

NOTICE OF MEETING

There will be a meeting of the
Senate Governance Committee
on Monday, March 21, 2022
9:00-10:30am

LOCATION: Virtual Meeting

Link: [Join Microsoft Teams Meeting](#)

AGENDA

- 1 Approval of Agenda
- 2 Approval of the minutes of the meeting of February 28,2022 SGC220228M
- 3 Business arising from the minutes
- 4 Outstanding Business
- 5 Reports/New Business
 - 5.1 Strategic Items for Senate Discussion Rob Gordon-Discussion
SGC220321-5.1
 - 5.2 Bylaw Business
 - 5.2.1 Discussion Relating to Proposed Revision to Bylaw 5 Rob Gordon-Discussion
SGC220321-5.2.1
SGC220321-5.2.1a
 - 5.3 Distinguished University Professor (*In-Camera*) Robert Gordon-Approval
 - 5.4 External Engagement – Office of the Registrar Robert Gordon/Patti Weir-Approval
SGC220321-5.4
- 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**

5.1: Strategic Items for Senate Discussion

Item for: **Discussion**

The following is the current list of Strategic Items for Senate discussion:

- 1) Microcredential Update
 - Item on April 8, 2022, Senate meeting under Report of the Provost (preceded by Senate Information Session on April 1, 2022)

*Suggestions for order/scheduling of the following items? **What item should be scheduled for the May 13, 2022 Senate meeting?***

- 2) University and College Partnerships
- 3) Work Integrated Learning
- 4) Curriculum Development
- 5) Individual Faculty plans and strategies moving forward
- 6) Internationalization planning
- 7) Entrepreneurship
- 8) Institutional research data
- 9) Knowledge mobilization
- 10) Continuing Education

- 11) Frequent updates on student enrolment and SEM → This is covered under the Enrolment Management Update

**University of Windsor
Senate Governance Committee**

5.2.1: **Discussion Relating to Proposed Revision to Bylaw 5**

Item for: **Discussion**

Forwarded by: **Ronjon Paul Datta, Senator**

Should SGC agree, this proposal will be forwarded to the Bylaw Review Committee for consideration and drafting:

AAU Heads play a vital role in the day-to-day operations of the university, faculty involvement and renewal; they can set the tenor and tone for faculty and students in both positive and negative ways. UWindsor is undergoing a “culture change” with a view to valuing equity, faculty and student input, transparency, openness, and accountability. I believe Bylaw 5 should clearly reflect this change.

I would like the Bylaw reviewed to ensure that it addresses four main issues:

1) EDID initiatives. An AAU Head should be obliged to facilitate the flourishing of the scholarship, teaching, service and career aspirations of faculty members from equity seeking groups. This includes reducing term limits to facilitate turnover (and hence open opportunities).

2) The meaning of “academic” in the context of “academic leader” needs careful attention. There are AAU head without credentials in a discipline serving as AAU Head and hence are unqualified to make substantive judgments (e.g., concerning RTP, course equivalences/“DARS” exceptions, focusing resources in one direction as opposed to another).

3) Coherence and consistency with other Bylaws. E.g., AAU Heads are ostensibly responsible for certain things concerning performance reviews relative to RTP but Schedule A doesn’t speak to that responsibility.

4) I recommend removing Renewal and Tenure and Promotion to Associate from the Head’s responsibilities because the Head is not responsible for determining equity in faculty workload - the Dean is. Deans should be responsible to meet with all candidates for Tenure and Promotion at least once a year. I know of other universities who do this because Deans have suitable resources to allocate.

The following are comments related to specific sections of Bylaw 5. These can also be viewed on the attached annotated Bylaw 5.

- Is there a better way to weigh the “academic” and “administrative” parts of the job? From what I’ve seen, most of the work is “administrative”; could the “academic side” be dealt with by stating that: an AAU Head shall take direction from Council concerning academic initiatives.
- Paragraph 1 - Term length: too long? i.e., this can impede the cultivation of the next generation of university leadership (e.g., from equity seeking groups) given conventional progressions: Grad Chair, Head, Assoc. Dean/Dean, VP, etc.

