

NOTICE OF MEETING

There will be a meeting of the
Senate Governance Committee
Wednesday, November 18, 2020 at 2:30
LOCATION: Virtual Meeting
Link: [Join Microsoft Teams Meeting](#)

AGENDA

- 1 **Approval of Agenda**
(unstarred agenda items)
- 2 **Approval of the minutes of the meeting of September 15, 2020**
E-Votes of September 28, 2020 and September 29, 2020
SGC200915M
SGC200928E
SGC200929E
- 3 **Business arising from the minutes**
- 4 **Outstanding Business**
 - 4.1 **Consideration of Bylaw on Associate Vice-Presidents**
Reporting to the Provost
Gordon-Discussion
SGC201118-4.1
- 5 **Reports/New Business**
 - 5.1 **Revisions to Bylaw 20**
Rick Caron-Approval
SG201118-5.1
 - 5.2 **Honorary Degrees (*in-camera*)**
Robert Gordon-Approval
SG201118-5.2
- 6 **Question Period/Other Business**
- 7 **Adjournment**

Please carefully review the 'starred' (*) agenda items. As per the June 3, 2004 Senate resolution, 'starred' items will not be discussed during a scheduled meeting unless a member specifically requests that a 'starred' agenda item be 'unstarred', and therefore open for discussion/debate. This can be done any time before (by forwarding the request to the secretary) or during the meeting. By the end of the meeting, agenda items which remain 'starred' (*) will be deemed approved or received.

**University of Windsor
Senate Governance Committee**

4.1: Consideration of Bylaw on Associate Vice-Presidents Reporting to the Provost

Item for: **Discussion**

Forwarded by: **Chair of Senate**

Background

February 2020:

Members were reminded that at the February 14, 2020 Senate meeting, a Senator provided Notice of Motion relating to the development of a bylaw to govern the Associate Vice-Presidents who report to the Provost.

March 2020:

The following motion and rationale were submitted to Senate at its March 13, 2020 meeting from a Senator who had given notice of the motion at the February meeting:

MOTION: That the Senate Bylaw Review Committee be tasked with the development of a Bylaw to govern the Associate Vice Presidents who report to the Provost.

Rationale for the Motion:

With collegial governance in mind this motion is put forward with the goal of ensuring that all appointments relating to the academic side of the university be subject to the same processes (including employment requirements, hiring/renewal procedures, and time limits). This uniformity will protect the university from charges of unfair employment practices, and it will protect senate's oversight regarding the mandate of the Vice President Academic and Provost. In particular this motion should be understood to apply to existing senate appointed Associate VPs and the newly created position of Associate VP of Enrollment whose (temporary) position escaped earlier senate definition/description.

At the March 13, 2020 Senate meeting, Senators agreed to defer consideration of the motion in light of the pressing need to discuss and approve an Emergency Academic Plan in light of COVID-19. A COVID-19 Emergency was declared on March 14, 2020.

May 8, 2020

With the May 8, 2020 Senate meeting being the first attempt to hold an 84-member meeting virtually and given the complexity of the debate that could ensue around the proposal for an AVP bylaw, the Chair of Senate in consultation with the Senator who submitted the notice of motion, agreed to simply forward the proposal to the Senate Governance Committee for review.

September 2020

At the September 15, 2020 SGC meeting, members held a preliminary discussion on the proposal to establish a Senate bylaw on Associate Vice-Presidents reporting to the Provost.

It was argued that the University of Windsor Act restricts the development of a Senate bylaw for all AVPs: The Senate has the power "to make regulations regarding the academic qualifications for appointment and promotion of the members of the academic staff of the University" (*University of Windsor Act: Section 27*). To this end, there are

Senate Bylaws for Heads of Departments, Deans, Associate Deans, Vice-Provost, Teaching and Learning, AVP Academic, Provost, Vice-President, Research, AVP Research. The Senate does not have bylaws for, and no jurisdiction over, non-academic administrative roles. For example, there are no Senate bylaws for Directors of ITS and Continuing Education, both of whom report to the Provost, because they are non-academic roles. The exception is with the AVP, Student Experience position which is governed by a Senate bylaw. The latter was revised in April 2016 to allow the hiring of non-academic professional staff who has expertise in student affairs and the student experience.

