

ACCOUNTABILITY AND INTERNAL PLANNING DOCUMENT

# STRATEGIC PLAN

Final Progress and Outcomes Report 2013–2018



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UNIVERSITY OF  
**WATERLOO**







FERIDUN HAMDULLAHPUR

PRESIDENT AND VICE-CHANCELLOR



JAMES W.E. RUSH

VICE-PRESIDENT ACADEMIC AND PROVOST

# MESSAGE FROM THE PRESIDENT AND PROVOST

## Progress takes vision, execution and accountability.

When we finalized our strategic plan in 2013, it was vital that we take action. Too often strategic plans are created and sit on a shelf as a symbol of something that is done out of obligation, but never utilized. We were determined to make this strategic plan actionable, accountable and driven by vision – the vision to be one of the top innovation universities in the world.

Together, in the last five years, we have made great strides in making our vision a reality.

We are very proud to present this fifth and final summative report that outlines the progress and outcomes of the University of Waterloo 2013-2018 Strategic Plan. This report:

- › summarizes important outcomes from our work on the eight theme areas of our current strategic plan,
- › provides summative data to consider as we develop our 2020 strategic plan, and,
- › prompts us to think about how we can move forward in each area.

We have made substantial progress but there is yet more to accomplish. As we present this report, we are working hard on our next strategic plan. We have developed important issue papers on key areas of interest, and are implementing a robust consultation process as we pen this message. Our next strategic plan will begin in 2020, and will, like its predecessor, outline a vision, goals and objectives for our institution. Waterloo will continue to be proud of our progress, unsatisfied with the status quo, and striving towards the next horizon.

Join us in this journey. We all have a role to play in Waterloo's future – a future as bright and positive as the people who continue to drive our institution forward.

LEARN MORE

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# LOOKING BACK, MOVING FORWARD

In 2013, the University of Waterloo's 2013-2018 Strategic Plan, A Distinguished Past – A Distinctive Future, was developed and implemented, with an overarching goal: to be recognized as one of top innovation universities in the world.

The Strategic Plan has been implemented through eight themes:

- › experiential education
- › uniquely entrepreneurial
- › transformational research
- › academic programming
- › global prominence and internationalization
- › student experience
- › robust employer-employee relationship
- › sound values

With leadership from the president, provost (present: Jim Rush; past: George Dixon, Ian Orchard and Geoff McBoyle), and deans of Waterloo's six Faculties and heads of academic support units, theme groups created action plans to address goals and objectives identified in each of the theme areas. Faculties aligned their strategic plans with that of the University, and worked to advance the University vision through their own Faculty initiatives. Five years later, the University has completed the implementation of the 2013-2018 strategic plan. Each year, the University provided an internal governance update, documenting its progress. In this final year, Waterloo has prepared a summative report, including this executive summary, which provides a high level overview of the progress achieved in this Strategic Plan.







Waterloo overall full-time equivalent enrolment increased by

**7.7%**

since 2013/14, to

**OVER  
35K**

in 2017/18

**\$786.8M**

**IN OPERATING REVENUE**  
in 2017/18, an increase of

**22.9%**

since 2013/14

**93.9%**

**YEAR ONE-TO-TWO  
RETENTION RATE IN 2016,**  
up from 92.3% in 2013; among  
the highest within the U15

**58.1%**

increase in  
international  
undergraduate  
full-time equivalent  
students and

**24.9%**

increase in  
international graduate  
students since 2013/14

**24.0% INCREASE**  
in total sponsored  
research funding  
since 2013/14 to

**\$224.3M**

in 2017/18

**30.1%**

of full-time regular  
faculty identified as  
female in 2017/18,  
**ACHIEVING CRITICAL  
HeForShe GOAL**

**ENROLMENT IN  
CO-OP PROGRAMS  
INCREASED BY**

**17.1%**

since 2013/14 to  
over 21K in 2017/18



# EXPERIENTIAL EDUCATION

**Goal:** Be the world-leading university in co-operative education and other forms of experiential and work-integrated learning

Waterloo's continued investment in experiential education has helped to retain its national and global leadership in co-operative education and experiential learning. Co-op continues to be a key differentiator for Waterloo with 60 per cent of current students registered in co-operative education programs. The development of centralized experiential education programming such as the EDGE certificate; the development and launch of WaterlooWorks, the new job portal for employers and students; and innovative experiential programming occurring within the Faculties have helped to keep Waterloo at the forefront of the field. In partnership with Waterloo's six Faculties, the associate provost, co-operative and experiential education portfolio provides leadership for leveraging existing processes, resources, and industry contacts to expand all forms of experiential education at Waterloo.

## MAJOR INITIATIVES

- › Launched the Co-op 2.0 project in 2017; initiatives include:
  - flexible work terms;
  - first work-term success initiatives;
  - a co-op research certificate;
  - industry partnerships
- › Launched the EDGE Program in 2017, a certificate program for non co-op students who complete a series of experiential education requirements
- › New graduate co-op programming is in development
- › Designed and delivered skills articulation workshops for PhD students to assist them with connecting their studies with skills for the workplace

## LOOKING FORWARD

- › Waterloo's co-op program is considered the "gold standard" in experiential education; however other Canadian institutions are pursuing this path, and more attention is being focused on the full range of experiential education opportunities. Waterloo will need to continue to demonstrate excellence in both co-op and other forms of experiential education to maintain its leadership position, nationally and globally.
- › Develop strong methods and technological solutions to monitor the extent and growth of experiential education at Waterloo in years ahead.
- › Build awareness and prepare for challenges to employer growth in the U.S. market and the potential for student work visa restrictions is vital.
- › Growth in the number of international work experiences continues to align with the University's international strategy, but also has fundamental challenges. International experiences will require additional resources for student support and the development of appropriate language and culture preparation. In addition, ensuring student safety and creditable work experiences will need continued focus.

