

**BROCK UNIVERSITY
EXTERNAL REVIEW OF SENATE
FEBRUARY 2019**

Overview of Process

The reviewers received the terms of reference of the review, the self-study and background documents in January, 2019. We found the documentation to be clear, complete, and very useful in undertaking our review. The terms of reference are appended as Appendix 1.

From February 10-13, 2019 the reviewers were on site at Brock University and met with faculty, students, staff and academic and non-academic administrators at the University. Most of these meetings were in-person at Brock; others were via teleconference due to the weather conditions of February 12. The reviewers also invited written submissions from those we were unable to meet. A schedule of the review site visit is appended as Appendix 2. The reviewers express appreciation to all those who shared their insights, experiences and recommendations.

This report includes our overview of what we heard, what is working well, and what could be improved in academic governance at Brock. The reviewers acknowledge the active participation of all those who are committed to the advancement of the mission of Brock and hope that our recommendations will assist Brock in evolving its academic governance practices to meet the challenges and opportunities it faces as it continues to grow and develop.

The reviewers express appreciation to all those who facilitated the review, in particular Scott Henderson, Don Cyr, Jens Coorssen, Chabriol Colebatch, Gervan Fearon, Trish Greydanus, Angela Magro and all those individuals who support Senate and its committees.

WHAT WE LEARNED

Structure and Function of Senate

According to the Brock Act, "The Senate is responsible for the educational policy of the University, and, with the approval of the Board in so far as the expenditure of funds is concerned, may enact by-laws and regulations for the conduct of its affairs ...". Our review focussed on how well Senate is organized to fulfill this function and areas where the operation of Senate can be improved.

Currently the Senate consists of 70 members chosen from the university faculty, students, Board members, senior administration, and other stakeholders. Figure 1 illustrates the distribution of membership.

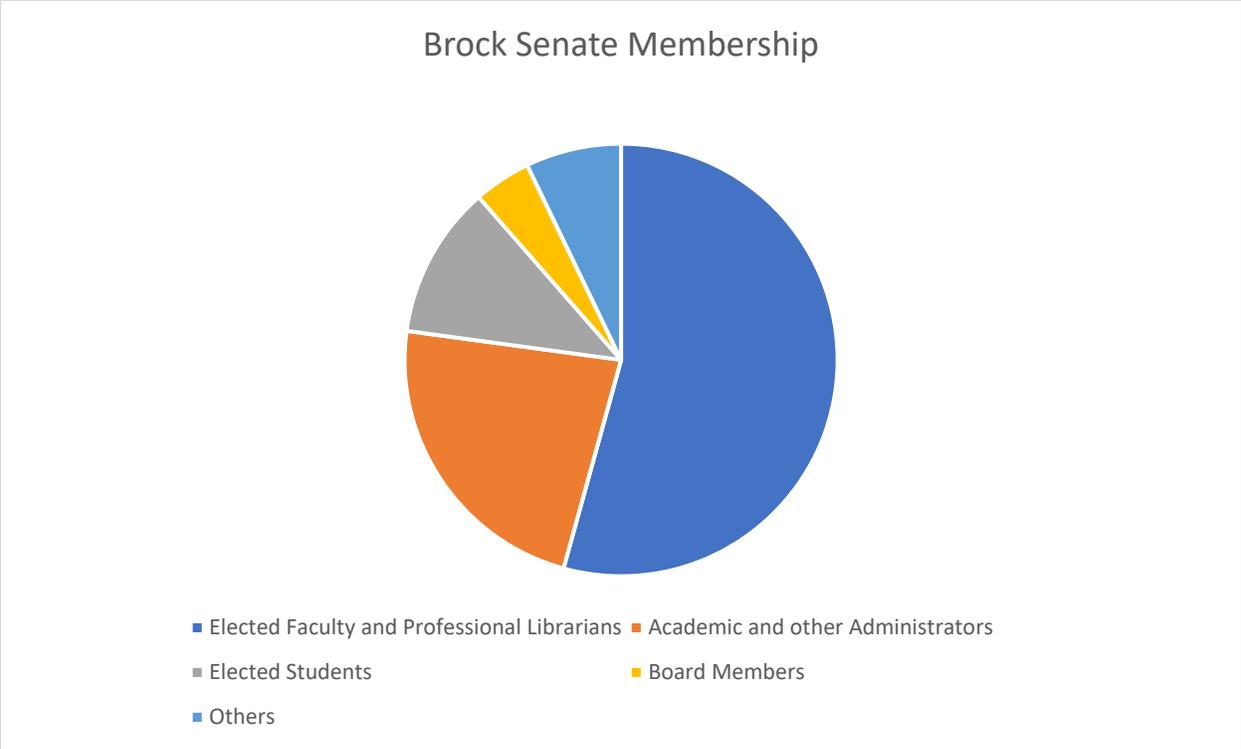


Figure 1

At 70 members, Brock’s Senate is below the average size of Senates at Canadian universities. The size of Senate at Brock allows for a reasonably-sized, participatory, broadly representative body.