The consideration of a new AVP bylaw comes down to the AVP Enrolment Management position. It was noted that it is not the title that determines whether there should be a Senate bylaw but whether it is deemed an academic administrative position, rather than primarily a non-academic administrative position. Members agreed to review the position profiles for both the AVP, Enrolment Management and the AVP, Student Experience to determine whether one or both of these positions fall within Senate's purview.

November 2020 SGC Meeting:

Action:

1. review position profiles for both the AVP, Enrolment Management (SGC201118-4.1a) and the AVP, Student Experience (SGC201118-4.1b) to determine whether one or both of these positions fall within Senate's purview.
2. Determine next steps.



LAVERNE SMITH & ASSOCIATES INC.

POSITION PROFILE

ASSOCIATE VICE-PRESIDENT, ENROLMENT MANAGEMENT UNIVERSITY OF WINDSOR

The University of Windsor invites applications, expressions of interest, and nominations for the newly created position of Associate Vice-President, Enrolment Management. This appointment will commence ideally by January 2018.

THE UNIVERSITY

The University of Windsor (UWindsor) is Canada's most personal comprehensive university, with a strong and focused emphasis on the learning experience of every student. Its reason for being is summed up in its mission statement:

*Enabling people to make a better world
through education, scholarship, research and engagement.*

UWindsor has a long history as a regional collaborative hub, working with industry, business, the high-tech sector, and organizations in the arts, health, community, and environment. This provides an ideal academic environment for scholars with a commitment to research and creative activity who are interested in achieving both local and far-reaching intellectual, social, economic, and environmental impact. An extensive network of faculty engaged in teaching, research, and innovation creates a welcoming environment for those committed to teaching excellence and scholarly inquiry. The University of Windsor was ranked #1 in the 2017 Huffington Post list of Canada's Rising Stars universities.

The student body, faculty, and staff of UWindsor reflect the diversity of the community and the world at large. This diversity is and will always be a foundation of the University and a key contributor to its global orientation. Both its sustained and deep commitment to the community and its history of international involvement inform UWindsor's warm, friendly, and forward-thinking mindset as it engages with the 21st-century landscape. 15,500 students from more than 85 different countries are enrolled in a broad range of undergraduate and graduate programs and professional schools across nine faculties, including cooperative education programs for 1,348 students in 2016 and more than 1,600 in 2017.

The University of Windsor ushered in a new era in September 2015 with the opening of classes at the first phase of its downtown campus in the heart of Windsor's core. The new building—which retains the historic facade of the former Windsor Star newspaper building—houses the School of Social Work and the Centre for Executive and Professional Education. The second phase of the downtown campus—now under construction—will include the School of Creative Arts, which will be located in the century-old site of the Windsor Armouries and an adjacent new building. For additional information about the University, please visit www.uwindsor.ca.

As Canada's southernmost city, Windsor enjoys a pleasant, temperate climate and is a safe, friendly, mid-size city that offers a warm welcome to all. Windsor is Canada's fourth-most ethnically diverse city. Windsor has easy commutes, affordable real estate, parks and trails, and excellent schools and health care. Several schools offer international baccalaureate programs, and Vincent Massey Secondary School's math program is consistently ranked among the top 20 in Canada. Windsor boasts a symphony orchestra, a burgeoning film festival, the best live music club in Canada, and a publishing house that has three of 10 titles up for this year's prestigious Giller prize. Moreover, Windsor sits right on the Canada/US border, so the sports and entertainment opportunities of Detroit, and the world-class corporations and educational institutions of Michigan, are mere minutes away. Traditionally an auto manufacturing centre, Windsor is successfully diversifying into "green energy" related manufacturing and cutting-edge agribusiness enterprises. Windsor is surrounded by farms, vineyards, wineries, and the excellent recreational opportunities offered by the Great Lakes. Find out more about Windsor at www.citywindsor.ca.

