

**SENATE**  
**Minutes of Meeting**

**Date:** Friday, November 8, 2024

**Time:** 2:30pm-4:20pm

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

**ATTENDANCE:** Robert Aguirre, Kyle Ashquith, Natalie Atkin, Reem Bahdi, Nick Baker, Fazle Baki, Isabelle Barrette-Ng, Clinton Beckford, Amangel Bhullar, John Cappucci, Cheryl Collier, Ray Darling, Kenneth Drouillard, Adriana Duquette, Louie Elias, Patricia Fagan, Cherie Gagnon, Natalie Giannotti, Robert Gordon (Chair), Kevin Granville, Xiaolei Guo, Ahmed Hamdi Sakr, Ghallia Hashem, Dennis Jackson, Ziad Kobti, Erika Kustra, Mark Lubrick, Joanna Luft, Rong Luo, Michelle MacArthur, Michael Macdonald, Ashish Mahajan, Adam Merhab, Bruce Minaker, Milad Moradi Heydarloo, Maureen Muldoon, Claire Mummé, Alice Nelson, Stephen Pender, Kathryn Pfaff, Jessica Raffoul, Roger Reka, Karen Robson, Linda Rohr, Jake Rondot, Giuliana Salvato, Peter Savoni, Patrick Selmi, Debbie Sheppard-LeMoine, Allyson Skene, Andrew Swan, Nurlan Turdaliev, Bill Van Heyst, Cláudio Verani, Lionel Walsh, Stephen Weir.

**ABSENT:** Ali Abdulhussein, Hisham Barakat, Yong Hoon Kim, Norman King, Jagdish Pathak, Suki Randhawa, Jennifer Rooke, Simon Rondeau-Gagné.

**REGRETS:** Chris Baillargeon, Selinda Berg, Sharma Bhagwat, Jen Boyes-Garbin, Meris Bray, Juliet Bushi, Aiden Carr, Jana Jandal Alrifai, Shanti Johnson, Shetina Jones, Diana Marion, Scott Martyn, Ken Montgomery, Kat Pasquach, Chita Rangan, Walter Rischke, Patti Weir.

**IN ATTENDANCE:** Jennie Atkins, Chris Busch, Phil Dutton, Shae Harasym, Bruce Tucker, Karen Pillon, Ryan Kenney, Charlie Simpkins; Danny Anger, Renée Wintermute, Alison Zilli (University Secretariat)

**1 Approval of Agenda** (Unstarring agenda items)

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

Louie Elias/Bill Van Heyst  
**CARRIED**

**2 Minutes of the meeting of October 11, 2024**

**MOTION:** That the minutes of the meeting of October 11, 2024 be approved.

Adam Merheb/Isabelle Barrette-Ng  
**CARRIED**

**3 Business arising from the minutes**

Nothing to report.

**4 Outstanding Business/Action Items**

Nothing to report.

## 5 Reports/New Business

### 5.1 Program Development Committee

#### \*5.1.1 Program/Course Changes

##### (a) Kinesiology – Minor Program Changes (Form C)

*(See document S241108-5.1.1a for more details.)*

**MOTION:** That the degree requirements for the Bachelor of Science (Kinesiology and Health Studies) and associated degree completion programs and the Bachelor of Sport Management and Leadership and associated degree completion programs be changed in accordance with the program/course change forms; and that the Certificate in Sport Media, Communication and Social Issues for Beijing Sport University Students Admission Requirements be discontinued.^

*^Subject to approval of the expenditures required.*

**\*CARRIED**

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

*(See document S241108-5.1.1b for more details.)*

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

*^Subject to approval of the expenditures required.*

**\*CARRIED**

##### (c) Nursing – Minor Program Changes (Form C)

*(See document S241108-5.1.1c for more details.)*

**MOTION:** That the degree requirements for the Bachelor of Science in Nursing programs be changed in accordance with the program/course change forms.^