Students also play a significant role on Senate in ensuring that this important constituency has a seat at the table. The complement of students on the Brock Senate is smaller than on many other University Senates. However, we heard no compelling argument to increase that number so we make no recommendation in this area.

While various constituencies are represented around the table it is important for everyone to remember that when they are fulfilling the role of Senator, their primary obligation is to further the interests of Brock University; they should check their constituency interest at the door when they enter the Senate Chamber.

It is important that each member of Senate participate in deliberations and vote in Senate in a manner that reflects her or his personal views. It is inevitable in any deliberative body that groups will form that will attempt to influence decisions of the body. People have the right to organize in order to influence the proceedings of Senate and this right should not be restricted. However, all individual members of Senate should be able to exercise their participatory rights without feeling pressure from any source.

There was considerable discussion about the operation of Senate. The use of the consent agenda drew consistent praise. This was usually complemented by the observation that the consent agenda has facilitated the development of generative discussions which was also praised. Generative discussions should be continued and a transparent process to regularize the choice of topics and preparation of supporting materials would improve this interesting innovation.

There was some concern that the overall direction of the Senate is not focused as clearly as it could be and therefore it has a tendency to emphasize urgent, immediate concerns over broader, more visionary perspectives. The University now has a Strategic Plan to guide it over the next seven years. Senate should use this Plan as a point of focus for its activities. At the beginning of each term, Senate should plan what it will focus on over the upcoming year to assist in the development and implementation of the longer-term Plan.

We also heard significant discussion about the nature and quality of discussion around the Senate table. There was some concern about uneven participation of members so that a relatively small group sometimes dominated discussion. We also heard that discussion sometimes veered off in directions that were not always closely related to the topic at hand. Uneven participation and unfocused discussion are inevitable, but lamentable, products of discussion in large groups. All participants including those at the head of the table should be aware of this problem and attempt to rein it in as much as possible having regard to the need to allow freedom of discussion. Those chairing meetings should work to ensure that a diversity of voices can be heard.

The Senate, the Board of Trustees and the senior administration work in complementary spheres to govern the University. Periodic meetings of these groups to consider matters of interest to the University were identified as beneficial and should continue. Meetings should take place on a regular basis involving the Chair and Vice-Chair of Senate, the leadership of the Board, the senior administration, and the University Secretary to ensure that each group is aware of the activities of the other groups.

Like all organizations, Senate has an informal side as well as the formal conduct of meetings. Several members praised the social events organized for Senators that helped build a sense of community among members.

Senate does a good job of communicating its actions through the Senate Briefs that are distributed to the University community through Marketing and Communications. Deans and chairs of departments should also be encouraged to disseminate information about activities of Senate to their constituencies.

Senate could do more to inform less attentive constituencies of its activities by encouraging the Brock Press to cover activities and informing rank and file faculty members of the importance of Senate activities as a part of orientation activities.

We heard some concerns about the continuity of leadership of Senate and its committees. We feel that this issue can be handled by providing a lengthier term of office to the chairs and vice-chairs of Senate and Senate Committees.

Recommendations

1. The Chair and Vice-Chair of Senate should be elected for a term of at least two years.
2. Senate should draw on the Strategic Plan to identify three or four priorities for Senate and its committees each year.
3. The Senate Chamber should be of adequate size to accommodate all Senators and support staff with enough room for visitors.
4. Regular meetings should be held between the Chair and Vice-Chair of Senate, the leadership of the Board, the senior administration, and the University Secretary.

Committees

The reviewers heard a good deal of commentary with respect to the work of Senate committees. On the whole the number of Senate committees appears to be appropriate, and the terms of reference reasonably clear. Senate should exercise care in the establishment of new and ad hoc committees. Committees use up significant resources and can fracture the decision-making process. Therefore, they should be used sparingly, and careful thought given to their mandate and composition.

The chair and vice-chair of each committee should meet with the Governance Committee at least once every two years to review the terms of reference and composition of the committee and to assess whether the committee is supporting Senate effectively.

Committee chairs should ensure that the agendas and discussions at the committee relate to the terms of reference of the committee. We heard that there were times when discussion strayed into areas not within the mandate of the committee.

The reviewers heard that continuity of Senate leadership, committee chairs and committee members is a challenge. This was confirmed in our analysis of committee membership turnover over the last five years. This can be resolved by extending the duration of membership of committees beyond the current one year.

Populating committees can be difficult given the requirement of at least one member from each faculty; this can also impair the ability of the Governance Committee to ensure that the appropriate skills and experience are present in the committee. We also heard that the bulk of the selection/nomination of committee members is handled by the Chair and Vice-Chair of the Governance Committee, and the Secretary of Senate and that this process might be more productive with more voices involved.