### KEY DATA 2013-2018

### DEMAND

# 72.5%

of incoming undergraduate students **ENROLLED IN CO-OP** in 2017/18, an increase of 3.6 percentage points since 2013/14

# 71%

of incoming undergraduate students **CHOSE WATERLOO BECAUSE OF CO-OP** a five percentage point increase since 2013

### VOLUME

# 60%

of current undergraduate students **ENROLLED IN CO-OP** a five percentage point increase since 2013/14

# 98.5%

**CO-OP EMPLOYMENT RATE**  
Target: 95% annually in 2017/18, an increase of 1.9 percentage points since 2013/14

# 23.6%

increase in the number of **CO-OP STUDENT WORK TERMS** since 2013/14

# OVER 7,000

**ACTIVE EMPLOYERS** in 2017/18, a 15.8 per cent increase since 2013/14

### QUALITY

# 95%

of co-op students received very good to outstanding performance reviews in 2017/18, a 2.4 percentage point increase since 2013/14

# 95.7%

of 2014 co-op graduates reported **THE SKILLS THEY LEARNED AT WATERLOO** were related to the skills required for their job (6 months after graduation)

8 years after graduation, **2005 MATH CO-OP GRADUATES EARNED 31% MORE**

when compared to non co-op counterparts; Social Science co-op grads earned **26% MORE**

# 97.3%

of 2014 co-op graduates were **EMPLOYED TWO YEARS AFTER GRADUATION**

Source: *Earnings of Post-Secondary Graduates (A tax data linkage approach)*



# UNIQUELY ENTREPRENEURIAL

**Goal:** Solidify Waterloo's global leadership in all forms of entrepreneurship education and practice

Waterloo has a uniquely entrepreneurial spirit brought to life by an ecosystem in which technological leaders and startup founders bring innovative and world-changing ideas to the global marketplace. Continuing to nurture, leverage, and optimize this ecosystem requires focused efforts and committed investment. During the period of the 2013–2018 Strategic Plan, the University supported the creation of many startups, conducted significant student engagement, and expanded the reach and approachability of entrepreneurial activity. Throughout this period, Waterloo was recognized for its strength in this area; examples include being recognized in PitchBook and the Waterloo–Toronto corridor as noted in Startup Genome.

## MAJOR INITIATIVES

- › Waterloo's Velocity Program: now the largest free startup incubator in the world
- › Hack the North, Capstone Design competitions, live-in incubators, the Problem Lab, and others provide engaging opportunities for students to explore entrepreneurship
- › WatCo Intellectual Property workshops provide important information for Waterloo's faculty and students
- › Developed a new social entrepreneurship called GreenHouse
- › New social innovation living and learning community launched at St. Paul's
- › Conrad School of Entrepreneurship and Business introduced an entrepreneurship and technology entrepreneurship minor program



## LOOKING FORWARD

- › The entrepreneurial ecosystem within the institution is richer in resources than ever, but has also become quite complex and difficult to navigate at times. The University of Waterloo will need to continue to differentiate itself, maintain its leadership position and continue to offer Waterloo entrepreneurs the resources they need to thrive, while working collaboratively with other ecosystem players.
- › Waterloo's leadership as the top entrepreneurial university in Canada needs to continue to encourage highly collaborative discussions across campus. While each of the units involved has ambitious plans to continue to grow and expand their offering, it should also be a common goal for these units to continue to work together in a collaborative, complementary way in order to minimize overlap and duplication of efforts.
- › GreenHouse will put an increased focus on venture creation in the domains of health and well-being and environment and clean tech.
- › Velocity will continue to support startup commercialization among undergraduate students, but also increase their programming directed at graduate student and faculty members who are interested in commercialization via a startup.

### ENGAGEMENT

OVER  
**20,000**

students enrolled in  
**ENTREPRENEURSHIP ACTIVITIES IN 2017/18;**  
in 2013/14, about 10K were enrolled

### SUPPORT & INVESTMENT

**229**

**STUDENT AND RECENT  
ALUMNI VENTURES**

received support in 2017/18,  
up from 115 in 2013/14

OVER  
**\$960M**

**IN INVESTMENT FUNDING**

for student and recent  
alumni ventures

### SURVIVAL

**91%**

one-year survival rate of  
**VELOCITY VENTURES**  
an increase from 84.3% in 2013/14

### GLOBAL STANDING

**PITCHBOOK 2018**

**RANKED**

**#21**

Top Global Universities for  
**VENTURE CAPITAL  
ENTREPRENEURS**



# TRANSFORMATIONAL RESEARCH

## **Goal:** Increase international impact and recognition of Waterloo research

At Waterloo, curiosity is fueled by a passion to inform – and transform – the world. This has animated and informed pursuit of the objectives identified in the Transformational Research theme of the 2013–2018 Strategic Plan. Research and its dissemination are, arguably, major determinants of Waterloo’s national and global reputation, and hence of significant importance. Through its research, the University of Waterloo strives to push back the frontiers of knowledge in all of its fields of endeavor and, in this vital way, make a difference on a global scale.

