



**SENATE  
Minutes of Meeting**

**Date:** Friday, April 14, 2023

**Time:** 2:30pm-5:10pm

**Room:** 203 Anthony P Toldo Health and Education Centre

**PRESENT:** Esam Abdel-Raheem, Majid Ahmadi, Laila Albalkhi, Natalie Atkin, Fazle Baki, Reem Bahdi, Isabelle Barrette-Ng, Clinton Beckford, Selinda Berg, Francesco Biondi, Meris Bray, John Cappucci, Dora Cavallo-Medved, Lorraine Chandler, Cheryl Collier, Beth Daly, Jeff Defoe, Gordon Drake, Ehab Elsaid, Mitch Fields, Robert Gordon(Chair), Kevin Granville, Mitchell Hajnal, Chris Houser, Ofelia Jianu, Debbie Kane, Jessica Kichler, Ruth Kuras, Phebe Lam, Zhenzhong Ma, Bruce Minaker, Lydia Miljan, Ken Montgomery, Adam Mulcaster, Alanna Olteanu, Kat Pasquach, Lisa Porter, Jessica Raffoul, Linda Rohr, Jake Rondot, Francine Schlosser, Victor Sevillano Canicio, Jennifer Soutter, Andrew Swan, Edwin Tam, Eric Tanlaka, Niel Van Engelen, Bill Van Heyst, Yuntong Wang, Patricia Weir, Robert Weir, Sue Williams, Xiaobu Yuan, Zuo Chen Zhang.

**ABSENT WITH REGRETS:** Alice Grgicak-Mannion, Allyson Skene, Anumita Jain, Chris Baillargeon, Chris Fredette, Dan Xiao, Dave Andrews, Dave Bussiere, Debbie Sheppard-LeMoine, Diana Marion, Drew Marquardt, Hussein Samhat, James Oloo, Lauren Pupulin, Lionel Walsh, Maureen Muldoon, Mary Kay Morand, Megan Evans, Muthukeethana Kaliappan, Nick Baker, Nick Hector, Renu Sharma-Persaud, Stephen Weir.

**ABSENT:** Norman King, Manjot Singh, Sarah Khan, Wissam Aoun.

**IN ATTENDANCE:** Jennie Atkins, Chris Busch, Judy Bornais, Beverly Hamilton, Rose Zanutto, Gillian Heisz, Vincent Georgie, Vincent Young, Erika Kustra; Renée Wintermute (University Secretary), Alison Zilli (Senate Governance Officer).

- 1 Approval of Agenda** (Unstarring agenda items)  
Items 4.1a, 4.1b, 4.1c, 5.1.2a, 5.1.2b and were unstarred.

**MOTION:** That the agenda be approved.

Sue Williams/Jeff Defoe  
**CARRIED, as amended**

- 2 Minutes of the meeting of March 10, 2023**

**MOTION:** That the minutes of the meeting of March 10, 2023 be approved.

Majid Ahmed/ Isabelle Barrette-Ng  
**CARRIED**

- 3 Business arising from the minutes.**  
Nothing to report.

#### 4 Outstanding Business/Action Items

##### 4.1 PDC Program/Course Changes

###### (a) Master of Engineering – Minor Program Changes (Form C)

*(See document S230414-4.1a for more details.)*

**MOTION: That the admission and degree requirements for Master of Engineering be changed in accordance with the program/course change forms.^**

*^Subject to approval of the expenditures required.*

Bill Van Heyst/Kat Pasquach

In regard to 4.1a-4.1c, it was noted that it is important for engineering students to understand how projects can have an (adverse) impact on Indigenous peoples and treaty lands and rights. It was also noted that educating students about the legal requirement of the duty-to-consult should be an essential component in the MEng curriculum. In response, it was noted that this falls under the discipline's professional requirements and will be incorporated into the curriculum.

**CARRIED**

###### (b) Engineering – Minor Program Changes (Form C)

*(See document S230414-4.1b for more details.)*

**MOTION: That the degree requirements for all Bachelor of Applied Science and BEngTech programs in Mechanical Engineering be changed in accordance with the program/course change forms.^**

*^Subject to approval of the expenditures required.*

Bill Van Heyst/Kat Pasquach

See comments under item 4.1a for more details.

**CARRIED**

###### (c) Engineering – New Course Proposals (Form D)

*(See document S230414-4.1c for more details.)*

**MOTION: That the following courses be approved:^**

**MECH-4258. Computational Fluid Dynamics - CFD**

**MECH-4641. Directed Studies in Aerospace Engineering**

**MECH-4673. Aerospace Structures**

**MECH-4471/MECH-4871. Automotive Materials and Manufacturing Methods**

*^Subject to approval of the expenditures required.*

Bill Van Heyst/Kat Pasquach

See comments under item 4.1a for more details.