There are times when vacancies occur during the year. We heard that the process of filling those vacancies is too long, resulting in months without a vacancy being filled. This process should be streamlined to ensure that committees are operating with full complements.

The reviewers heard that the transition process from one chair and vice-chair of the committees to new ones is inconsistent, ranging from meetings, to emails, to reading the previous year's final report, to nothing at all. Ensuring a smooth hand-off of committee leadership is essential, and should be formalized and scheduled. It should include the University Secretary or a member of her office and the administrative support person for the committee to foster continuity and information sharing.

Recommendations

5. Senate committee chairs should be elected for a term of at least two years.
6. Senate committee members should be elected for three-year terms that are staggered.
7. Consideration should be given to changing the requirement that each committee have at least one member from each Faculty to mandating that no more than two members from the same Faculty are appointed to the same committee.
8. Committee chairs and vice-chairs should be asked for their views on succession planning for their committees at the outset of the nomination process by asking what skill sets and attributes are desirable for the committee and providing suggestions on possible appointments and reappointments.
9. The committee chairs should review the agendas of each committee against their terms of reference periodically to ensure that the work of the committee falls within the committee's mandates and Senate's annual priorities.
10. Consideration should be given to using email votes of the Governance Committee to fill vacancies created in-year on Senate committees and delegating the appointment of vacancy replacements of one year or less from Senate to the Governance Committee.
11. The division of responsibilities for the work of the Undergraduate Program Committee should be clarified. Faculty members should focus on broad curriculum and program issues; editing and other detail work should be delegated to support staff.
12. Committee chair/vice-chair transition meetings should be formalized and include the University Secretary and the secretary to the committee.

Education and Orientation

There was a general sense that many members of the broad University community do not understand the role and importance of Senate and academic governance generally.

The orientation provided to new Senators is very short, and specific to the basic mechanical elements of how Senate works. Broadening the scope of the orientation

would better prepare Senators to serve in their role as institutional stewards of the academic quality of the University. To do this, the orientation needs to situate the work of Senate as a part of the strategic and situational context of Brock and reinforce that the role of Senate and Senators is to act in the best interests of Brock as a whole and not any constituency.

The chairs and vice-chairs of Senate and the Senate committees serve an important leadership role. It is essential that there be clear documentation of the roles and responsibilities of these positions. Mentorship should also be provided to new chairs and vice-chairs in chairing meetings. This could be offered by experienced current or former chairs.

Senior administrators and deans are members of Senate and play an important role in the academic mission and governance of the University, as do department chairs. As individuals move into these roles, an orientation to Senate and governance processes at Brock should be offered.

We heard about examples of education and resources that have been provided on governance and matters related directly to specific committees which were well-received. These should continue and be expanded. As these sessions are developed, it is important to note that while the University Secretary will be a key part of leading and developing these sessions, this work must involve other voices in Senate leadership, senior administration and from across the University community.

Recommendations

13. Targeted orientation Sessions should be developed or enhanced and offered annually for:

- a. New committee chairs
- b. New Senators
- c. New academic and non-academic administrators

Such sessions should involve the University Secretary, Senate leadership and senior administration.

14. "Governance 101" sessions should be included as part of orientations for new faculty, department chairs and staff. These should be offered regularly.

Governance Support, Resources and Operations

The reviewers heard universal praise for the dedication, professionalism and high-quality support provided to Senate and Senate committees by the University Secretary, staff in the University Secretariat and other offices that provide support to Senate committees. The individuals who support the work of Senate are key to the institutional memory of Senate and are an important institutional resource.

We also heard that the support for academic governance is under-resourced. The Secretariat and secretaries to the committees are the main means by which continuity is ensured, but there is a fragility to the current arrangement, which poses

a significant risk to the governance of the institution. Many of the staff members are overloaded, and provide committee support in addition to many other tasks, effectively running off the side of their desks. Too much of the processes, protocols and memory is lodged in a few individuals.

Brock has grown significantly; it is no longer a small university and its Senate processes and resources need to match the current and future context of the institution.

We heard that a good deal of the writing and drafting of committee reports is done by staff. In many cases, this would be better handled by the chair who can speak with the voice of the committee.

Administrators who provide content knowledge and support often do not see agendas before they are distributed. While it is not and should not be the role of administration to approve the agendas, consultation and conversation between committee chairs and administrators would go a long way to facilitating coordination and preparation.

Scheduling of committee meetings is ad hoc and frustrating for all involved. Schedules should be set for meetings long in advance of the term so that dates can be known to all, and appropriate space can be booked.

We heard that proposals to be considered by committees are, in some cases, sent to committee chairs directly. A better practice would be to have all proposals sent to the University Secretary so that she can refer them to the appropriate committees. If it is unclear where something should go, the Secretary could consult with the Chair and Vice-chair of Senate.

