



**Date:** Friday, November 14, 2025

**Time:** 2:00pm-4:30pm

**Room:** 203 Toldo Health Education Centre

**PRESENT:** Rachel Aleks, Kyle Asquith, Reem Bahdi, Chris Baillargeon, Fazle Baki, Hisham Barakat, Isabelle Barrette-Ng, Clinton Beckford, Sahil Benipal, Selinda Berg, Francesco Biondi, Pierre Boulos, Jen Boyes-Garbin, Juliet Bushi, John Cappucci, Tricia Carmichael, Irina Ceric, Saveena Chawla, Darryl Danelon, Ray Darling, Carol Davison, Adriana Duquette, Eahab Elsaid, Natalie Gianotti, Kevin Granville, Nazim Habibov, Catherine Heard, Nick Hector, Dennis Jackson, Pardeep Jasra, Shanthi Johnson, Shetina Jones-Smith, Nivethan Karalasingam, Jaimie Kechego, Muharem Kianieff, Ziad Kobti, Rong Luo, Michael Macdonald, Lisa Milne, JJ McMurtry (Chair), Bruce Minaker, Ken Montgomery, Husam Morra, Matthew Najem, Max Nelson, Robert Nelson, Kristina Nikolova, Carole Obeid, Kathryn Pfaff, Ali Polat, Michael Potter, Jessica Raffoul, Chitra Rangan, Karen Robson, Lisa Salfi-Novena, Peter Savoni, Ahmed Sakr, Patrick Selmi, Victoria Soluade, Andrew Swan, Patti Weir, Helen Yousif.

**ABSENT:** Norm King, Amangel Bhullar, Aiden Carr, Dora Strelkova.

**REGRETS:** Muntty Al-Bazaz, Cheryl Collier, Cherie Gagnon, Xiaolei Guo, Mark Albert Johnston, Erika Kustra, Brent Lee, Drew Marquardt, Josianne Marsan, Claire Mumme, Linda Rohr, Jennifer Rooke, Debbie Sheppard-LeMoine, Camisha Sibblis, Nurlan Turdaliev, Bill Van Heyst, Claudio Verani, Berenica Vejvoda, Stephen Weir.

**IN ATTENDANCE:** John Dube; Tiffany Brown (Associate University Secretary), Renée Wintermute (University Secretary), Alison Zilli (Associate University Secretary).

- 1 **Approval of Agenda** (Unstarring agenda items)  
Item 5.2.2, 5.2.3 and 5.3.2 were unstarred.

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

Boulos/Johnson  
**CARRIED, as amended**

- 2 **Minutes of the meeting of October 10 2025**

**MOTION:** That the minutes of the meeting of October 2025 be approved.

Robson/Baillargeon  
**CARRIED**

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

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

**4 Outstanding Business/Action Items**

**\*4.1 Board of Governors In-Course Medals – Fall 2025**

*(See document S251114-4.1 for more details.)*

**MOTION:** That Senate approve the list of candidates receiving Board of Governors in-course medals.

**\*CARRIED**

**5 Reports/New Business**

**5.1 Program Development Committee**

**\*5.1.1 Program/Course Changes**

**(a) Environmental Science – Minor Program Changes (Form C)**

*(See document S251114-5.1.1a for more details.)*

**MOTION:** That the admission requirements for the BSc Honours Environmental Science (Applied Environmental Science Stream) be changed in accordance with the program/course change forms.^

*^Subject to approval of the expenditures required.*

**\*CARRIED**

**(b) Chemistry and Biochemistry – Minor Program Changes (Form C)**

*(See document S251114-5.1.1b for more details.)*

**MOTION:** That the degree requirements for the Honours Chemistry (with/without thesis), Honours Chemistry (Applied Chemistry Stream), Honours Biochemistry (with/without thesis), and Honours Biochemistry (Pharmacy Stream)(with/without thesis) be changed in accordance with the program/course change forms.^

*^Subject to approval of the expenditures required.*

**\*CARRIED**

**(c) Interdisciplinary Health Science (IHS) Streams – Minor Program Changes (Form C)**

*(See document S251114-5.1.1c for more details.)*

**MOTION:** That the Honours Biomedical Science – Interdisciplinary Health Science (IHS) Stream, Honours Biological Science – Interdisciplinary Health Science (IHS) Stream, and Honours Psychology – Interdisciplinary Health Sciences (IHS) Stream be changed in accordance with the program/course change forms.^

*^Subject to approval of the expenditures required.*

**\*CARRIED**

**(d) Computer Science – Minor Program Changes (Form C)**

*(See document S251114-5.1.1d for more details.)*

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

*^Subject to approval of the expenditures required.*

**\*CARRIED**

- (e) **Nursing – Minor Program Changes (Form C)**  
(See document S251114-5.1.1e for more details.)