I think we should encourage more people to serve in these positions, not limit them with terms of this length.

- 2.1 “academic leader”: how is this operationalized/interpreted?

- “appropriate qualifications”: There are instances where an AAU Head does not possess a suitable academic degree to serve as the AAU Head - can one be a leader of an academic area without a suitable background in the area? Who decides on “appropriate qualifications”? How is this operationalized in AAUs where there are multiple different disciplines with very different training?
- 2.2.1 again, the composition of the search committee may or may not reflect the different disciplines or variances competence of the AAU.
- 2.3.2 beginning of search process: e.g., September (given the prevalence of June 30 end dates)?
- 3.1 see other remarks about AAU Heads lacking appropriate qualifications/ demonstrable scholarship. I don’t see anything indicating that an AAU Head is obliged to perform professionally. E.g. a Head could write sloppy or incorrect reports, etc. and there aren’t criteria saying they must do otherwise.

Schedule A – Academic Duties

- “academic leader”: and yet AAU Heads without a relevant advanced degree are Heads. This contravenes other language in the Bylaws concerning “scholarship” as “peer reviewed/juried” in an area that would demonstrate competence to make judgments about course equivalencies, RTP, performance reviews, etc.
- “coordinate public relations and liaison activities”
add: and beyond UWindsor, to the broader community, academic and otherwise.

add: something about helping to facilitate fund-raising? alumni outreach and events?
- “ensure budgetary allocations appropriately reflect the academic priorities”: there needs to be mechanisms of accountability and transparency to Council. I’ve never seen any AAU Head tell Council how any monies are spent. Why?
- “academic priorities”: these should be determined by Council, not the Head. Language needs to be clearer. E.g., the AAU Head shall take direction from Council concerning the academic priorities of the AAU.

Schedule A – Administrative Duties

- “serve as delegate of the Dean”: perhaps add: Obligation to facilitate EDID here? Functioning as the Dean’s delegate, these are responsibilities of management and hence aren’t bound by CA sections on Heads (i.e., they are actually the responsibility of the Dean).
- “implementation of all personnel policies adopted by the Board”: Re: BoG. this might be a place to add stronger language about facilitating EDID

add: something about responsibilities to facilitate the flourishing of faculty, staff, and students in the AAU?
- “ensure that University policies are clearly communicated”: Is this still necessary, give emails, etc.?
- “administering of Collective Agreements”: Responsibility for the CA seems too much for a Head—the Dean is the legal workplace supervisor and should be responsible for this.

Moreover, the ambiguous place of a Head means that it’s too easy for issues to be reduced to “member on member” grievances rather than those between management and members of bargaining units.

- I would like to see language on supporting a humane, collegial and intellectually and artistically vibrant environment.
- I believe Head should be required to receive training on governance and Bylaws and attend certain sessions (e.g., RTP as offered by the Provost’s Office/AVPA).



SENATE BYLAW

Bylaw 5: AAU Heads - Heads of Departments and Directors of Schools

ADOPTED by Senate: April 1998, 29 May 1980

ADOPTED by Board: 23 Sept 1980

AMENDED by Senate: 10 Feb 1983, 21 Feb 1985, 18 Oct 1990, 15 Nov 1990, 16 Dec. 1998, 20 Jan. 2000, 15 Apr. 2003, 13 May 2011, 10 June 2011, 13 Jan 2012, 10 Oct 2014, 9 March 2018, 5 Oct 2018, 14 February 2020, 22 May 2020, January 14, 2022.

1 Term and Conditions of Office

The term of office for an AAU Head shall be up to five years. The duration of office for an incumbent AAU Head shall not normally exceed ten consecutive years.