The amount of material included in the agendas can be overwhelming. The use of non-paper-based agendas tends to have more and more material included in agendas that might not all be necessary. It is important to be aware of how much detail the whole Senate needs as opposed to that which is reviewed by committees.

Consideration should be given to renaming the Faculty Handbook. It is a compendium of university academic policies that speak to more than members of faculty. Better coordination should also be developed to ensure that the Calendar and other university documents are consistent with the Faculty Handbook.

As part of a broader initiative, Senate should adopt a policy development, approval and review process which aligns with the approach used for other University policies. In other words, a senior administrator should be identified as responsible for the policy in an area. Policy should be developed by those with expertise and experience in the area then presented to the relevant Senate committee for review, feedback and ultimately recommendation to Senate for approval. Policies should have set

review dates to ensure they do not become outdated and procedures should be separated out from the high-level policy principles and assigned to administration.

Recommendations

15. The University Secretariat should provide secretarial support for all Senate committees, with content support being provided by other offices where relevant. This addresses a perceived gap in level of support for committees dependent on which office provides support. This could not be done within the current resources of the University Secretariat and would likely involve a re-allocation of resources.
16. Standards should be set for agendas, minutes and records of committees by the University Secretary and followed consistently by all committees, regardless of where the support is provided.
17. Cross-training and back up should be set up for support of committees. Committee secretaries and resource people should document their work flows and processes so that these are recorded.
18. The University Secretariat should develop an annual master calendar of all Senate and Senate committee meetings 18-24 months in advance. When possible, Wednesday afternoons should be used to schedule meetings, as this is already blocked out for Senate once per month.
19. All proposals to be submitted to Senate or committees should be submitted to the University Secretariat who should review and forward them to the appropriate committees based on the Faculty Handbook. In cases where it is unclear, she should seek advice from the chair and vice-chair of Senate.

Sheila Embleton
York University

Jeff M. Leclerc
University of Manitoba

David Siegel
Brock University



2018-19 Senate Governance Review

Terms of Reference

Introduction

In September 2017, upon the recommendation of its Governance Committee, the Brock University Senate amended its bylaws to provide that the Governance Committee would conduct a governance review of Senate every 7 years. The rationale for such reviews was that changes to Senate practices were often ad hoc, piecemeal or incremental and that governance best practices suggested that a comprehensive review, looking at all aspects of Senate's operations together, would provide beneficial insights and improvements to Senate's governance practices.

In May 2018, Senate approved a Self-Study and Review Process document (attached as 1.2) which set out a framework for a 2018-19 Governance Review. These Terms of Reference complement that document and provide background information (attached as 1.1) and directions to the Reviewers to assist them in their task.

Terms of Reference

The review is to consider all aspects of Senate and its operations. The Reviewers are asked to review and comment on:

- Composition of Senate
- Committee structure
- Management of meetings
- Senate meeting materials
- Involvement in administration vs governance responsibilities
- Senate communications (within Senate, to Senate, from Senate)
- Relationship to Board
- Relationship to senior administration
- Relationship with campus stakeholders, such as BUSU, GSA, BUFA
- Representation of / participation of students
- Engagement with Senate more broadly
- Senate policy process / FHB
- Term of Senate chair/vice-chair and Committee chairs/vice-chairs, continuity, succession planning
- Any other matters identified by the reviewers relating to the governance of Senate.

The Reviewers' comments shall be set out in a report which shall include:

- Executive Summary
- Overview of process
- Strengths & weaknesses identified by the Reviewers
- Recommendations

Although the intent is that the report and recommendations shall be shared publicly, if the Reviewers believe that any of their comments or recommendations are confidential, such comments or recommendations shall be set out in a separate appendix and delivered to the Working Group who shall determine how the comments or recommendations may be shared.

The Reviewers' Report shall be received by the Governance Review Working Group, on behalf of the Governance Committee of Senate. The Working Group comprises:

- Senate Chair, Scott Henderson
- Governance Committee Chair, Jens Coorsen
- Provost and Vice-President, Academic, Greg Finn
- University Secretary & General Legal Counsel, Chabriol Colebatch

The Working Group shall share the report with and seek responses to the report from Senate committee chairs and members, the Senate Chair and the Senate Secretary. The report and any responses will be reported to Senate by the end of the 2018-19 academic year. The Governance Committee shall be responsible for providing the report and its recommendations to the relevant Senate committees for review, response and, where appropriate, implementation. The implementation of any recommendation(s) impacting the terms and conditions of employment of faculty and staff will be consistent with applicable collective agreements and University policies.

Review Materials

The Reviewers shall be provided with the following materials:

- Terms of Reference
- Self-Study and Review Process Document
- Overview of Brock University Senate
- The *Brock University Act*
- The Senate Bylaws
- The *Faculty Handbook* and associated Senate policies
- Samples of previous Senate agenda packages and minutes
- Selection of literature on university governance

Review Team

The Review Team comprises:

- Jeff Leclerc, University of Manitoba
- Sheila Embleton, York University
- David Siegel, Brock University

Site visit

Schedule to follow.