### **MAJOR INITIATIVES**

- › Aggressively pursued prestigious research chairs and highly competitive major research funding, recognizing that they underpin Waterloo’s national and global reputation.
- › Much of the research conducted at Waterloo requires access to state-of-the-art major equipment and facilities. Recognizing the importance of this, technical resources in key research laboratories across the institution have been enhanced.
- › Research transcends borders and is becoming increasingly international in scope. In keeping with this, Waterloo has established international research partnerships with a number of elite institutions abroad and has opened a technology transfer office in Xuzhou, Jiangsu Province, China.
- › Stewardship of administrative research data for reporting purposes is increasingly important as universities compete for recognition of research intensity on a global scale. New systems for accomplishing this are in the final stages of roll-out.
- › With a view to maintaining and developing robust research partnerships with industry, a new initiative, termed ‘GEDI’, is being implemented which will be an entry point for industry to engage more broadly with the University.
- › Recognizing that equity, diversity and inclusivity underpin the creation of a dynamic research environment, an ‘Equity Action Plan’ has been put in place for Canada Research Chairs, key elements of which are also being implemented campus-wide.

## LOOKING FORWARD

- › Moving forward, Waterloo must sustain and surpass its research reputation in an increasingly competitive global environment. This will require building on existing discipline-specific research excellence, fostering interdisciplinary collaboration through meaningful interactions and exchange of ideas across disciplinary boundaries, and seizing opportunities to lead in new and emerging research areas.
- › It will be important for Waterloo to remain competitive in recruiting and retaining excellent faculty, embracing in the process equity, diversity and inclusivity.
- › High research productivity and impact in virtually all fields requires significant funding. Accordingly, striving to increase research funding must remain a priority for Waterloo. It should include strategies for diversifying research funding beyond that provided by the Tri-Agencies, including targeting industry/government contracts with attendant leveraging as well as funding from foundations and non-profit organizations.
- › With a view to sustaining and enhancing Waterloo's reputation in research, it will be important to continue to pursue strong international linkages with leading universities across the globe, to promote awareness of Waterloo's research achievements through publications in highly ranked journals, and to ensure that Waterloo faculty are nominated for prestigious national and international research awards and honours.

**TOTAL SPONSORED RESEARCH FUNDING**  
increased by 24%, to

**\$224.3M**

in 2017/18, exceeding the target of a 10% increase over 2013/14

**RESEARCH FUNDING ATTRIBUTABLE TO PARTNERSHIPS WITH INDUSTRY INCREASED BY**

**17.4%**

during 2013 -2018 and currently constitutes about **30% OF WATERLOO'S** total sponsored research funding

**#2 IN CANADA FOR PUBLICATIONS CO-AUTHORED WITH INDUSTRY**  
*Source: 2018 Leiden Ranking*

## RANKINGS

**NAMED  
TOP RESEARCH  
UNIVERSITY  
OF THE YEAR**

in the comprehensive category

*Source: Research Infosource  
2013 through 2018*

**#1 IN SSHRC  
FUNDING**

per faculty member  
in 4 out of 5 years  
between 2013-2017

*Source: Maclean's  
University Rankings*

## AWARDS

**RECEIVED**

**TWO OF THE 26** Canada Excellence Research Chairs awarded nationally

**TWO OF THE 24** Canada 150 Research Chairs awarded nationally

**13 WATERLOO FACULTY** elected to Fellowship in the Royal Society of Canada during 2013-2018

**THREE OF THE 10** NSERC Strategic Network grants awarded nationally

**TWO OF THE 13** Canada First Research Excellence Fund grants awarded nationally (Waterloo is the lead on one and co-recipient of a second)





# OUTSTANDING ACADEMIC PROGRAMMING

**Goal:** Offer leading-edge, dynamic academic programs and be a leading provider of technology-enabled learning opportunities

Academic programming that prepares undergraduate and graduate students for their future ambitions is vital to achieving Waterloo's strategic objectives. In the academic programming area, these include new academic skills competency and online programs; improved teaching and learning space development; and improved technologies to facilitate teaching and assessment. Continued success in academic programming will require consistent dedication to maintaining strong faculty and teaching assistant engagement.

## MAJOR INITIATIVES

- › Continued development of campus resources to support teaching and learning, with a particular emphasis on communication skills and incentives to reward teaching excellence
- › National leadership in high quality online courses and programs through the Centre of Extended Learning
- › Launched GRADventure program to support graduate student professional skills development
- › Integrated communications courses into all undergraduate programs
- › Recommended a course evaluation model to address the needs of Waterloo students, faculty, staff and administrators
- › Assembled a Teaching and Learning Spaces Committee (TLSC) in 2016 to provide data-driven advice and leadership on classroom spaces. As a result, two large classrooms were renovated in the Physics building, and the committee is currently working on a five-year plan for classroom design and renovation
- › New investments in the Writing and Communication Centre (WCC) expanded its overall capacity and resulted in a 90 per cent increase in total contact points with students over four years
- › The national Educational Developers Caucus accredited CTE's Fundamentals of University Teaching Program; the program provides graduate students with training, experience, and certification in teaching