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

*^Subject to approval of the expenditures required.*

**\*CARRIED**

- (f) **Graduate Studies – New Course Proposal (Form D)**  
(See document S251114-5.1.1f for more details.)

**MOTION:** That the following course be approved:^  
**CTLP-8230. Indigenizing Teaching and Learning in Higher Education**

*^Subject to approval of the expenditures required.*

**\*CARRIED**

- (g) **University Brunei Darussalam (UBD) Articulation Agreement (Form C)**  
(See document S251114-5.1.1g for more details.)

**MOTION:** That the articulation agreement between the University Brunei Darussalam (UBD) and the Honours Biology and Biotechnology program be discontinued.

*^Subject to approval of the expenditures required.*

**\*CARRIED**

- \*5.1.2 Institutional Quality Assurance Process (IQAP) – Revisions**  
(See document S251114-5.1.2 for more details.)

**MOTION:** That the proposed revisions to *the Institutional Quality Assurance Process (IQAP)* be approved.

**\*CARRIED**

## **5.2 Academic Policy Committee**

- 5.2.1 Student Awards and Financial Aid Annual Report (2024-2025)**  
(See document S251114-5.2.1 for more details.)

The document was received for information.

- 5.2.2 Policy on Graduate Faculty Designation – Revisions**  
(See document S251114-5.2.2 for more details.)

**MOTION:** That the proposed revisions to the Policy on Graduate Faculty Designation be approved.

Barrette-Ng/P. Weir

**NOTED:**

- In response to a question, it was noted that the criterion relating to adjunct faculty is not new and that the only proposed change is to provide greater clarity on membership status affiliate members.
- The revisions provide greater clarity to a wide-ranging group on the eligibility for affiliate graduate faculty status.

**CARRIED**

### **5.2.3 Graduate Committees – Revisions**

*(See document S251114-5.2.3 for more details.)*

**MOTION: That the proposed revisions to the composition of doctoral committees be approved.**

P. Weir/Ballargeon

NOTED:

- Members were informed that the proposed revision clarifies that the outside program reader cannot be both a supervisor and the outside reader for the same student, regardless of whether they are cross-appointed.
- In response to a question, it was noted that cross-appointments within the same Faculty are not required for the purposes of graduate supervision. Where the co-supervisor is from another Faculty, cross-appointments will continue, ensuring Deans are aware of the workload their faculty members are taking on outside their academic home.

**CARRIED**

### **\*5.2.4 Faculty Regulations for the Master's Degree – Revisions**

*(See document S251114-5.2.4 for more details.)*

**MOTION: That the proposed revisions to the Faculty Regulations for the Master's degree be approved.**

**\*CARRIED**

### **\*5.2.5 Policy on Repetition of Courses – Revisions**

*(See document S251114-5.2.5 for more details.)*

**MOTION: That the proposed revisions to the Policy on Repetition of Courses be approved.**

**\*CARRIED**

## **5.3 Senate Governance Committee**

### **5.3.1 Senate Meeting Scorecard – Results from 2024-2025 Academic Year Meetings**

*(See document S251114-5.3.1 for more details.)*

NOTED:

- In response about how to encourage members of equity-seeking groups to volunteer, it was noted that basing any conclusion on the data should be avoided since the response rate to the survey was low and a number of respondents did not wish to self-identify. It was also noted that care must be taken to not over-burden members of equity-seeking groups with expectations of committee memberships.

### **5.3.2 Senate and Standing Committees Diversity Report**

*(See document S251114-5.3.2 for more details.)*

The document was received for information.

## **5.4 Senate Student Caucus**

Nothing to report.

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

*(see document S251114-5.5 for more details.)*

NOTED:

- UWSA highlighted several initiatives including, the tutoring services Nimbus, which provides students three free hours of tutoring per semester with the option to purchase additional credits, and the new

UWSA University Affairs Committee which will serve as a pipeline for student advocacy.