THE POSITION

Reporting to the Provost and Vice-President, Academic, and a member of the University's senior leadership team, the Associate Vice-President, Enrolment Management (AVPEM) will lead relevant aspects of student recruitment, retention, and enrolment management (undergraduate, graduate, domestic, and international). The AVPEM will collaborate closely with colleagues across the University, including the Deans of each Faculty and the senior leadership team. Responsible for developing and implementing all aspects of a collaborative and comprehensive multi-year enrolment plan, and for identifying and meeting annual enrolment goals, the AVPEM will implement and direct best practices and strategies that meet enrolment goals, reflect institutional values, and are aligned with the Strategic Mandate Agreement and the Strategic Enrolment Management plan. Both documents are available at www.uwindsor.ca/president.

The AVPEM will provide insights into the development of policies and tactics that support the University's five strategic priorities, which directly impact the students of the University of Windsor:

- Providing an exceptional and supportive undergraduate experience that emphasizes independent learning, interdisciplinary opportunities, flexibility in degree completion pathways, and successful year to year transition;
- Creating a more research-intensive university with graduate programs that build on academic and professional strengths;
- Recruiting and retaining the best faculty and staff;
- Engaging in partnerships that will strengthen the economy, quality of life, and well-being of the Windsor-Essex region; and
- Promoting international engagement through student recruitment, student and faculty exchanges, and partnerships that complement our teaching and research strengths.

Direct reports to the Associate Vice-President, Enrolment Management may include:

- Office of Student Recruitment
- Office of Student Awards & Financial Aid
- Centre for Executive and Professional Education
- Office of International Cooperation
- Position(s) in Client Relationship Management (CRM) Data Analysis and in Research, Marketing and Communications
- Administrative support staff (Office Assistant)

Specific mandates and responsibilities of the role of Associate Vice-President, Enrolment Management, as it relates to student recruitment and retention, include:

- Providing strategic oversight of undergraduate, graduate, domestic, international recruitment, and transfer;
- Providing oversight of student awards and financial aid, and leveraging financial aid as a student recruitment tool;
- Collaborating on student marketing and communications, institution-wide efforts to enhance student retention and graduation, and the collection, analysis, and sharing of strategic enrolment intelligence;
- In addition to retention, focusing on lifelong learning through motivating current U Windsor undergraduate students to return for graduate studies and post-graduate work;
- Developing, implementing, and managing a comprehensive enrolment management plan, including identification of new markets and new programs, and collaborating to help create new academic programs that will attract new students based on market research data;
- Developing, implementing, and managing a comprehensive marketing communications plan to address the specific interests and needs of each of the various cohorts of prospective students engaged by the University;
- Setting goals, motivating and managing staff, and monitoring the progress of core functional units;
- Managing and monitoring all components of the budget for the enrolment management division;
- Ensuring all functional areas within the portfolio provide consistent high-quality customer service and support to prospective and current students, and that all programs managed by the offices within the division meet the highest standards;
- Collaborating with Deans, Vice-Presidents, and senior administrators, faculty, staff, students, and others involved with recruiting, admitting, enrolling, and retaining students to ensure clear communication and appropriate enrolment management integration and planning;

- Assuring open communication and transparent decision-making with internal and external constituencies;
- Collaborating with the Faculties to oversee the international recruitment of undergraduate and graduate students through the Centre for Executive and Professional Education and the Office of International Cooperation;
- Completing the full lifecycle of a UWindsor student through collaborating with:
 - the Office of the Registrar on the flow from recruitment to admission and registration;
 - the Office of the Dean of Graduate Studies on graduate recruitment and admission through the electronic Graduate Application System (eGAS);
 - the Associate Vice-President, Student Experience on a seamless transition from recruitment to student life;
 - Information Technology Services on enrolment-related technology implementations and ongoing optimization of such technologies;
 - the Office of Institutional Analysis on compiling and analysing information related to enrolment, recruiting, marketing, and retention; and
 - Alumni Affairs and Donor Communications;
- Remaining current on emerging issues and environmental trends, including government initiatives, that are expected to impact the higher education marketplace as well as the University's enrolment; and
- Serving as the institutional spokesperson and advocate in the community on matters related to enrolment.

THE CANDIDATE

Candidates for this exciting new leadership opportunity will have extensive, progressive, senior-level experience in university enrolment management with knowledge in all areas of recruitment, marketing, communications, program development, and student retention. Able to develop and implement strategic enrolment plans, the AVPEM will be a collaborative, visionary, data-driven leader and decision maker with excellent management, communication, and interpersonal skills. A strong understanding of technology and diverse marketing approaches in the enrolment management field, and the ability to develop and mentor a team while building synergy and rapport among faculty, staff, and leadership of the University of Windsor is required. A Master's and/or doctoral degree is relevant for this role.