## LOOKING FORWARD

- › Innovative pedagogy, development of flexible classrooms and quality teaching and learning space are needed to continue to support outstanding academic programming.
- › Raising the profile of Waterloo's teaching and learning stories on the University's main webpages and communication vehicles will enhance recognition of excellent teaching and deep learning at Waterloo.
- › Waterloo instructors and faculty are using more than seventy educational technologies to facilitate teaching and learning. Resources to procure technology and support user training and implementation are needed to encourage broader uptake of innovative educational technologies.
- › Efforts related to the Undergraduate Communications Outcomes Initiative will focus on the development of an accountability framework to ensure that program objectives are being met.
- › Further advancement of resources and training opportunities are required to support graduate students' skills development in both academic and non-academic settings.
- › Graduate Studies and Postdoctoral Affairs (GSPA) has developed plans for a graduate professional skills credential, to launch in the 2018-2019 academic year and is leading the development of several new resources designed to support PhD students in the oral examination component of their thesis defense. With campus partners, GSPA is also exploring new ways (beyond 3MT, GRADtalks, etc.) for graduate students to share their research with non-academic audiences (through video, photography, etc.).
- › Waterloo's various Faculties continue to shape the Teaching Fellows program to reflect their individual needs.

## KEY DATA 2013-2018

### STUDENTS

60.8% of undergraduate students had an  
**ENTERING AVERAGE OF AT LEAST**

**90%**

### 9.7% INCREASE IN UNDERGRADUATE

enrolment to almost 32,000 students, and

### 14.3% INCREASE IN GRADUATE

enrolment to just over 4,600 students

**78%**

**OF GRADUATE STUDENTS WOULD  
RECOMMEND WATERLOO**

*Source: CGPSS 2016*

### RANKINGS

**11 TOP**

**QS SUBJECTS IN 2018**

up from seven in 2013

### ONLINE LEARNING

Enrolment in fully online courses

**INCREASED 23.4%**

**SINCE 2013 TO ALMOST 46,000**

### PROGRAMS

**5** new or restructured undergraduate programs and  
**12** new or restructured graduate programs  
between 2013 and 2018



# GLOBAL PROMINENCE AND INTERNATIONALIZATION

**Goal:** Become one of the most internationalized universities in Canada

Global Prominence and Internationalization supports Waterloo's strategic priorities by directly supporting and promoting Waterloo's international initiatives and reputation. Waterloo established several new research partnerships with international universities while developing infrastructure to support faculty, students and staff travelling abroad, and improved the international academic exchange experience for students by offering more scholarships and by streamlining processes. Waterloo promoted and co-ordinated new approaches to international enrolment and established funding to provide international travel bursaries to support staff members' professional development. Waterloo also improved the welcome and integration processes that prepare international students for success (developing effective learning strategies and preparing for outstanding work experiences, for instance). These efforts all helped to build Waterloo's international presence at home, abroad and through research partnerships.

## MAJOR INITIATIVES

- › Expanded international opportunities for students including:
  - work-integrated learning
  - academic study terms (undergraduate exchange)
  - graduate programs
- › Revamped and developed infrastructure to support faculty, students and staff travelling safely abroad
- › Coordinated approaches to international enrolment through Strategic International Enrolment Management Group
- › Continued growth (\$900K+) in bursaries, grants and scholarships to support students pursuing international opportunities; including a 67.4 per cent increase in undergraduate scholarships between 2013/14 and 2017/18



## LOOKING FORWARD

- › The student's voice continues to inform directions for international education at Waterloo. International students shared their desire for improved spaces on campus, improved service and support delivery, and communication among others. Improvements in these areas will facilitate an improved student experience, specifically in student well-being.
- › International students, like their domestic counterparts, are attracted to Waterloo due to the strength of the University's academic programming and co-operative education. Data illustrates that students expect and value the rigour that accompanies these strengths.
- › Waterloo has an opportunity to build on these strengths while providing an equally impressive sense of community to support international students. Students who feel connected to a caring and sincere community will learn more and succeed more often. Waterloo needs to continue to build networks and services to support students pro-actively, including within their ethnocultural communities, demonstrating a genuine concern for students. Faculty and staff play an integral role in these efforts. Encouraging international students to engage in campus activities will be one way to demonstrate the value of this investment.
- › Increase the number of doctoral students and postdoctoral fellows to expand research activities and strengthen Waterloo's reputation as a center for research, innovation, and commercialization.
- › Focus efforts on strengthening existing strategic institutional partnerships to incorporate a full spectrum of joint initiatives, including research collaboration and student and staff exchanges.

### KEY DATA 2013-2018

#### INTERNATIONAL OUTREACH

**53%**

of new international undergraduate students and

**32%**

of new graduate students are from

**CHINA**

other top source countries are **INDIA, SOUTH KOREA, IRAN, AND UNITED STATES**

#### INTERNATIONAL VOLUME

**1 OUT OF 5**

undergraduate students

**2 OUT OF 5**

graduate and are

**INTERNATIONAL STUDENTS**

**SECOND HIGHEST OVERALL VOLUME**

of international students in Ontario

**FIFTH HIGHEST OVERALL VOLUME**

of international students in U15

**RANKED 34<sup>TH</sup>**

most international university,

**5<sup>TH</sup> IN CANADA**

*Source: Times Higher Education 2017*

### INTERNATIONAL EXPERIENCE

**OVER 3,500**

**INTERNATIONAL STUDY AND EXPERIENTIAL LEARNING EXPERIENCES**

between 2013/14 and 2017/18

**49%**

**INCREASE IN INTERNATIONAL CO-OP OPPORTUNITIES**

to almost 3,000 in 2017/18

### INTERNATIONAL PARTNERSHIPS

Strategic partnerships with

**38**

**OF THE TOP 100**

QS ranked institutions worldwide (26 in 2013)