2 Rules and Regulations with Respect to Qualifications and Procedures for Appointment

2.1 Academic Qualifications

The Head of an AAU is the leader of the AAU and shall possess the appropriate qualifications therefore

2.2 Search Committee

2.2.1 In each AAU there shall be a Search Committee composed of the Dean (or designate), as chair, and three to five regular faculty members/sessional lecturers, the number to be determined by regular faculty/sessional lecturers on the AAU Council at a meeting called for the purpose. The faculty members/sessional lecturers on the Search Committee shall be elected by and from regular faculty members/sessional lecturers on the AAU Council. The Search Committee shall also include, an Employment Equity/Procedures Assessor (EE/PA) [non-voting and from a different AAU]; and student representatives, the number to be determined by dividing the number of faculty members/sessional lecturers with voting privileges on the committee by three and rounding to the nearest whole number (in accordance with Bylaw 3, 1.1) The students shall be elected by and from the student members of the AAU. Where appropriate, professional or community participation shall be determined by the Search Committee and shall be limited to one member.

2.2.2 In accordance with the University's Employment Equity and Education policy/program, the designated groups are: Indigenous peoples, persons with disabilities, persons who identify as LGBTQIA2S+, racialized persons, and women-identified persons. Recognizing the historic and present need for ensuring representation of women-identified persons on Senate committees, and appreciating the diversity of gender identities, the Search Committee shall have non-student voting members from at least two different gender identities, one of whom self-identifies as a woman. Where necessary a faculty member/sessional lecturer from a second gender identity shall be elected by the Search Committee from a list of eligible faculty members/sessional lecturers in the Faculty provided by the Dean. Efforts shall be made to have representation from the other four designated groups on the Search Committee including encouraging eligible members of these designated groups to run for election to the Search Committee.

- 2.2.3 If a member of the Search Committee steps down, a replacement will be appointed by the remaining members of the Committee.
- 2.2.4 The Dean, or designate, shall chair, without vote, all meetings of the AAU Council in connection with the Search.

2.3 Search Process

- 2.3.1 All proceedings of the Search Committee shall be kept confidential. (see 2.5)
- 2.3.2 A search process shall be initiated normally ten months prior to the expiration of the term of an incumbent AAU Head.

Renewal

- 2.3.3 Where there is an incumbent AAU Head, at the end of a first term, the Search Committee shall consult with the incumbent AAU Head and members of the AAU Council, to determine at least eight months prior to the expected date of appointment, whether it should recommend a renewal without a search to the AAU Council in light of the activities of the AAU in the previous three to five years and the future needs of the AAU. The Search Committee shall provide a report to the AAU Council and to the Dean. The report will specify its proposed agenda (including its mode of operation and schedule for the renewal process).

Search

- 2.3.4 Where there is no incumbent AAU Head, or where the incumbent AAU Head has completed more than one term, or where a renewal without search is not recommended, the Search Committee shall at least eight months prior to the expected date of appointment, provide a report to the AAU Council and to the Dean. The report will specify its proposed agenda (including its mode of operation, schedules for the Search Procedure, and schedules for the submission of periodic progress reports to the AAU Council and to the Dean).
- 2.3.5 The Search Committee, with the agreement of the Provost and Vice-President, Academic, shall determine whether it will, in the case of an incumbent who has completed more than one term, conduct a review under 2.3.3 above, or conduct the search internally or advertise externally for the position and thereafter, as appropriate, shall issue a call for nominations and applications.
- 2.3.6 The Search Committee shall prepare a short list of candidates (one to three) and obtain views and comments on the candidates in an appropriate manner from members of the Faculty Council. The list shall normally be announced to the Faculty Council four months prior to the expected date of the appointment.

2.4 Recommendation

- 2.4.1 The Search Committee shall discuss its findings with the Dean and the Provost and Vice-President, Academic.
- 2.4.2 Either on a recommendation for renewal or following a search, the Search Committee shall propose the name of a single candidate in writing with appropriate supporting material to the members of the AAU Council. At a meeting called on five calendar days' written notice, the AAU Council shall consider the recommendation of the Committee. Voting shall be by secret

ballot, and a simple majority of votes cast is required to endorse the named candidate. If the AAU Council does not have a quorum present at the time of the vote, there shall be a ballot conducted by the office of the Dean. The office of the Dean shall conduct the vote by either mail or electronic ballot. In the case of electronic ballots, the process as approved by Senate shall be employed. A simple majority of votes cast is required to endorse the named candidate.