*^Subject to approval of the expenditures required.*

**\*CARRIED**

### 5.2 Academic Policy Committee

#### \*5.2.1 Leddy Library Annual Report (2023-2024)

*(See document S241108-5.2.1 for more details.)*

The document was received for information.\*

#### 5.2.2 Office of Open Learning Annual Report (2023-2024)

*(See document S241108-5.2.2 for more details.)*

An overview of the work, initiatives, and challenges of the Office of Open Learning during 2023-2024 was provided. It was noted that due to financial challenges, strategic prioritization will be critical to maintain progress on key initiatives that align with institutional goals and provide significant value. Key priorities for OOL include AI-related initiatives, accessibility improvements, and technology upgrades. Compliance with upcoming AODA standards presents institutional risks as it will require time and resources to adapt policies to accessibility standards.

It was also noted that efforts to reduce textbook costs involve leveraging open educational resources (OER) and library materials, with ongoing collaboration with the campus pilot textbook

program. Overall, collaboration across the sector remains strong, with universities sharing resources and developing open-source solutions to manage costs and reduce vendor dependence. Concerns over publisher practices have spurred interest in alternative solutions, including rebuilding course materials using AI or open resources.

In response to a question about having a uniform policy on the use of AI in the classroom, it was noted that this is not practicable or appropriate. Instructors will need to decide whether and how they would like to integrate these tools based on their discipline-specific needs. For example, in practical fields such as medicine, many hands-on competencies must be completed outside the AI realm. However, in other disciplines AI could serve as a valuable tool to enhance learning.

The Office of Open Learning was commended for its exceptional support to the campus community especially given ongoing challenges with staffing and budget cuts.

The document was received for information.

#### **5.2.3 Textbook Pilot Program Update (Textbook Pass Program)**

*(See document S241108-5.2.3 for more details.)*

An overview was provided on the textbook pilot program, whereby course material is provided to the students through Brightspace once they are enrolled in their course at a fixed rate. Following feedback received, the program proposal was revised to a voluntary opt-in model for faculty members and an opt-out model for students. Members were reminded that the original rationale for implementing the Textbook Pass program was to support students who want affordable digital options and to address the declining bookstore sales.

#### **5.2.4 Generative Artificial Intelligence**

*(See document S241108-5.2.4 for more details.)*

- a. University of Windsor Principles and Guidance on the use of Generative Artificial Intelligence (generative AI) Systems in Higher Education
- b. Website: [Generative Artificial Intelligence at UWindsor](#) (Draft)

The APC Subcommittee on generative Artificial Intelligence (AI) was tasked with developing guidance for the University community on the use of generative AI. The subcommittee has carefully considered the practices of other institutions, learning from their experiences to create a guide that aligns with the needs and expectations of the University of Windsor campus community. This guide includes key definitions, essential terms, and a set of universal principles to ensure the ethical and effective use of generative AI, and will be revised as needed. Despite differing opinions, there is an urgent need to define AI literacy to help individuals understand its risks, benefits, and values. To facilitate ongoing dialogue, a webpage has been created for questions, answers and feedback.

The document was received for information.

### **5.3 Senate Governance Committee**

#### **5.3.1 Revisions to Bylaws 2, 5, 8, 10, 20**

*(See document S241108-5.3.1 for more details.)*

**MOTION 1: That the proposed revisions to Bylaw 2 be approved.**

Lionel Walsh/Joanna Luft  
**CARRIED**

**MOTION 2: That the proposed revisions to Bylaw 5, 8, 10, 20 be approved.**

The proposed revisions require that all votes are either conducted by secure electronic or paper ballots at the meeting and restricted to participants present during the meeting, to ensure no follow-up discussions outside the meeting that could impact and taint the vote.