1.1 Background

In May 2018, Senate passed a motion from its Governance Committee that included a mandate to conduct a governance review of Senate every seven years. The last review of Senate occurred in 2004. The most significant result of that review was a substantial reduction in the number of Senate committees from 21 to the structure presently in place. While there have been some minor changes in names and mandates, the committee structure established from the previous review remains largely in place. There are currently nine standing committees of Senate (Governance Committee, Graduate Studies Committee, Information Technology and Infrastructure Committee, Planning, Priorities and Budget Advisory Committee, Research and Scholarship Policy Committee, Teaching and Learning Policy Committee, Undergraduate Program Committee, Undergraduate Student Affairs Committee, Student Appeals Board), and two special committees (Two Row Council and Academic Review Committee).

There have also been additional membership positions added to Senate. The Brock University Alumni Association requested representation on Senate due to Brock's growing number of alumni and to create a bridge between Senate and Brock's alumni community. Senate approved the Alumni Association representative in 2011 and voting status for the position was requested and approved in 2017. Senate also approved that its composition be expanded to include an Indigenous representative determined by the University's Aboriginal Education Council in 2017. The rationale for the new voting position was based on an Indigenous Education Advisory Report which recommended that Brock commit to Indigenous representation on Senate. Additionally, in 2016 an ex-officio position was created for the newly created position of Vice-Provost, Enrollment Management and International. For each new non-faculty membership voting position on Senate, an additional position is added from the full-time teaching / professional librarian constituency with there presently being a total of 70 Senators.

In the years since the last review the University has continued to grow, and in its Strategic Mandate Agreements and its recently approved Strategic Plan have confirmed Brock's commitment to being a research-intensive comprehensive university with clearly documented academic and community-related aims as well as further international engagement. Additionally, the new Strategic Plan includes plans for ambitious enrolment growth.

Along with the changes at Brock, there have been significant changes in the higher education sector since the last review of Senate. This includes the emergence of new Canada Research Chairs and associated research growth (including our first Canadian Institutes of Health Research grants), several additional distinct administrative positions, a changing student demographic, growing community interactions, the development of experiential learning, and changes in the nature of academic work, including a growing part-time faculty contingent.

The structure and function of Brock's Senate remains similar to what was initially outlined in the founding *Brock Act*, with some modifications over the years as outlined in the current *Faculty Handbook*. This review may consider the structure, composition, and function of Senate and its committees in relation to the changes that have taken place both at Brock, and in the higher education sector in Ontario and Canada more broadly.



1.2 Self-Study and Review Process Document

SENATE GOVERNANCE REVIEW 2018-19 Self-Study and Review Process Document	
1.	THE REVIEW
1.1	Initiation
a)	Who is initiating the review? → The Governance Committee on behalf of Senate.
b)	Who oversees the review process? → A Working Group will be established by the Governance Committee for the purpose of overseeing the review. The Working Group is chaired by the Chair of the Governance Committee and consists of the Provost and Vice-President, Academic, University Secretary and General Legal Counsel and the Chair of Senate.
c)	Who oversees the logistics for the review, e.g. communicating with reviewers, coordinating the site visit, scheduling the interviews, booking meeting rooms, booking accommodations, catering needs, etc. → Office of the Vice-Provost and Associate Vice-President, Academic who reports to Senate through the Working Group
d)	How many reviewers and what is the mix (internal/external)? → 3 reviewers (one internal / two external)
e)	Who nominates the reviewers? → Any member of Senate. A call will be distributed for nominees who must have demonstrated knowledge of university governance, and preferably, internal nominees will have a thorough knowledge of Brock's Senate.
f)	Who chooses the reviewers? → The Governance Committee on the recommendation of the Working Group.
1.2	Development of the Terms of Reference for the review and material to be provided for the review
a)	What background material will be provided to frame the review? → The Brock University Act, the Faculty Handbook and Senate policies, samples of previous Senate Agenda packages and previous minutes; the Working Group will provide some introductory commentary based on input provided by the Chairs and Vice-Chairs of Senate Committees. → Based on input from the Governance Committee and the Chairs and Vice-Chairs of Senate, the review shall consider issues such as: <ul style="list-style-type: none"> ○ Composition of Senate ○ Committee structure