- GSS reported on the success of the social events which included a day of apple picking, campus community garden harvest, and attendance at many Windsor International Film Festival (WIFF) movies.
- OPUS reported on the success of its annual Awards Banquet to acknowledge and recognize faculty, staff and student award recipients, as well as the OPUS Fall Social with Chancellor Dwight Duncan as the guest speaker.

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

*(See document S251114-5.6 for more details.)*

NOTED:

- An overview was provided on the various discussions at the COU level.
- In response to a question raised about the funding formula, it was noted that the Ministry stated priority is a review and revamping of the funding model for universities, though nothing has been determined as of yet.
- Universities have been invited to submit their views and there has been significant collective and individual advocacy efforts.
- There is an OCUFA advocacy day in early November where there will be more discussion on the funding structure.
- Universities are still awaiting information on whether the tuition freeze which has been in effect since 2019 will be lifted.
- The document was received for information.

## **5.7 Report of the President**

*(See document S251114-4.1 for more details.)*

NOTED:

- Budget planning is underway, driven by the November 1 enrolment counts, which significantly shape institutional budgets.
- The focus needs to be on developing a growth strategy, including a research and government grants strategy, an advancement strategy, strategic enrolment growth, and a revenue generating strategy.
- In response to a question raised, it was noted that the Chief of Staff position, which has been vacant for about one year, will be supporting the President and ensuring coordination across administrative units.
- The role of the Provost is being reviewed to with a view to moving back to a strong Provost structure, which is common at other universities. This will include a review of where units should report and an examination of models used at other institutions.
- In response to a question raised about whether the overall University reporting structure will be reviewed or changed, it was noted that in the interim, no changes will be made.
- Of importance is centering the academic mission of the institution while being financially prudent and strategic.
- Concerns was raised about Information Technology's shift away from the academic mission, behaving more like a corporate entity, with decisions made impacting how and what can be taught.
- In response to concern raised about attrition, it was noted that first-to-second year retention is 86%, which is relatively solid compared to many institutions.
- Retention depends heavily on understanding the student experience and many students lack awareness of available pathways and opportunities.
- Concern was raised about the significant increase in classroom sized and faculty having access to fewer GAs/TAs and resources, making meaningful assessment difficult and causing burnout.

## **5.8 Report of the Provost**

*(See document S251114-5.8 for more details.)*

The document was received for information.

### **5.8.1 Enrolment Management Update**

*(See document S251114-5.8.1 for more details.)*

**NOTED:**

- Concern was raised regarding the issue that preliminary full-time enrollment numbers stand at 14,468, marking a significant decrease from last year. In response, it was noted that the decrease in international master's students (due to government policy changes and the decline in Canada's reputation as a welcoming country) is driving the overall decline.
- Effective January 1, 2026, master's and doctoral students at public institutions will be exempt from the PAL requirement, though the national study permit cap will remain.
- Opportunities exist to grow local undergraduate enrolment and attract more international graduate students due to policy changes.
- Undergraduate domestic full-time student enrolments are at their highest level in a decade.
- Challenges include faculty and staff resource shortages, program overloads, under-resourced labs, and sector-wide issues such as international recruitment and shifting demographics.
- Strategic focus should be on sustainable growth, aligning programs with faculty capacity, and supporting smaller programs with growth potential.
- In response to a question, it was noted that while it would be good to focus on programs with capacity to grow, rather than pushing high-demand programs without the needed resources, this is not always possible as the University cannot control areas of student interest and demand. The focus should be on creative program collaborations or revisions.
- There is a need to adapt to shifts in student demographics and international recruitment challenges.
- The University is also unique in that it enrolls the highest proportion of students from the region at 75%. This is a compelling case which is being made to the government about its significance to the region and for designation and funding as a regional institution similar to what northern institutions receive.
- The document was received for information.

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

*(See document S251114-5.9 for more details.)*

The document was received for information.

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

*(See document S251114-5.10 for more details.)*

**NOTED:**

- Highlights include the 3D-printed house project, life sciences projects, biodiversity discussions with 50 international scholars, and a new US faculty exchange MOU.
- Searches for Canada Research Chairs are being staggered due to capacity in ORIS and the Faculties.
- Work with EAB on establishing a strategy for global research and innovation engagement continues.
- The document was received for information.

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

Nothing to report.

## **7 Adjournment**

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

Max Nelson/Rob Nelson  
**CARRIED**