While the University recognizes that no one candidate is likely to meet all of the following qualifications in equal measure, they are desirable, and will be used in the assessment of candidates for the position:

- A Master's and/or doctoral degree, and progressive and successful experience in leading enrolment management programs in higher education;
- A proven record of highly successful leadership and management experience in higher education enrolment management that includes serving on or working with a senior leadership team;

- A track record of collaboration to build and strengthen relationships with campus constituents and external recruitment partners, combined with an awareness of Canadian higher education policies and procedures and a knowledge of demographic trends and market forces shaping the university-going population;
- Experience in diverse marketing approaches, including social media and big data analytics, to identify and attract prospective students and nurture them through the enrolment funnel;
- Knowledge of, and experience in, all areas of student recruitment and retention at undergraduate and graduate levels, including domestic and international recruitment and the use of international recruitment agents;
- A strategic, data-driven mindset, and a strong understanding of the role of technology, including CRM tools, in enrolment management;
- Knowledge of student awards and financial aid policies and procedures, including government-mandated initiatives regarding tuition and student assistance;
- An extensive knowledge of University academic and administrative structure and processes, an appreciation of the specific fiscal challenges facing post-secondary education, and an ability to strategically maximize resources in such an environment;
- A consultative and collaborative “continuous improvement” orientation, with the ability to be creative, innovative, and confident, and to constantly evaluate the status quo to make meaningful changes;
- A management style that demonstrates collegiality, approachability, innovation, and problem solving and encourages the same characteristics in a cohesive, integrated team, combined with the ability to attract, develop, mentor, and retain staff;
- High-level negotiation, conflict resolution, and client service skills and experience, combined with excellent interpersonal and communication skills, both oral and written, that will facilitate making presentations, negotiating agreements, and improving services, both internal and external to the University;
- Experience with, and understanding of, the issues and challenges facing contemporary students and the role of the University in assisting students to successfully face them;
- The capacity to thrive in a complex and diverse environment, and work successfully with individuals from a variety of backgrounds and areas, along with a deep understanding and appreciation for equity, inclusionary leadership, and diversity both on campus and in the student pool; and
- The personal authority and confidence to face challenges and to exercise integrity, flexibility, wisdom, and good judgment in meeting them, and a high level of decisiveness combined with the ability to effectively explain decisions.

THE PROCESS

The University of Windsor is a welcoming community committed to equity and diversity in our teaching, learning, and work environments. In pursuit of the University's Employment Equity Plan, members from the designated groups (Women, Aboriginal Peoples, Visible Minorities, Persons with Disabilities, and Sexual Minorities) are encouraged to apply and to self-identify. If you need an accommodation for any part of the application and hiring process, please notify the Faculty Recruitment Coordinator (recruit@uwindsor.ca). Should you require further information on accommodation, please visit the website of the Office of Human Rights, Equity & Accessibility (OHREA) (<http://www.uwindsor.ca/ohrea/>). All qualified candidates are encouraged to apply; however, Canadians and permanent residents will be given priority.

Review of candidates will begin immediately and will continue until the position is filled. Applications, including a letter of interest, resume, and the names of three references (who will not be contacted without consent of the applicant), should be submitted electronically, in confidence, to the University's executive search consultants:

Laverne Smith & Associates Inc.

Windsor@lavernesmith.com

Position Profile: Associate Vice-President, Student Experience

Reporting to the Provost and Vice-President Academic, the Associate Vice-President, Student Experience will play a critical role in providing strategic leadership and overall direction to the development and delivery of a range of student services that enhance student engagement and student success both inside and outside the classroom. The AVP will help to expand and strengthen the University of Windsor's capacity to provide a holistic approach to outstanding student experience. The AVP, Student Experience will coordinate the University's partnership with students, and work to foster and enhance the student experience. Working in collaboration with academic and administrative units across the university, the AVP, Student Experience will ensure student services are congruent with academic values. In addition, the AVP Student Experience will also ensure that the voice of students is reflected in the policies, procedures, and student services of the University.