	<ul style="list-style-type: none"> ○ Management of meetings ○ Materials provided to Senate (e.g. calendar changes) ○ Involvement in administration vs governance responsibilities ○ Senate communications (within Senate, to Senate, from Senate) ○ Relationship to Board ○ Relationship to senior administration ○ Relationship with campus stakeholders, such as BUSU, GSA, BUFA ○ Representation of / participation of students ○ Engagement with Senate more broadly ○ Senate policy process / FHB ○ Term of Senate chair/vice-chair and Committee chairs/vice-chairs, continuity, succession planning
b)	<p>Who will put this together?</p> <p>➡ The Working Group</p>
c)	<p>Is this to be shared with all who meet with the reviewers?</p> <p>➡ Yes</p>
2.	UNDERTAKING OF THE REVIEW
2.1	<p>When will the review take place?</p> <p>The review will take place during winter term of 2018-19 academic year. The tentative scheduled is as follows:</p> <ul style="list-style-type: none"> • Oct: call for nominations for reviewers • Nov: Governance Committee selects reviewers, reviewers provided with background materials and terms of reference for the review. • Dec: Reviewers review materials • Jan: Reviewers attend main campus over 2 day period to conduct consultations, tentatively scheduled for Jan. 9/10. • Feb: Reviewers submit draft report to Working Group. • March: Report finalized and submitted to Senate. • April: Initial responses to report provided. • May: Report back to Senate on responses and next steps.
2.2	<p>What type of orientation will be given to the reviewers and by whom at the outset?</p> <p>➡ The expectations and logistics will be given by the Working Group and the Chair of Senate.</p>
2.3	<p>Who will meet with the reviews?</p> <p>➡ The following will meet with the reviewers:</p> <ul style="list-style-type: none"> • Senate Governance Committee • Senate Committee Chairs and Vice-Chairs • President • University Secretariat • Board Chair and 1 Board member • Administration - VPs, Deans, SAC • Current Senators • Former Senators • Student Senators • Other university community stakeholders, such as BUFA, BUSU, GSA

	In addition, on line submissions will be made available
3.	SUBMISSION OF REVIEWERS' REPORT
3.1	<p>What is the structure of the reviewers' report?</p> <p>➡ The structure will include an Executive Summary, Process, Strengths/Weaknesses, and Recommendations. It will be linked to the Terms of Reference for the review.</p>
4.	RESPONDING TO THE REVIEWERS' REPORT
4.1	<p>Who receives the reviewers' report?</p> <p>➡ The Working Group on behalf of the Governance Committee.</p>
4.2	<p>Who sees the reviewers' report?</p> <p>➡ The entire Senate and all those who met with the reviewers.</p>
4.3	<p>Who responds to the reviewers' report?</p> <p>➡ Depending on the recommendations within the report, will be a mix of Senate Committees, Senate Chair and the Senate Secretary.</p>
4.4	<p>What gets reported, to whom and when?</p> <p>➡ The reviewers report and any responses will be reported to Senate by the end of the 2018-19 academic year.</p>
5.	SUBSEQUENT/ONGOING FOLLOW-UP
5.1	<p>Who oversees implementation?</p> <p>➡ The Governance Committee</p>

FINAL
Brock University Site Visit Schedule
Review of Senate Governance
February 4-13, 2019

Monday, February 4		
10:00 - 12:00	Scott Henderson, Chair of Senate (via video-conference)	Committee Room
Sunday, February 10		
6:30	Dinner/Orientation with: Don Cyr, Vice-Chair, Senate Jens Coorsen, Chair, Senate Governance Committee Chabriol Colebatch, University Secretary and General Legal Counsel Greg Finn, Interim Provost and Vice-President, Academic	Coppola's (reservation under G.Finn)
Monday, February 11		
8:15 - 8:30	Travel to campus (Dave Siegel to drive)	
8:30 - 9:30	Don Cyr, Vice-Chair, Senate Jens Coorsen, Chair, Senate Governance Committee	PL 500A
9:30 - 10:30	Gary Comerford, Chair, Board of Trustees Mary De Sousa, Community Member, Board of Trustees	PL 500A
10:30 - 11:00	Break/Discussion	PL 500A
11:00 - 12:00	University Secretary and members of the Secretariat's Office (see group list below)	PL 500A
12:00 - 1:15	<u>Lunch with:</u> Senate Committee Chairs and Vice-Chairs (see group list below)	PL 600F
1:15 - 1:30	Break	PL 600F
1:30 - 2:30	Current Elected Senators and Members-at-Large (see group list below)	PL 600F
2:30 - 3:00	Secretaries and Administrative Support for Senate Committees (see group list below)	PL 600F
3:00 - 3:30	Geraldine Jones, University Registrar	PL 600F

3:30 - 4:30	Senate Committee Chairs and Vice-Chairs (same as lunch group)	PL 600F
4:30 - 5:00	Department Chairs and Directors subgroup (see group list below - subgroup of those who have not served on Senate)	PL 600F
5:00	Return to hotel (Dave Siegel to drive)	
6:30	Dinner (Dave Siegel to organize)	TBD