- 2.4.3 The name of the candidate endorsed by the AAU Council shall be submitted to the President.
- 2.4.4 If the candidate recommended by the Search Committee is either not endorsed by the AAU Council or is not accepted by the President, the Search Committee shall reconsider its recommendation. If the second recommendation by the Search Committee is either not endorsed by the AAU Council or is not accepted by the President, the Search Committee shall be reconstituted.
- 2.4.5 Should the Chair of the Search Committee or the Provost and Vice President, Academic, declare that a lack of Committee progress requires it, the Chair may request that the AAU Council decide among the following alternatives: that the Search Committee's agenda be altered; that an acting appointment be made; and/or that the Search Committee be reconstituted.
- 2.4.6 If the reconstituted Search Committee is unable to make a recommendation, or if the recommendation is not endorsed by the AAU Council or not accepted by the President, the President may recommend a candidate to the Board of Governors.

2.5 Records shall be kept of all the proceedings. All meetings of the Search Committee shall be held *in camera* and the proceedings, discussions, records, and any materials kept strictly confidential. A report, following the format outlined in Appendix A, shall be submitted to the Office of Human Rights, Equity and Accessibility, following the conclusion of the Search. The University of Windsor's five designated groups are: aboriginal persons, persons with disabilities, sexual minorities, visible minorities, and women.

3 Duties, Responsibilities, and Terms and Conditions of Appointment

3.1 The AAU Head shall be the academic and administrative head of the AAU. The Academic and Administrative duties and responsibilities of the AAU Head are appended to this bylaw as Schedule A.

4 Review

At any time the Board of Governors may remove an AAU Head from office upon the recommendation of the President, or request a review of the performance.

- 4.1 A review of the performance of an AAU Head may be requested by a two-thirds vote of the members of the AAU Council. Such a vote may be initiated at any time by a petition of five faculty members or forty per cent of the faculty members of the AAU Council addressed to the Dean, who shall arrange for a secret ballot upon two weeks' notice. Failure to receive a two-thirds vote of the members of the AAU Council will deny a request for a review.
- 4.2 Upon a request for a review the President, in consultation with the Dean may appoint a committee to conduct a review and to submit its report and recommendations to the President within ninety days of its appointment.

5 Acting Appointment

In the event of a vacancy in the office of an AAU Head, the President may recommend to the Board of Governors an acting appointment normally not to exceed twelve months, or until an AAU Head is appointed, whichever

comes sooner. Such recommendation shall be made with the approval of the AAU Council and the AAU Council's view of the appointment shall be communicated to the Board of Governors. An Acting AAU Head shall not be renewed in the position without the approval of the AAU Council. An Acting AAU Head shall not normally be replaced by a different Acting AAU Head except in circumstances which must be stated to the AAU Council concerned and after consultation in accordance with the procedures above. The maximum term for an Acting AAU Head shall be two years.

SCHEDULE A: Duties and Responsibilities of the AAU Head

Academic Duties and Responsibilities

Subject to determination by the Board and in consultation with the President, the AAU Head shall:

- be the **academic leader** and provide leadership in maintaining and improving the standards of undergraduate, graduate, and **professorial scholarship** in the AAU;
- serve as Chair of the AAU Council;
- be responsible to the Dean on matters concerning undergraduate and graduate studies and research;
- be an ex-officio member of the Faculty Council; an ex-officio member of all standing committees within the AAU; Chair of the AAU Appointments Committee; Chair of the AAU Renewal, Promotion and Tenure Committee;
- be responsible for the **continued development** of undergraduate and graduate program excellence within the AAU;
- promote liaison between the AAU in the University and other Departments or the equivalent in the Province of Ontario and in the Country;
- be cognizant of changing attitudes and priorities in Government at all levels in education as they pertain to the AAU;
- act as co-ordinator of activities within the AAU;
- co-ordinate public relations and liaison activities of the AAU with other offices in the University;
- provide for academic counselling to students;
- take a leadership role in establishing policy for the approval of the Senate in all matters academic pertaining to the AAU;
- ensure that budgetary allocations appropriately reflect the **academic priorities** within the AAU.