**CARRIED**

**MOTION 3: That the proposed revisions to Bylaw 20 be approved.**

Roger Reka/Louie Elias  
**CARRIED**

**\*5.3.2 Senate and Senate Standing Committee Diversity Report**  
*(See document S241108-5.3.2 for more details.)*

The document was received for information.\*

**\*5.3.3 Senate Meeting Scorecard – Results for Winter/Spring 2024 Meetings**  
*(See document S241108-5.3.3 for more details.)*

The document was received for information.\*

**\*5.3.4 Senate Standing Committees – Membership**  
*(See document S241108-5.3.4 for more details.)*

**MOTION: That the Senate Governance Committee recommend to Senate the approval of the following Senate Standing Committee membership:**

**Dr. Adriana Duquette, Faculty of Human Kinetics – Senate Governance Committee  
(Jan 1 - Aug 31, 2025)**  
**Dr. Michael Macdonald, Faculty of Education – Senate Student Caucus (Chair)**

**\*CARRIED**

**5.4 Senate Student Caucus**  
Nothing to report.

**5.5 Report from the Student Presidents**

**5.5.1 UWSA President**  
*(See document S241108-5.5.1 for more details.)*

Senators were provided with an update from the UWSA on its latest initiatives to enhance student engagement, including:

- Student Needs Assessment: To identify priorities and guide campus improvements.
- Every Child Matters Flag Ceremony: To honour and support Indigenous communities.
- Political Engagement: Organized four letter-writing workshops, empowering students to voice their concerns to government officials.
- Sustainability Initiatives: Launched a student competition and introduced a pilot volunteer position for a Sustainability Coordinator to drive eco-conscious efforts.

Additionally, UWSA has implemented a food locker pilot program to address food security on campus, providing essential support to students in need.

### **5.5.2 GSS President**

*(See document S241108-5.5.2 for more details.)*

Members were informed that GSS is making steady progress on the Leddy Library project, with demolition and abatement nearing completion. Members were also informed that the Excellence Awards funding program will continue to support upcoming initiatives, including the annual film festival. In partnership with WIFF, GSS hosted a film gathering at the downtown campus, drawing over 100 students, and a larger screening event that attracted more than 250 attendees. This summer, over 5000 UPass cards were issued, ensuring continued affordable transit for students and the food pantry received \$15,000 in funding, supporting essential services for students in need.

### **5.5.3 OPUS President**

*(See document S241108-5.5.3 for more details.)*

Senators were informed that, in addition to a variety of ongoing initiatives and social activities, OPUS has prioritized advocacy for dental care accessibility for seniors in Windsor. It was also noted that OPUS awarded their top recognition to President Robert Gordon for his support of mature students on campus.

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

*(See document S241108-5.6 for more details.)*

The Academic Colleague outlined fiscal challenges facing higher education, especially those arising from government-mandated international student enrolment cuts. It was noted that potential impacts on the University's budget highlight the need for continued strategic planning and prioritizing to ensure financial resilience.

## **5.7 Report of the President**

*(See document S241108-5.7 for more details.)*

### Real Estate Strategy

A presentation on the University's real estate strategy, as alternative revenue generating initiatives, was provided. The real estate strategy follows a three-step process: 1) identify vacant or underutilized lands that are available for development; 2) assess these sites for revenue-generating possibilities; and 3) create business cases that balance economic returns with risk.

In response to a question raised about sustainability initiatives, it was noted that the implementation of the new chiller last year has already resulted in a 36% reduction in emissions. Regarding concerns about new tenants subletting to other businesses, it was noted that the leases do not permit subletting. In response to a question about the Lebel Building and deferred maintenance, it was confirmed that the building will soon be demolished, and the property will be repurposed.

### Fiscal Year in Review

Senators were informed that revenue has been significantly impacted by the 2019/2020 10% domestic tuition cut and subsequent and continued frozen domestic tuition. There are no changes expected for the next two years. Universities are also constrained in domestic enrolment by the corridor system, where growth beyond a university's "corridor" is not funded.