### INTERNATIONAL DIVERSITY

Faculty members with an **INTERNATIONAL CITIZENSHIP** has remained steady around

**28%**

**OVER**

**17,800**

**INTERNATIONAL ALUMNI**

in almost 150 countries



# VIBRANT STUDENT EXPERIENCE

**Goal:** Ensure that students have an engaging, purposeful and relevant experience

Providing the opportunity for a positive student experience is a vital function of the University. Since 2013, Waterloo has increased efforts to understand student needs, made critical space and physical plant improvements, and focused on developing and delivering excellent student services.

## MAJOR INITIATIVES

- › Initiated the Centre “one-stop” student services hub in 2016; the physical space will open in fall 2018
- › Developed the student portal which was rolled out in 2015
- › In 2015, established an annual Academic Advisors Conference and monthly opportunities for the advisors to connect, network and share best practices.
- › Created the President’s Advisory Committee on Student Mental Health in 2017 with 36 recommendations for action
  - A committee with a mandate to implement all 36 recommendations of the President’s Advisory Committee on Student Mental Health is active and beginning to set priorities and plans. As an initial step and in collaboration with student leadership, Waterloo added 7.5 full time equivalent (FTE) mental health professionals dedicated to providing services to students. This is above the recommended rate of 1:1000 counsellor/student ratio. Additionally, 3.0 FTE health promotion staff will be available to support prevention and early intervention.
- › Implemented a student-university partnership for Student Life Centre-Physical Activities Centre (SLC/PAC) expansion
- › Added new space, and renovated other space, for students to study, collaborate and connect including Science and Teaching Complex, Hagey Hall, Claudette Millar Hall residence, and South Campus Hall.

## LOOKING FORWARD

- › Launch of the Student Service Centre in late 2018 will build a foundation for further service and support integration for many student support activities currently spread across campus.
- › Ongoing adoption and development of the Portal will allow for online and real-time support for all students.
- › Continue to further collaboration between Faculties, Campus Wellness, Student Success Office, Housing and Residences, Food Services, etc. to build programs to support student well-being.
- › Dedicated implementation of recommendations from President's Advisory Committee on Student Mental Health, along with a robust accountability process.
- › Identify and implement support initiatives for students on work term and on satellite campuses.
- › Enhance student leadership development programming, using the Student Leadership Certificate Program as a foundation.
- › Increase participation in student engagement and extracurricular activities by more effectively promoting and facilitating benefits.
- › Enhance peer mentorship training and program support for both academic and non-academic activities.
- › Continue to evolve new student transition programs (pre-arrival initiatives, orientation for all new students in all terms, parent and family orientation, first-year experience).
- › Increase and enhance support for international students with pre-arrival and orientation programs, peer support communities, and faculty-specific support.
- › Develop a coordinated early alert system that recognizes good practices and outcomes and also identifies opportunities for adjustment and success for students.
- › Implement faculty-specific strategies such as course-specific interventions, Success through Advising initiative, and inter-Faculty transfer initiative.
- › Implement a comprehensive set of student academic accommodation procedures in consultation with all stakeholders.
- › Continue to create physical spaces that encourage and allow for student community development.

## KEY DATA 2013-2018

## CAMPUS EXPERIENCE

**OVER 80%**  
**OF GRADUATING STUDENTS**  
rated the quality of their Waterloo education as **GOOD OR EXCELLENT**

and would return to Waterloo if they could start over; higher than Ontario (ON) peers\*  
(*NSSE 2017*)

**74%**  
**OF FIRST-YEAR RESPONDENTS**

(*CUSC 2016*)  
are satisfied with the concern shown them by the University; only

**42%**  
of graduating year respondents were satisfied; lower than ON peers\*  
(*CUSC 2018*)

**ABOUT 70%**  
**OF GRADUATING RESPONDENTS ...**

- › report spending time on co-curricular activities; higher than ON peers\* (*NSSE 2017*)
- › are satisfied with opportunities to become involved on campus (*CUSC 2018*)

*\*statistically significant*

## HEALTH EXPERIENCE

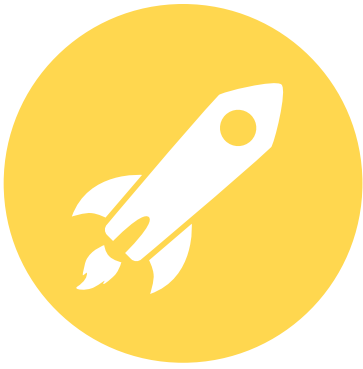
### AT WATERLOO, SIMILAR TO OTHER CANADIAN INSTITUTIONS...