**CARRIED**

#### 5 Reports/New Business

##### 5.1 Program Development Committee

###### \*5.1.1 PDC Report on Computer Science's University Program Review Progress Report

*(See document S230414-5.1.1 for more details.)*

The document was received for information.\*

**5.1.2 Program/Course Changes**

**(a) Kinesiology (Graduate) – Minor Program Changes (Form C)**

*(See document S230414-5.1.2a for more details.)*

**MOTION:** That the degree requirements for the Master of Human Kinetics (Applied Human Performance) be changed in accordance with the program/course change forms.<sup>^</sup>

<sup>^</sup>*Subject to approval of the expenditures required.*

Linda Rohr/Debbie Kane

In response to concern raised, it was noted that Kinesiology's intent was to be inclusive and incorporate Indigenization and decolonization as part of the equity audit of its graduate programs.

**FRIENDLY AMENDMENT:** That the following amendment be made to the Indigenous response: "Nonetheless, we plan to complete an equity, *Indigenization, and decolonization* audit of the graduate program within the next academic year and acknowledge that there is significant room for growth in this area within our unit."

**CARRIED, as amended**

**(b) Psychology (Graduate) – Minor Program Changes (Form C)**

*(See document S230414-5.12b for more details.)*

It was agreed that revisions be made to the Indigenous section. Specifically, it was noted that equity and diversity is different than Indigenization and decolonization and incorporating Indigenous perspectives and content into the curriculum. This item will be brought back to a future Senate meeting.

**\*(c) Engineering – New Course Proposal (Form D)**

*(See document S230414-5.1.2c for more details.)*

**MOTION:** That the following course be approved:<sup>^</sup>

**GENG-1202. Introductory Electrical and Computer Engineering**

<sup>^</sup>*Subject to approval of the expenditures required.*

**\*CARRIED**

**\*(d) Engineering – Minor Program Changes (Form C)**

*(See document S230414-5.1.2d for more details.)*

**MOTION:** That the degree requirements for Bachelor of Applied Science (all programs and options) (with/without co-op) be changed in accordance with the program/course change forms.<sup>^</sup>

<sup>^</sup>*Subject to approval of the expenditures required.*

**\*CARRIED**

**\*(e) Business – Minor Program Changes (Form C)**

*(See document S230414-5.1.2e for more details.)*

**MOTION:** That the Honours Business Administration Programs with Specialization in Supply Chain and Business Analytics be renamed: Honours Business

**Administration Programs with Specialization in Business Analytics and Supply Chain Management; that all specializations be available to all programs in Business; and that the degree requirements for the Business programs with the Business Analytics and Supply Chain Management specialization, with the Human Resources specialization, and with the International Business specialization be approved in accordance with the program/course change forms.^**

*^Subject to approval of the expenditures required.*

**\*CARRIED**

## **5.2 Academic Policy Committee**

### **5.2.1 2023-2024 Operating Budget Proposal**

#### **a. Proposed Tuition and Compulsory Ancillary Fees**

*(See document S230414-5.2.1 for more details.)*

A presentation on the 2023-2024 tuition and compulsory fees proposal was provided. Members were reminded that the Ministry of Training, Colleges, and Universities (MTCU) announced a 10% reduction in tuition fees for domestic students in 2019-2021, which was followed by annual freezes on domestic tuition fees including for 2023-2024.

The Ministry has allowed out of province tuition increases of up to 5%, which has been included in the proposal. The MCU is also allowing applications for tuition increases for up to three programs that have tuition rates 15%+ lower than the average. Applications from UWindsor for the tuition anomalies have not yet been approved.

There is no proposed increase in tuition for international research-based graduate students to remain competitive. Attracting Master and PhD international students is critical to research growth.

The University is continuing with its international tuition guarantee program, which provides international students with a commitment that the tuition rate will remain the same from their first term of study to their final term of study. Given that tuition rates for the Master of Actuarial Science, Master of Applied Computing, Master of Management, Master of Medical Biotechnology, and Master of Materials in Chemistry and Engineering are not regulated by the MCU framework, they will be subject to the same increase as other International Cohort-Based Masters programs. This decision was based on feedback from Deans, market and student demand, and comparable program cost.

Members were reminded that the US Neighbor Rate was extended to include research-based graduate students, the Law Dual JD program, and the Consecutive Education program. The rate is available to all American students.

It was noted that the CPI rate provided by the Canadian Federation of Students (CFS) for the 2023/24 academic year is 6.8028%.

In response to concern raised that increasing international tuition fees will have a negative impact on student enrolment and whether there is any data to determine the factors contributing to students choice of University, it was noted that there are a few surveys done externally and results indicate that factors are varied. (*i.e.*, affordability, desired program, scholarships, programs, friends and parents influence, reputation, proximity to home, *etc.*). Many students are also growing more interested in the flexibility of having online courses and programs.