Priorities

The AVP, Student Experience will:

- ◆ Clearly define, promote and align the "University of Windsor Student Experience" with the University's strategic objectives.
- ◆ Foster cooperation and collaboration between student services and all academic and service units.
- ◆ Strengthen and initiate new opportunities to enhance student learning and development.
- ◆ Build and maintain strong collaborative relationships with student leaders and student organizations.
- ◆ Align student affairs services to support student recruitment, retention, and success.
- ◆ Ensure effective management of the University's policies, procedures and services related to student services.
- ◆ Promote student success by prioritizing aspects of the student experience and system infrastructure that benefit students.

Functional Scope of Responsibility

The AVP, Student Experience is responsible for the following services:

Learning Support	Specialized Support	Campus Life	Safety & Wellness
<ul style="list-style-type: none"> • Academic Advising • Academic Integrity Education • External Scholarship Advising • Study Skills & Learning Strategies • Services for Students with Disabilities • Student Exchange & Study Abroad • Writing Support 	<ul style="list-style-type: none"> • Aboriginal Students • First Generation Students • International Students • Outstanding Scholars • Residence Students • Transfer Student Advising 	<ul style="list-style-type: none"> • Club Advising • Co-Curricular Transcript • Community Service • Cultural Enrichment • New Student Orientation • Parents & Families Support • Residence Life • Student Communications • Student Government Liaison • Student Leadership • Student Life Enhancement • Student Recognition Awards • Volunteer Support 	<ul style="list-style-type: none"> • Alcohol Policy Coordination • Campus Safety • Emergency Management • Mental Health Counselling • Services for Students of Concern • Student Discipline • Wellness Education & Awareness

Key Responsibilities

Leadership and Vision

- ◆ Participate in a collegial manner as a member of the Provost and Vice-President Academic's senior leadership team.
- ◆ Provide leadership for student engagement, student success, and related priorities.
- ◆ Align the student services strategy and operations with broader institutional goals, values, and vision.
- ◆ Establish clear processes for and ensure effective communication of student services across the University of Windsor community.
- ◆ Liaise with students and faculty.
- ◆ Align student services with the academic mission of the University, and ensure close collaboration between Faculties and student services.
- ◆ Maintain a visible profile both on campus and externally.
- ◆ Foster an environment that supports the well-being, growth, and success of the University community.
- ◆ Create a more socially just and inclusive campus by promoting a deep understanding of diversity and accessibility as they relate to the University.

Student Development and Support

- ◆ Mentor and advocate for the entire student community, including full and part time, graduate and undergraduate students, Aboriginal students, students with disabilities, and International Students.
- ◆ Develop strong relationships with students and/or student groups in order to effectively represent students' priorities for learning and success at various levels of institutional planning.
- ◆ Enable student success and well-being by overseeing the development and delivery of a range of high-quality student services that address students' developmental, learning, psychological, and other personal needs.
- ◆ Meet the requirements of students with disabilities and monitor accommodation policies and procedures.
- ◆ Enable students to learn about, reflect on, and practice skills and behaviours, and develop values and beliefs that enable them to succeed during and after their university experience.
- ◆ Resolve issues of significant complexity by working with students, academic leaders, administrative leaders, and others.

Student Services Policy Development and Administration

- ◆ Implement Senate Bylaw(s) and University policies regarding student services.
- ◆ Ensure that the University effectively manages and administers student services and issues related to students.
- ◆ Develop and recommend new policies or changes to existing policies to improve the effectiveness of the student experience.
- ◆ Interpret and administer rules and regulations expressed in Senate bylaws and in the University calendar as they relate to student services.
- ◆ Represent the University to external organizations in matters relating to student services.
- ◆ Remain current with provincial and federal legislation, regulations, and policies, and be the leader of best practices pertaining to student services.
- ◆ Be an ex-officio member of the Senate, Senate Steering Committee, and other Senate Committees as may be prescribed in Senate Bylaws.

Student Recruitment

- ◆ Support the University's recruitment and brand building strategies.

Management and Administration

- ◆ Lead an engaged, high-performance team, set performance objectives for staff, and provide mentoring, coaching and feedback.
- ◆ Oversee, develop, and implement policies and procedures for the Office of the Associate Vice-President, Student Experience.
- ◆ Develop an appropriate budget and financial plan for the administration of student services that meets current and emerging student needs.
- ◆ Ensure the budget and financial resources are expended in accordance with the strategic priorities of the University.