It was noted that international tuition revenue is lower than expected due to missed enrolment targets for Fall and Winter 2025, particularly in Cohort-Based Masters (CBM) programs. It was also noted that government funding has remained stagnant, with Blue Ribbon Funding (BRP) funding being one-time only. Despite this, expenses continue rising due to increased costs for faculty/staff, inflation, utilities, and service

agreements, with 78% of the operating budget allocated to salaries and benefits, and collective agreements coming due in 2025.

Members were informed that a \$10m shortfall is projected for fiscal 2024/2025. 2025/2026 is projected to see a \$30m deficit, leading to difficult discussions and decisions. Senators were encouraged to attend the Financial Planning Town Hall on November 13th at 9:30-10:30am in Alumni Hall.

#### Campus Climate Survey

Members were informed that the survey is currently in development and will include questions for students, faculty, and staff regarding their sense of belonging at the University.

### **5.8 Report of the Provost**

*(See document S241108-5.8 for more details.)*

Members were informed that the Faculty of Engineering has received Ministry approval for the new undergraduate degree program in Mechatronic Systems Engineering (MSE) (approved by Senate in W2024). Set to begin in the Fall 2025, the program will offer two specializations: autonomous vehicles and intelligent manufacturing. Members were also informed that the Odette School of Business' accreditation was a success, though the official announcement will come after confirmation from the AACSB board. It was noted that the University will host three finalists for the Dean of the Odette School of Business during the first two weeks of November.

#### **5.8.1 Enrolment Management Update**

*(See document S241108-5.8.1 for more details.)*

A question was raised about the timeline and feasibility of the initiatives outlined, particularly the targeted strategies: holistic advising model, early alert systems, and enhanced student experience. In response, it was noted that the Strategic Enrolment Management Plan (SEMP) is currently being rolled-out across various academic units and Faculties, which are already tracking early alerts and working on creating a holistic approach to retention. To operationalize these strategies, action committees and working groups will be dedicated to each strategy.

The first working group, which will focus on Inclusive Transfer Pathways, is currently being formed, with additional groups set to convene over the next few months. The membership of the working groups will be mostly proposed by Deans and supplemented with additional members to ensure that the groups are well-rounded.

The document was received for information.

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

*(See document S241108-5.9 for more details.)*

Members were informed that a leadership competency framework outlines the key competencies that, when applied, make an individual an effective leader. This is essential if the University wants to be committed to EDI. It was noted that the framework will be incorporated into recruitment processes, performance management/goal setting, leadership development initiatives, and succession planning.

In response to the question raised, it was clarified that "Shadow IT" refers to the use of software or applications at the departmental level that are not managed or approved by the IT department. While departments may adopt these tools to enhance productivity and manage records, doing so can introduce significant security risks, such as data breaches or compliance issues.

The document was received for information.

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

*(See document S241108-5.10 for more details.)*

The document was received for information.

#### **5.11 Questions Arising from Senate Information Session: Academic and Research Strategic Plan**

It was noted that the information session, which provided a review of the joint academic and research plan, was insightful. The full strategic academic and research plan is expected to be finalized next month.

Student concern was expressed regarding the issue that international students are facing significant financial stress, and faculty members are struggling to attract these students. Given this, the Graduate Student Society has been advocating to lower international tuition fees. In response, it was noted that tuition rates are beyond the scope of the Strategic Academic and Research Plan, which only provides high-level directions for the institution and does not address operational details such as tuition fees. It was noted that decisions regarding tuition are made by the Board of Governors, not the Senate. Given significant financial constraints, additional operating funding for scholarships is unlikely. However, other levers could be pursued. For instance, increasing faculty grants and research dollars would also increase financial assistance to graduate students. It was further noted that the University does need to explore ways to reduce the length of time to complete a PhD program to the sector norm, as many students are taking longer than expected.

The document was received for information.

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

### **7 Adjournment**

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

Ghalla Hashem/Jake Rondot  
**CARRIED**