners, supporters)?

- Key points from presentation
  - Five Futures for Waterloo – the future framework for Waterloo:
    1. Humanity
    2. Sustainability
    3. Health
    4. Technological
    5. Economic
  - How our work as a research and educational institution can shape the future of humanity
  - We also have our own work to do on campus. For example, how can we use our own technologies in our own work? We clearly need to think about how we leverage technologies, including how we develop ourselves and how we work in this much more complex environment
  - Process and structures that served us well in the past are now holding us back, coordination and collaboration within and across ASUs is needed and we need to think about how we work across Faculties, Departments, etc and the models we are going to develop
  - The Provost is striking a new taskforce that will think about the what and how we are going to operate to build a more resilient community

- Q&A:
Q: Our campus master plan hasn’t been updated since 2009. Is this going to be a component of the Waterloo at 100 effort? For example, rethinking modes of transportation?
A: Absolutely. As part of Waterloo at 100, we will identify these sorts of things that we need to prioritize. The master plan doesn’t really take account of indigenizing our campus, there was no LRT. Right now, as an institution, we heavily subsidized parking – we devote a lot of our land to parking, and we’ll have to be prepared for discussions around this and other items. Tough discussions at times. The next phase of consultations is hearing from the community on what we need to prioritize.

Q: One thing I did not hear was any concern for developing the Arts foundation at Waterloo to help build the social sustainability you talked about. Can you say something about how, if at all, Arts fits into this?
A: Absolutely. First, before we get to the futures framework, we want to make sure we have conversations about the future of humanity. This includes experts from the Arts. Social scientists and humanists are needed for all the Futures. Faculty of Arts across all the future areas needs to be front and centre.

Q: About economic futures, in conversations so far is there a recognition that a wealth disparity exists in Waterloo Region like Silicon Valley?
A: If we go back to our founding, a critical part of the discussion is about making sure we remember our founding differentiators. Current differentiators are identified as co-op, entrepreneurship and innovation, and research. In addition to these, I want to make sure we include our role in the Region as we go forward as another differentiator. Not just growing the economy but growing it in an inclusive way. Housing is a key current consideration. How can we be systematically engaged with our local governments and expand this to include other community partners, including non-profit organizations and small businesses and how can we have innovative models for collaboration?

Q: We have lost excellent staff due to our current work from home guidelines. Can you say more about the new task force being formed and how we will be more innovative going forward?
A: There is an increasing trend in losing staff, particularly in mid-career level. This is concerning. The new task force being struck, the Provost is in early stages of organizing this, has a longer time horizon. Human Resources is currently actively working on our work from home guidelines and updating those. This is not a simple exercise for an institution like Waterloo where we have different types of work and different types of settings. We are very much committed to updating these guidelines and having discussions with groups like the UWSA and that in the coming months we will have updated guidelines.

Q: Are you able to speak to Waterloo’s hesitancy to reinstate the mask mandate to protect the most vulnerable in our community? And are you aware of the current change.org petition to have it reinstated at Waterloo?
A: Yes, we are aware of the petition. I am a public health physician, and we are trained in our use of our powers to impose restrictions and mandates. We go through significant training into the use of those powers and the use includes considerations based on science, ethics ad epidemiology. The pandemic is evolving and will continue to evolve. We took the most restrictive actions 30 months ago and in the months that followed because there was not vaccines and treatments at that time. We’re at a very different stage in the pandemic now in terms of vaccinations and knowledge and who is affected and vulnerable and how to support
them. It’s in this environment that we are operating now and imposing course of actions when we have other tools available, and this isn’t the time for restrictive measures. But we are watching and if trends and balance changes, we will impose restrictions based on considerations related to science, ethics and epidemiology.

Q: Were staff/faculty consulted in regard to mask mandates? What stakeholders were a part of this discussion?
A: We continue to work with and listen to our community. I would have to follow up with the Provost on which groups were consulted.

Q: This strategic planning cycle is looking at 35 years. Will there be any changes to the current 5-year cycles of strategic planning?
A: As we come out of the strategic planning cycle in 2024, we will transition to a new model where we continue to work towards the long-term vision but the 5-year plans will become more operational in nature with vary discreet deliverables during the period, and as aligned with the 35 year plan.

Q: In order to have tangible and sustainable progress in terms of wellness for all at Waterloo, there is pressing need to breakdown silos and bring together department and unites with have common agendas and goals. We need system transformation. Multi-solving/collective impact is an approach used in public health. Are there any plans for considering this approach?
A: To meet the challenges we face we need a collective impact approach, how we evolve as an institution with collaboration. What we really need to think about is how we help people in different parts of the organization and within our community and with community partners. So, a collective action approach is a good example of a model we could use. Can we facilitate cross institutional projects identified in the current strategic plan for example? Are there pilots currently that we can scale up?

Q: What kinds of plans are there to address or improve our internal communication at Waterloo?
A: A culture change is needed at Waterloo. The current situation relates to the history. The University evolved and grew very rapidly and so we cannot continue to do things the way it was done before. For example, communication flows via the six Faculty Deans but there's much opportunity to have other channels of communication and engagement. There is a need for understanding and a cultural change that there are different ways. We are attuned to the issue you raise.

4. President’s Report
   - **Annual General Meeting (AGM)** – Oct 27, 9am, Location: online (Teams)

5. Open Forum
   - 6th annual **Keeping Well at Work Conference** – Oct 13

Next meeting: Thursday, Oct 6, 2022

Chair: Lisa Habel
Minutes: Jennifer Morgan