In response to a question raised, it was noted that the current enrolment trends are a result of international student demand and constraints on domestic tuition levels. The additional cohorts of course-based Masters programs, as a result of significant deferrals at the beginning of the pandemic, have had a positive impact on the budget but are not sustainable. The Auditor General of Ontario (AGO) noted that a high reliance on international student enrolment by universities poses risks outside of the Ministry's and the universities' control. Therefore, Engineering and Business will be rightsizing cohorts to match infrastructure and faculty complement.

**b. Proposed Operating Budget**

*(See document S230414-5.2.1b for more details.)*

A presentation was given on the major assumptions and priorities governing the 2023/24 Operating Budget. The budget has been presented to the Academic Policy Committee and is now being presented to Senate as part of the broad consultation undertaken to develop the final budget proposal for approval by the Board of Governors.

Senators were informed that the largest expenditure in the University Operating Budget is salaries, wages, and benefits, representing approximately 74.6% of the Operating Budget. The University's continued commitment to maintaining its fiscal position has served the institution well and has enabled it to still set aside strategic investments and reserve funds designed to support institutional priorities and mitigate institutional risk.

Members were reminded that this is the third year of the Activity Based Budget (ABB) Model where all operating units are responsible for the full cost of operations, including all cost increases resulting from negotiated wage and benefit changes. All revenues (grant, tuition, fees) flow to Revenue Centres (the faculties) and the revenue funds all the operating costs of the institution.

In 2023/24, three Faculties – Education, Engineering, and the Odette School of Business – are in positive net positions, with the other five Faculties – Arts, Humanities and Social Science, Human Kinetics, Law, Nursing and Science – in negative net positions. Members were reminded that Faculties in positive net positions will receive base budget investments and will contribute towards subsidizing the negative net position Faculties. Faculties in negative net positions will receive subsidies and will be required to realign their base budgets. These base budget investments and realignments will be primary considerations in Faculty Financial Sustainability Plans (FFSPs).

Senators were informed that the University is proposing a balanced budget for 2023/24, which includes an across-the-board realignment of 1% of the salaries and benefits budget in each of the following two years.

A discussion ensued on the ABB model. Some members expressed concern about the impact of the budget model on FAHSS, which continues to be in a substantial negative net position and the only way to improve this position is by making significant budget cuts or pursuing change and innovation. In response, it was noted that it is the responsibility of faculty members to help shape change in their departments, in order to revitalize their programs and attract students. It was further noted that areas need to reflect on what is currently being done to see what the catalyst is for doing things in a different way. It was also noted that FAHSS is in the process of submitting a proposal to include co-op into many of their programs, which is expected to help leverage enrolment.

It was noted that one way that FAHSS could help areas across campus would be to teach courses such as writing or communication to other Faculties. However, there is significant duplication in courses across the university, which impacts service teaching. Removing duplication will increase efficiencies and allow service teaching to have a greater budgetary impact on the unit offering the service course(s).

It was noted that Universities are facing challenges as tuition rates continue to be frozen across the sector. The University is reliant on financial support from the Province of Ontario for the Operating Grant and other strategic grant-funded initiatives that align with the priorities of the government, but these grants now comprise only 29% of the UWindsor Operating Budget and there is little flexibility to receive more funding. Faculties that are generally less diversified and focussed on domestic students rely more on government grant funding, compared to faculties with a higher concentration of international students.

#### **5.2.1.1 Report from Academic Policy Committee**

*(See document S220408-5.2.1.1 for more details.)*

Overall, APC understands the constraints under which the University is operating, as government regulations significantly limit the opportunities for revenue growth, while expenses, including contractual obligations and inflationary pressures on utility cost, carbon tax fees, and other services, continue to increase. APC was pleased to hear of initiatives being pursued in Faculties to try to address student recruitment and retention, including a proposal for co-op options across all programs in FAHSS. See document for full report.

#### **5.3 Senate Governance Committee**

Nothing to report.

#### **5.4 Senate Student Caucus**

Members were informed that the last meeting of the year was held in late March and included an update on the initiatives of the student co-chair, an overview of the Strategic Plan, a review from the SET Task Force on the student perceptions of teaching pilot form, and a report on Student Affairs and Life on Campus.

#### **5.5 Report from the Student Presidents**

##### University of Windsor Students Alliance (UWSA)

Members were informed that the new executive has been elected and that UWSA is in the process of organizing their annual meeting. Members were also informed that a three-year framework for transitional work has been established.

##### Graduate Students Society (GSS)

Senators were informed that GSS elections have been completed and that the GSS Gala, scheduled for April 27<sup>th</sup> at Caesars Palace, will include awards, music, and networking.

##### Organization of Part-Time University Students (OPUS)

Nothing to report.