(*NCHA II 2016*)

- › **LESS THAN TWO IN FIVE** students met recommended levels of physical activity
- › **OVER HALF FELT** exhausted for reasons other than physical activity
- › **MORE THAN A QUARTER** felt overwhelming anxiety
- › **ALMOST ONE THIRD** felt very lonely
- › **ABOUT ONE IN SIX** felt so depressed it was difficult function, and
- › **ONE QUARTER** felt things were hopeless

**ALMOST THREE QUARTERS** of student respondents reported that Waterloo shows interest in student well-being  
(*NCHA 2016*)





# ROBUST EMPLOYER – EMPLOYEE RELATIONSHIP

## **Goal:** Be an exemplary employer

Waterloo continues to develop and implement employment practices of the highest standard to ensure that the University attracts and retains the highest quality candidates. By creating a healthy workplace and supporting employees throughout their career, Waterloo fosters excellence and propels the University forward.

## **MAJOR INITIATIVES**

- › Co-ordinated a two-day Lean conference in 2018 with attendees from Canada and US
- › Initiated implementation of a new Human Resources Management System that will reduce the need for paper processes, provide mobile access and introduce more self-service options
- › Reviewed and refined numerous recruitment, training, professional development and exit processes to optimize human resources management
- › Implemented and expanded health and wellness programming for staff, including a process for staff-led healthy workplace initiatives
- › Developed and launched an onboarding program for all new managers, including current employees promoted to management roles

## LOOKING FORWARD

- › Continue to implement Excellence Canada and related initiatives to develop and demonstrate Waterloo's outstanding organizational environment.
- › Implement the Multi-year Accessibility Plan to identify opportunities for improving the University's accessibility for persons with disabilities against the requirements under the Accessibility for Ontarians with Disabilities Act (AODA) standards.
- › Develop a people plan to advance the University's next strategic plan.
- › Expand Organizational and Human Development's (OHD) workshops and programs to support faculty members, including the academic leadership and mentorship programs.
- › Expand processes for employee feedback on their career and employment experiences at the University. Introduce programs and practices based on the input and suggestions.
- › Continue to develop initiatives to support the mental and physical health of Waterloo employees. This will include the development of a Healthy Workplace commitment and plan and the continuation of the annual Keeping Well at Work Day and the Mindful Employer Program for managers. Increased support for employee mental health during crisis situations is still needed.
- › Identify and clearly communicate organizational values and priorities. Once these values and priorities are articulated, develop a process to hold employees accountable for encouraging and supporting them.
- › Continue to foster a continuous improvement culture through the roll-out of Waterloo's Continuous Improvement Consortium. This initiative will enable Waterloo to develop university-wide efficiencies in the future.
- › Develop a change management strategy in partnership with university leaders to support major organizational changes and ensure change initiatives align with the University's mission, vision and strategic goals.

## KEY DATA 2013-2018

### AWARDS

1 of Canada's  
**TOP 100**  
EMPLOYERS FOR  
2017 AND 2018

1 of Canada's  
**TOP**  
**DIVERSITY**  
EMPLOYERS FOR 2018

1 of Waterloo Region's  
**TOP EMPLOYERS**  
2017 AND 2018

### WATERLOO EMPLOYEES

**5% OVERALL**  
employee turnover rate

**52%**  
of hires were  
**INTERNAL**

**63%**  
of new hires  
**IDENTIFY AS**  
**FEMALE**

**2,100+ EMPLOYEES**  
participated in the  
**PRINCIPLES OF INCLUSIVITY**  
**WORKSHOPS**

Almost  
**300 MANAGERS**  
participated in  
**LEADERSHIP TRAINING**



# SOUND VALUE SYSTEM

**Goal:** Enhance the well-being of students, faculty, and staff, promote integrity as a core value of the campus community and provide an equitable and inclusive environment for students, faculty, and staff

Waterloo's faculty and staff are committed to creating an equitable and engaging place to live, work and study. Growing awareness of equity empowers Waterloo's campus community to explore and address equity through their own lens. During the period of the 2013-2018 Strategic Plan, Waterloo has built capacity and infrastructure to address a range of equity issues. This includes new research and processes, organizational and physical infrastructure and training and workshops.

## MAJOR INITIATIVES

- › Created and implemented a workshop on academic integrity for staff and students
- › Developed and implemented an equitable recruitment strategy for Canada Research Chairs program
- › Established Policy 42, Prevention and Response to Sexual Violence
- › Identified and addressed a pay equity gap among female faculty, resulting in pay adjustments for this population
- › Retrofitted and launched more than 60 inclusive, single-use washrooms
- › Launched "Making Spaces" that provides training for students, staff and faculty on sexual and gender diversity

## LOOKING FORWARD

- › Improved data infrastructure and processes provide a better understanding of the changing dynamics and needs of students, faculty and staff. This data provides meaningful information, making it possible to support the development of a strong, vibrant and integrated community.
- › Waterloo has a unique opportunity to work across each Faculty and academic support unit to raise awareness and provide training around various equity related initiatives.
- › The director of equity will continue to work with support units and Faculties to promote awareness of values associated with equity related initiatives.
- › Building relationships and earning trust across campus relationships is essential to achieve more equitable experiences for students, faculty and staff. Collectively, Waterloo's community has a responsibility to nurture these relationships and establish meaningful initiatives across campus that address equity issues.

