



Senior Administrative Council (SAC)

Terms of Reference

1. MANDATE

The mandate of SAC is to:

- a. review, recommend and advise the President and the Vice-Presidents with respect to any matter referred to it by the President or a SAC member, which may include, but is not limited to:
 - policies, procedures and standards developed as part of the University's policy management framework;
 - planning documents which have implications for the University as a whole;
 - major strategic and operational initiatives and concerns, including enrolment targets and strategies;
- b. provide a forum where SAC members are made aware of each other's activities and provide feedback and guidance where sought;
- c. support consensus-building, coordination, collegiality and collaboration; and
- d. provide advice and information in support of the University's Institutional Strategic Plan and to review annual reports regarding the implementation of the plan.

2. Composition

2.1 Membership

The membership of SAC will consist of incumbents of the following positions:

1. President and Vice-Chancellor
2. Provost and Vice-President, Academic
3. Vice-President, Research
4. Vice-President, Administration

5. Vice-President, External
6. Vice-Provost and Associate Vice-President, Academic & Deputy Provost
7. Vice-Provost, Teaching and Learning
8. Vice-Provost, Indigenous Engagement
9. Vice-Provost and Dean, Faculty of Graduate Studies
10. Associate Vice-President, Infrastructure and Operations
11. Associate Vice-President, Students
12. Associate Vice-President, Research
13. Associate Vice-President and Head of Information Technology Services
14. Associate Vice-President, Financial Services, and Chief Financial Officer
15. Associate Vice-President, People and Culture
16. Associate Vice-President, Ancillary Services
17. Dean, Faculty of Applied Health Sciences
18. Dean, Faculty of Social Sciences
19. Dean, Faculty of Humanities
20. Dean, Faculty of Education
21. Dean, Faculty of Math & Sciences
22. Dean, Goodman School of Business
23. University Librarian
24. University Secretary & Associate Vice-President, Governance and Policy
25. General Legal Counsel & Associate Vice-President, Legal, Compliance and Privacy
26. University Registrar and Associate Vice-President, Enrolment Services
27. Associate Vice-President, Equity, Diversity and Inclusion
28. Executive Director, Institutional Planning, Analysis & Performance
29. Internal Auditor and Associate Vice President, Risk Management
30. Executive Director, Strategic Initiatives Office of the President
31. Executive Director and Senior Advisor, Office of the Provost
32. Executive Director, Marketing and Communications

2.2 Additional Resources

Members of SAC may invite appropriate individuals to attend a specific item on the agenda as resource people to assist with or be present for that item provided that prior notice of such invitees is provided to the Chair and Secretary in advance of the meeting.

In addition, the President may, from time to time, invite a member of administration to sit in a non-voting resource capacity for all meetings where it would be particularly relevant and helpful to their role.

In all such cases of resource persons, they will not be permitted to vote and will be excluded from any in-camera portion of the meetings.

3. Meetings and Conduct of Business

- 3.1 **Chair and Secretary:** The President will serve as Chair and the President's Executive Assistant will be the Secretary. In the President's absence, the Acting President will convene and chair meetings. The President may designate the Provost and Vice-President, Academic, or any other member of SAC, to serve as Chair for any meeting or period of time. In such case, the President will designate a Secretary in consultation with the Chair.
- 3.2 **Schedule:** Meetings will be held throughout the year according to a schedule determined by the Chair. Normally, this schedule will provide one meeting per month.
- 3.3 **Quorum:** The quorum for holding a meeting will be at least 50% of the members, including the Chair.
- 3.4 **Consensus and Voting:** SAC shall provide its advice or opinion by consensus. If consensus cannot be reached, resolutions may be presented to solicit a clarity of advice or expression of opinion. Such resolutions will be carried by a simple majority of the votes cast provided that a quorum is present.
- 3.5 **In camera discussions:** The Chair may move meetings or portions of meetings in camera in order to discuss matters that are confidential to the University, including:
- a. individual personnel matters;
 - b. strategic labour relations;
 - c. actual or contemplated real property transactions;
 - d. litigation in which the University is involved; or
 - e. matters which by their nature require confidentiality so as to preserve the legitimate interests of the University;

All resource personnel and guests will be excused from any in camera meeting or portion of a meeting, with the exception of the Secretary and any other resource or guest invited to remain by the Chair. Any matter discussed in camera is to be treated as strictly confidential and may not be discussed outside of the meeting.

4. Agenda and Minutes

- 4.1 **Setting of agenda:** Any member of SAC may submit items for the agenda to the Secretary. Wherever possible, the agenda item should include an appropriate briefing note. Such documentation should be submitted to the Secretary at least four (4) business days prior to a meeting. Proposed agenda items will be reviewed by the Chair who shall determine the order and content of the agenda.
- 4.2 **Distribution of agenda:** The Secretary will distribute an agenda and the

minutes of the previous meeting to all members normally at least two days before the date of each scheduled meeting.

- 4.3 **Minutes:** Minutes will be kept of SAC meetings recording the subject matter of discussions and any resolutions passed. An in-camera record will be kept of any in-camera discussions. All minutes and in-camera records will be brought forward for approval at the following SAC meeting.
- 4.4 **Communications:** SAC members are expected to communicate with their staff/constituency as appropriate to ensure adequate input to SAC on matters under consideration and to communicate any items brought forward to SAC for broader dissemination.

5. Amendment and Review

- 5.1 These terms of reference may be amended by the President and Vice-Chancellor.
- 5.2 The Terms of Reference will be reviewed on a yearly basis.