#### **5.6 Report of the Academic Colleague**

Nothing to report.

#### **5.7 Report of the President**

Members were informed that the University raised over \$126,000 for the United Way, had a successful Chancellor's Leadership Series event, and hosted their first Equity, Diversity, and Inclusion Awards. In

addition, a new initiative has been launched to connect graduates with employers to find meaningful career opportunities.

Senators were reminded that the Spring Convocation sessions will be held May 30 to June 2 at the Toldo Lancer Center. The following individuals will be receiving honorary degrees: Danielle Campo McLeod, Joseph John Comartin, Cheryl D. L. Perera, and, Myrna Kicknosway.

Senators were also informed that two Indigenous Land Blessing Ceremonies took place for the future home of Turtle House Island (located at 223 Sunset Ave) led by Myrna Kicknosway. Members were also reminded to save-the-date for the 2<sup>nd</sup> annual Pow-Wow, which will be held in collaboration St. Clair College on May 11-13 at the Toldo Lancer Centre.

It was noted that the Ontario government has created a blue-ribbon panel of experts to provide recommendations for keeping the sector financially stable and focused on providing the best student experience possible. The panel will be providing recommendations to the Ministry on a long-term tuition fee policy.

## **5.8 Report of the Provost**

*(See document S220408-5.8 for more details.)*

The document was received for information.

### **5.8.1 Micro-credentials Update**

A comprehensive presentation on Micro-credentials was provided to Senators. Senators were reminded that a Working Group was established to respond to the Ministry requests to explore micro-credentials and to develop a framework for the revenue model and quality assurance process. It was noted that micro-credentials are a means of engaging students and the community in lifelong learning beyond traditional degree programming.

Micro-credentials focus on a specific and discrete set of skills, knowledge, or competencies that are additional, alternate, or complementary to a formal qualification. Currently the University offers over 130 micro-credentials, and the Ministry of Colleges and Universities (MCU) has approved non-credit micro-credentials as being eligible for OSAP funding.

In response to strong concern raised about micro-credentials competing with academic degrees for student enrolment, it was stressed that micro-credentials will never replace existing degrees or programs since they attract a different group of students. In addition, Faculties may elect to incorporate approved micro-credentials into credit programs. The goal is to provide a value add-on for students and not take away from mainstream degree programming. Often micro-credential programming is geared to working adults looking to change or enhance their occupation and establish transferrable and technical skills. Micro-credentials provide the opportunity to explore niche knowledge with new audiences. They are not in competition with university degrees, but rather they are complimentary to them.

In response to a question raised about faculty workloads and quality control, it was noted that teaching is done outside of an instructor's normal faculty workload. It will be up to the individual instructor to determine if teaching micro-credentials will fit into their work-life balance.

It was noted that the Government's continued investment in micro-credentials supports the importance of reskilling and upskilling opportunities to fill gaps in the labour market and provide jobs for learners.

Future actions include revising the draft framework based on broader feedback, identifying committee members, working on the approval framework, and having a pilot process.

It was suggested that that Director of Research, the Registrar, and an Indigenous representative be included in the process (*i.e.*, industry connections, transfer credit, *etc.*). It was also suggested that there be a strong faculty presence on the Committee.

#### **5.8.2 Enrolment Management Update**

*(See document S220408-5.8.2 for more details.)*

The document was received for information.

**MOTION: That the meeting be extended beyond 5:00pm**

Victor Sevillano-Canicio /Beth Daly  
**CARRIED**

#### **5.9 Report of Vice-President, Equity, Diversity, and Inclusion**

*(See document S220408-5.9 for more details.)*

The document was received for information.

#### **5.10 Report of Vice-President, Research, and Innovation**

*(See document S220408-5.10 for more details.)*

The document was received for information.

#### **5.11 Acting Vice-President, Equity, Diversity, and Inclusion – Contract (*in camera*)**

**MOTION: That the meeting move to “in-camera”.**

Jeff Dafoe/Bill Van Heyst  
**CARRIED**

**MOTION: That Dr. Clinton Beckford’s appointment as Acting Vice-President, Equity, Diversity, and Inclusion be extended to the start date of the incoming Vice-President, Equity, Diversity, and Inclusion.**

Cheryl Collier/ Bill Van Heyst  
**CARRIED**

**MOTION: To destroy the ballots.**

Kat Pasquash/John Cappucci  
**CARRIED**

**MOTION: That the meeting move out of “in- camera”.**

Lorraine Chandler/Andrew Swan  
**CARRIED**

### **6 Question Period/Other Business**

In response to a question raised, it was noted that senior leadership searches not governed by Senate bylaws are also conducted by search committees.

### **7 Adjournment**

**MOTION: That the meeting be adjourned.**

Bill Van Heyst/Chris Houser  
**CARRIED**