In 2017/18  
**30.1%**  
of full-time, regular faculty members identify as female;  
**MET THE 2020 HeForShe TARGET OF 30%**

Percentage of full-time staff members who  
**IDENTIFY AS FEMALE** remained consistently steady around

**66%**

**OVER 10,800**  
participants in  
**EQUITY, DIVERSITY, AND INCLUSIVITY SESSIONS**  
between 2014/15 and 2017/18

**46.7%**  
of undergraduate and graduate students  
**IDENTIFY AS FEMALE**  
in fall 2017, up slightly from 44.3% in fall 2013

Over five years,  
**18.4% INCREASE**  
in faculty members who identify as  
**FEMALE AND 7.6%**  
for those who identify as  
**MALE**

**63.4%**  
of first-year students self-identify as a member of a  
**VISIBLE MINORITY OR RACIALIZED GROUP**

**5.3%**  
of students registered with  
**AccessAbility SERVICES**  
in 2017/18

**OVER 550**  
staff members participated in  
**STAFF INTEGRITY MATTERS WORKSHOP**  
between 2013/14 and 2017/18

# TEACHING, LEARNING AND COMMUNITY SPACE

Over the course of the 2013-2018 Strategic Plan, space emerged as an important issue. Space at the University of Waterloo supports high quality education, student experience and research. Over the last five years the university has made significant investment in space across the entire campus. Strategic re-locations to the east and north campus enabled the University to reprioritize centrally located space for student-focused purposes. Combined with new construction and renovations detailed below, Waterloo has significantly improved student spaces, increased space for research and provided much needed flexibility to support the renewal of older structures. All areas are reported in assignable square feet, unless otherwise noted.

## SOCIAL & ACTIVITY

In winter 2015, Federation Hall was reopened with 16,600 sq. ft. of renovated or newly constructed space for Food Services' catering and events.

In winter 2016, Velocity Start opened in South Campus Hall repurposing 5,500 sq. ft. of space to include a lounge, workspace, maker space and an adjacent cafeteria for students' entrepreneurial activities.

In winter 2019, a new Field House will be added to North Campus. This \$16.5M addition will add 70,700 sq. ft. of space for drop-in recreational use and varsity training.

In spring 2019, over 63,000 sq. ft. of new space in the Student Life Centre and Physical Activities Centre will provide additional recreation, dining, fitness, multi-faith prayer rooms and social space worth \$41M.

## HOUSING

In fall 2017, the new Claudette Millar Hall residence opened, providing an additional 539 beds to students. The 108,400 sq. ft. includes residence, dining and study space.

Renovations to existing housing facilities include new study space in Village 1, a Grand Commons in UW Place with food services, study spaces and social areas.

## UNDERGRADUATE STUDENTS

In fall 2016, a new Applied Health Studies building was opened, providing over 30,000 sq. ft. space for research and teaching labs, lecture halls and conference space.

In fall 2015, the new Science Teaching Complex opened in the heart of campus. The 65,000 sq. ft. structure includes an amphitheatre, lounges, meeting rooms and a student café.

The Faculty of Engineering renovated over 6,800 sq. ft. of teaching and research space within Engineering 3, Engineering 5, Engineering 6 and the Davis Centre.

In fall 2016, the new Hagey Hall Hub space opened over 9,000 sq. ft. of new study, lounge and collaboration space, along with a café and social space.

A new \$88M Engineering 7 building opened in September 2018 with over 123,000 sq. ft. of space for teaching and research. E7 will house a new biomedical engineering program, the multidisciplinary Engineering IDEAs Clinic, and the Conrad School of Entrepreneurship and Business.

Study space in public areas includes new seating for over 300 persons.

Registrar's Office renovated over 27,000 sq. ft. of classroom space.

## GRADUATE STUDENTS & RESEARCH

In fall 2016, the Toby Jenkins Applied Health Research Building was opened and houses the Propel Centre for Population Health Research, the International Tobacco Control Policy Evaluation Project and the new Centre for Community, Clinical and Applied Research Excellence (CCCARE).

A new Finance and Data Analytics lab for students in accounting, finance and economics opened in spring 2016 and occupies 1,500 sq. ft. in Hagey Hall.

The Waterloo Centre for Automotive Research (WatCAR) opened a 8,000 sq. ft. garage in leased space.

As of summer 2018, graduate student office space increased by over 30% since 2013 to more than 236,000 sq. ft., and research laboratory space increased by 27% to over 719,000 sq. ft.