Key Relationships

The AVP, Student Experience must develop, maintain, and foster constructive relationships with:

- ◆ Current and Prospective Students
- ◆ Student Leaders and Organizations
- ◆ Provost and Vice-President Academic
- ◆ Academic Deans and Associate Deans
- ◆ Assistant and Associate Vice-Presidents and Vice-Provosts in Academic Operations
- ◆ Registrar
- ◆ Leaders of Campus Services
- ◆ Faculty Members
- ◆ The University community
- ◆ Local agencies and organizations that support students
- ◆ Provincial and national student service organizations and groups.

Terms of Appointment

- 5-year renewable term.
- Opportunity for appointment to a tenured faculty position based on the University's policies for appointment.

**University of Windsor
Senate Governance Committee**

5.1: **Revisions to Bylaw 20**

Item for: **Approval**

Forwarded by: **SGC Bylaw Review Committee**

MOTION: That the proposed changes to Bylaw 20 be approved.

Proposed Revisions

[revisions are in bold and strikethrough]

1.1 Regular appointments

- (i) A regular appointment will be to a position within a ~~given~~ **single AAU, within or two AAUs, or within an AAU and a non-AAU.** ~~and~~ In the case of an appointment to two AAUs, the appointment shall be called a joint appointment. ~~In addition, a regular appointment may be made to a position within a given AAU and in a non-AAU based program or other non-administration unit within the University and s~~ **In the case of an appointment to an AAU and a non-AAU, the appointment** shall be called a hybrid appointment.

- 1.3.1 A Limited Term Appointment is a full-time appointment to a position at any academic rank in the University for a specified length of time.

A Limited Term appointment will be to a position within a ~~given~~ **single AAU, within or two AAUs, or within an AAU and a non-AAU.** ~~and~~ In the case of an appointment to two AAUs, the appointment shall be called a joint appointment. ~~In addition, a Limited Term appointment may be made to a position within a given AAU and within another academic body within the University and~~ **In the case of an appointment to an AAU and a non-AAU, the appointment** shall be called a hybrid appointment.

1.5 Cross-appointments

A faculty member may hold or be appointed to a cross-appointment in a different AAU(s), **or in an AAU(s) and a non-AAU.** ~~In the former~~ **which** case, the appointment shall be called a joint appointment, ~~and in the latter~~ **or in a non-AAU based program(s) or other non-administration unit(s), in which** case the appointment shall be a hybrid appointment, subject to the following provisions:

- 2.1.3 For hybrid appointments the appointments committee shall be composed as follows:
- [...]
 - two faculty members elected by and from all regular faculty members in the AAU, one of whom in the case of an AAU that is also a Department shall be the Head, and two representatives of the ~~other body in which the appointment is held~~ **non-AAU** one of whom shall be the academic leader **or the director of the non-AAU of the other body**, or designate.
 - one student representative from the AAU elected by and from the students in the AAU.
 - **If the non-AAU is associated with a program(s), one student representative elected by and from the students in the associated academic program(s).**

- student alternates, to a maximum of two **per AAU and non-AAU**, may be elected by and from the students in the AAU **or associated academic program(s), as the case may be**, to serve as representatives in cases where the elected student representative is unable to participate for an extended period of time due to program requirements (e.g., co-op or field placements, internships, etc.). In all instances, there shall be no alternating among and between student representatives during the course of a single search.

Additional Revisions: “non-AAU based program or other non-administrative unit” will be replaced with “non-AAU” throughout the bylaw for consistency and clarity.

Rationale:

- The proposal addresses the concern raised by Senate at its May 22, 2020 meeting around clarity with regard to the terminology for areas that are not AAUs. Since areas are either AAUs or not, the Bylaw Review Committee agreed that it would be simpler and clearer to refer to non-AAU without additional qualify information.
- Brings consistency to language around hybrid appointments. Ensures student representation from non-AAUs that are associated with a program (eg, Forensics, Women’s Studies), consistent with other bylaw provisions. Where there is no program associated with the non-AAU, and therefore no students (eg, GLIER, CTL), there would be no call for student representation from the non-AAU.