Tuesday, February 12

8:15	Travel to campus (Dave Siegel to drive)	
8:30 - 9:00	Academic Union Executive Representatives from: BUFA - Brock University Faculty Association OSSTF - Ontario Secondary School Teachers' Federation CUPE - Canadian Union of Public Employees (see group list below)	PL 500A
9:00 - 10:00	Deans and University Librarian (see group list below)	PL 500A
10:00 - 10:15	Break and transit to Committee Room	
10:15 - 11:00	Vice-Provosts and Associate Vice-Presidents (see group list below)	Committee Room
11:00 - 11:30	Provost and Vice-Presidents (see group list below)	Committee Room
11:30 - 12:45	<u>Lunch with:</u> Gervan Fearon, President and Vice-Chancellor Greg Finn, Interim Provost and Vice-President, Academic Tim Kenyon, Vice-President, Research Brian Hutchings, Vice-President, Administration	Committee Room
12:45 - 1:00	Break and Transit to Sankey	
1:00 - 1:20	Tour of Sankey Chambers with Angela Magro, Assistant Secretary to the University	Sankey
1:20 - 1:30	Break and Transit to PL 500A	
1:30 - 2:30	Student Elected Senators and Members-at-Large (see group list below)	PL 500A
2:30 - 3:00	Former Elected Senators (see group list below)	PL 500A

3:00 - 3:30	Discussion/Writing	PL 500A
3:30 - 4:30	Gervan Fearon, President and Vice-Chancellor	President's Office
4:30	Return to Hotel (Dave Siegel to drive)	
6:30	Dinner (Dave Siegel to organize)	
Wednesday, February 13		
8:45 - 9:00	Travel to campus (Sheila Embleton to drive)	
9:00 - 12:00	Discussion/Writing	MC-D350L
12:00 - 1:00	Lunch	MC-D350L
1:00 - 4:00	Discussion/Writing if required	MC-D350L
	Departure	

Reviewers:	
Jeff Leclerc	University Secretary University of Manitoba
Sheila Embleton	Professor Department of Languages, Literatures and Linguistics York University
Dave Siegel	Professor Department of Political Science Brock University

Groups Meeting with Reviewers

Monday, February 11

Senate Chair and Vice-Chair

Chair

Scott Henderson (not available)

Vice-Chair

Don Cyr

Board of Trustees

Board Chair

Gary Comerford

Board Community Member

Mary De Sousa

University Secretary and Secretariat Office members

University Secretary and General Legal Counsel

Chabriol Colebatch

Associate Secretary to the University

Margaret Thompson

Assistant Secretary to the University

Caroline Lidstone

Assistant Secretary to the University

Angela Magro

Coordinator, Freedom of Information & Privacy

Marion Hansen

Administrative Coordinator

Stephanie Nitsopoulos-Edward

Administrative Assistant

Cathy Angelone

Records Coordinator

Kevin Krumrei

Legal Counsel

Jordan Snel

Senate Committee Chairs and Vice-Chairs

Governance Chair

Jens Coorssen

Governance Vice-Chair

Michelle Webber

Planning, Priorities and Budget Advisory Chair

Nota Klentrou

Planning, Priorities and Budget Advisory Vice-Chair

David Hutchison

Information Technology and Infrastructure Chair

David Hutchison

Information Technology and Infrastructure Vice-Chair

Tim Ribaric

Graduate Studies Chair

Nota Klentrou

Graduate Studies Vice-Chair

Bozidar Mitrovic

Research and Scholarship Policy Chair

Allison Glazebrook

Research and Scholarship Policy Vice-Chair

vacant

Teaching and Learning Policy Chair

Laurie Morrison

Teaching and Learning Policy Vice-Chair

Matthew Royal

Undergraduate Program Chair

Francine Vachon

Undergraduate Program Vice-Chair

Susan Sydor

Undergraduate Student Affairs Chair

Christene Carpenter-Cleland

Undergraduate Student Affairs Vice-Chair

Ian Ritchie

Student Appeals Board Chair

Nancy Francis

Student Appeals Board Vice-Chair

Kate Bezanson

Academic Review Chair

Greg Finn

Academic Review Vice-Chair

Brian Power

Current Elected Senators (faculty and professional librarians) and Members-at-large

Elected:

James Allard
Kate Bezanson
Poling Bork
Christene Carpenter-Cleland
Jens Coorsen
Don Cyr
Spy Denomme-Welch
Eric Dolansky
Fayez Elayan
Nancy Francis
Amy Friend
Ian Gibson
Allison Glazebrook
Jennifer Good
Scott Henderson
David Hutchison
Nota Klentrou
Catherine Longboat
Linda Lowry
Richard Mitchell
Bozidar Mitrovic
Laurie Morrison
Roberto Nickel
Deborah O'Leary
Beatrice Ombuki-Berman
Tim Ribaric
Miriam Richards
Ian Ritchie
Colin Rose
Matthew Royal
Barbara Sainty
Dennis Soron
Susan Sydor
Tek Thongpapanl
Francine Vachon
Mary-Louise Vanderlee
Michelle Webber
Murray Wickett