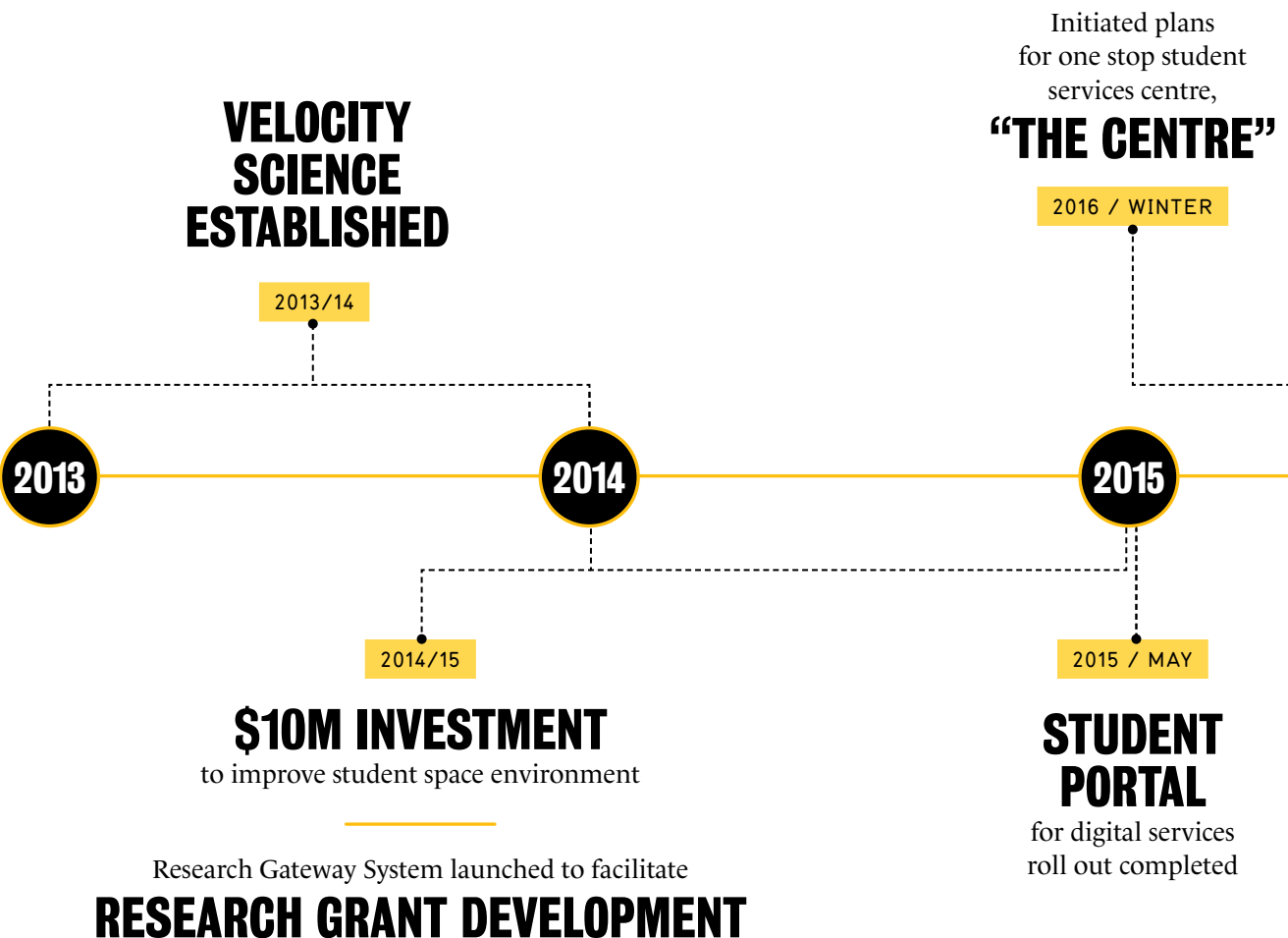
In 2013, Engineering opened the renovated and expanded 143,000 gross sq.ft. of space in the Douglas Wright Engineering building, C-wing.





# FIVE YEARS OF STRATEGIC INITIATIVES

Between 2013 and 2018, faculty, students and staff worked hard to propel Waterloo forward as one of the top innovation universities in the world. The following visual details some of the major initiatives and achievements in the past five years.



## LAUNCHED GREENHOUSE

social innovation and entrepreneurship co-op pilot

## EDGE CERTIFICATE

is launched

(Feb) SLC-PAC referendum confirms undergraduate student and graduate student investment with University and alumni to

## RENOVATE STUDENT RECREATION AND SOCIAL SPACE

## 31 INTERNATIONAL RESEARCH PARTNERSHIP GRANTS

awarded with 66 international elite partners

## Two online TEACHING AWARDS

created

2016

2016

2017

2018

2016/17

# \$205.7M

sponsored research funding exceeded 2018 target of \$198.9M

Named as one of

## CANADA'S TOP 100 EMPLOYERS

## MET HeForShe TARGET OF 30%

full-time, regular faculty members who identify as female

President's Advisory Committee on

## STUDENT MENTAL HEALTH

11 Waterloo subjects ranked in

## TOP 100

QS Subject Rankings, WITH 3 IN THE TOP 50

2017/18

2018

## First students participate in GO-OP RESEARCH CERTIFICATE

2012-2018: AC JumpStart supported 53 new companies,

**\$195M IN FOLLOW-ON INVESTMENT**  
**\$39.8M IN WATCO STARTUP INVESTMENT**  
**350 NEW JOBS**





# MOVING BEYOND 2018: WATERLOO'S NEXT STRATEGIC PLAN

The University of Waterloo is proud of the work it has accomplished on the 2013-2018 Strategic Plan, and the considerable progress it has made in becoming one of the world's most innovative universities.

These achievements have not come without challenges. Waterloo has worked hard to balance competing priorities, a changing political landscape, student needs, and fluctuating funding environments, while being true to the University's vision. Despite Waterloo's important accomplishments, there is still much to do. The work now focuses on how to build on this important momentum, update and refine the institution's vision and priorities, and continue to develop Waterloo's world leadership in innovative research and academic programming.

To accomplish this, Waterloo is in the midst of a robust and dynamic planning process to develop the University's next Strategic Plan, to begin in 2020. The next Strategic Plan, like its predecessor, will provide an updated vision, and goals and objectives designed to achieve that vision. While that vision is not yet determined, it is clear that Waterloo will remain at the cutting edge of research in Canada, uniquely positioned to deliver outstanding post-secondary programming, and always striving towards the next horizon.



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