Administrative Duties and Responsibilities

Subject to determination by the Board of Governors and in consultation with the President, the AAU Head shall:

- serve as the delegate of the Dean in all matters relating to the AAU;
- represent the University on external organizations as may be required by the Dean;
- ensure membership or delegation of membership in the appropriate Ontario and/or Canadian group of AAU Heads or equivalent;
- perform other duties which may be assigned from time to time by the Dean or the Provost and Vice-President, Academic;
- be responsible for the allocation of finances and the administration of all budgetary matters for the AAU and ensure that they appropriately reflect the academic priorities;
- recommend all space allocations and requests for renovations to areas and buildings under the jurisdiction of the AAU, to the Dean;
- be responsible for the implementation of all personnel policies adopted by the Board of Governors;
- forward requests for vacation schedules and recommend leaves or absence and sabbaticals to the Dean;
- be responsible for the evaluation and recommendation of merit pay to faculty and staff as delegated by the Dean;
- ensure that University policies are clearly communicated to the faculty members in the AAU.
- be responsible to the Dean for the administering of Collective Agreements between the Board of Governors and the Faculty and or staff as they pertain to the AAU.

- be responsible to the Dean for the assignment and scheduling of teaching and counselling duties, with particular emphasis on equitable teaching loads and other duties, among all the members of the AAU.

Appendix A

Report to the Office of Human Rights, Equity and Accessibility

Column 1			Column 2			Column 3			Column 4			Column 5		
# of Indigenous peoples			# of persons with disabilities			# of persons who identify as LGBTQIA2S+			# of racialized persons			# of women-identified persons		
applying	short-listed	interviewed	applying	short-listed	interviewed	applying	short-listed	interviewed	applying	short-listed	interviewed	applying	short-listed	interviewed

Table continued from above:

Column 6	Column 7	Column 8		Column 9	
Total # of designated group applicants (do not double count individuals)*	Total # of all applicants (designated and non-designated)	Offer made to (mark with an "X"):		Offer accepted by (mark with an "X"):	
		Designated group member	Non-designated group member	Designated group member	Non-designated group member

*An applicant may be a member of multiple designated groups categories. As such, the sum of the numbers from the first five columns may be greater than the total number designated group members. For the "total number of designated group members" column, each applicant is to be counted only once.

**University of Windsor
Senate**

5.4: **External Engagement – Office of the Registrar**

Item for: **Discussion/Approval**

Excerpt from the March 2022 Senate Enrolment Management Update

Section 4: External Engagement – Office of the Registrar

In Canadian universities, the role of the Office of the Registrar continues to evolve from providing diligent care and oversight of student academic records and related students services to one that is involved in creating partnerships, delivery of enrolment services and developing policies, procedures, and integrated systems that serve as the backbone for the institution and support overall student success.

Given the essential and evolving landscape in which the Office of the Registrar operates and the opportunity that searching for a new Registrar presents, the Office of the Provost and Vice-President Academic is undertaking an external review of the Office of the Registrar. This review will provide perspective on policies, practices, staffing, and use of technology to understand and inform best practices and serve as a sounding board for stakeholders.

The engagement will be conducted by three seasoned practitioners, Ray Darling (U of Guelph), Ange Saweczko (U of T), Geraldine Jones (Brock University) ([bios here](#)). Many thanks to those involved in providing input into this critical engagement.

At the March 11, 2022, Senate meeting, it was agreed that an ad hoc committee comprised of a mix of SGC and Senate members, be established to provide oversight on this review.

An email was sent inviting Senators to respond by March 19th with their interest on serving on such a committee.