At-Large:

Walid Ben Omrane
Karen Bordonaro
Danny Cho
Maureen Connolly
David Crandles
Lynn Dempsey
Bareket Falk

Thad Harroun
David Hayes
Hemantha Herath
David Hughes
Yasmine Kandil
Martin Kusy
Paul LeBlanc
Sarah Matheson
Dan McCarthy
Aleksander Necakov
Tim O'Connell
Michael O'Sullivan
Patrick Reid
Erin Sharpe
Nicola Simmons
Glenn Skrubbeltrang
Dennis Soron
Philip Sullivan
Barry Wright
Elizabeth Yates

Senate Committee Secretaries/Administrative Support

Governance - Secretary	Chabriol Colebatch
Governance - Administrative Support	Caroline Lidstone
Planning, Priorities and Budget Advisory	Caroline Lidstone
Information Technology and Infrastructure	Caroline Lidstone
Teaching and Learning Policy	Caroline Lidstone
Graduate Studies	Caroline Moffat
Research and Scholarship Policy	Judith Maiden
Undergraduate Program	Amanda Whitwell
Undergraduate Student Affairs	Diane Uppal
Student Appeals Board	Diane Uppal
Academic Review	Trish Greydanus

Department Chairs and Directors subgroup who have not served on Senate

Faculty of Applied Health Sciences	Joyce Engel
Faculty of Applied Health Sciences	Kirsty Spence
Goodman School of Business	Anteneh Ayanso
Goodman School of Business	Paul Dunn
Faculty of Education	Rahul Kumar
Faculty of Education	Renee Kuchapski
Faculty of Humanities	Jean Ntakirutimana
Faculty of Humanities	Felipe Ruan
Faculty of Mathematics and Science	Jeffrey Atkinson
Faculty of Mathematics and Science	Debbie Inglis
Faculty of Social Sciences	Catherine Mondloch
Faculty of Social Sciences	John McNamara

Tuesday, February 12

Academic Union Executive Reps

President, BUFA

Past President, BUFA

President, CUPE

President, OSSTF

Michelle Webber

Linda Rose-Krasnor

Phil Wachel

Alison Rothwell

Deans and University Librarian

Faculty of Applied Health Sciences

Goodman School of Business

Faculty of Education

Faculty of Humanities

Faculty of Mathematics and Science

Faculty of Social Sciences

Faculty of Graduate Studies (Interim)

University Librarian

Peter Tiidus

Andrew Gaudes

Michael Owen

Carol Merriam

Ejaz Ahmed

Ingrid Makus

Diane Dupont

Mark Robertson

Vice-Provosts and Associate Vice-Presidents

Vice-Provost and Associate VP, Academic

Vice-Provost, Teaching, Learning and Student Success

Vice-Provost, Enrolment Management and International

Associate VP, Information Technology Services

Associate VP, Facilities Management

Acting Associate VP, Human Resources

Associate VP, Ancillary Services

Associate VP, Financial Services

Associate VP, Research (Interim)

Brian Power

Anna Lathrop

James Mandigo

Dave Cullum

Scott Johnstone

Jennifer Guarasci

Bryan Boles

Joshua Tonnos

Michelle McGinn

Vice-Presidents

Provost and Vice-President, Academic (Interim)

Vice-President, Research

Vice-President, Administration

Greg Finn

Tim Kenyon

Brian Hutchings

Current Elected Student Senators and Members-at-large

Elected:

Harroop Ahuja

Abdul Basit

Valentina Castano

Bilal Khan

Tooba Muhammad

David Stark

Christopher Yendt

Andréanne Hébert-Haché

Jennifer Kelly

At-Large

Fauziya Ali

Mohamed Ali

Emily Guertin (President of Brock Graduate Student Union)
Alison O'Connor
Glenda Anderson O'Connor
Mackenzie Ruthven

President of BUSU (Brock University Student Union)
Aidan Hibma

Former elected Senators from last 3 years (not any at-large)

2017-18

Michael Berman
Irene Blayer
Jonah Butovsky
June Corman
Tamara El-Hoss
Phillip Mackintosh
Lynn McCleary
Deborah McPhee
Christie Milliken
Shauna Pomerantz
Lynn Rempel
Larry Savage
Donna Szoke
Terrance Wade
David Whitehead
Sakoieta' Widrick
Vera Woloshyn

2016-17

Christine Daigle
Bareket Falk
Heather Gordon
Jennifer Li
Dan Malleck
Tanya Martini
Sid Segalowitz
Heather Whipple

2015-16

Jeff Boggs
Rick Cheel
Sheng Deng
Paul Hamilton
Jane McLeod
Joe Norris
John Sivell
Hans Skott-Myhre
Barry Wright