

Board of Governors (BOG) Orientation Session

September 27, 2011

Historical Overview

	1963	Today 2011
# of students	1,817 FT 1,937 PT	13,303 FT (Fall 2010) 2,542 PT
# of faculty	619 FT & PT (Faculty and Staff)	546 FT 450 PT/Sessionals
# of staff		879 FT 265 PT
# of buildings	6	42
Annual operating budget	\$3,791,104	\$219.4m

Key Facts

- Facility Assets of \$617m - 127 acres campus; 2.1m sq ft; 42 buildings, plus 42 houses
- Operating Budget of \$219.4m – balanced for 2011/12
- University Endowment of \$65.3m
- Pension Plan assets of \$481m
- Student scholarships & bursaries of approx. \$17.7m - support more than tripled over last decade
- Total consolidated revenue: \$301m
- Moody's credit rating – January 2011 - Aa3
- DBRS rating – May 2011 – A (high)

Key Facts

- Signatory to 8 Collective Agreements and has one non-union employee group
- One of the largest employers in the community - approx 2200 people in various capacities (not including student employees)
- Exciting developments:
 - Downtown - Visual Arts and Music, Film Studies, Social Work and Centre for Professional and Executive Education
 - Parking/Innovation Centre
 - CEI Phase I complete; final phase on schedule for F2012

ROLE OF THE BOARD

(as specified in the University Act and Board bylaws)

Role & Responsibilities of the BOG

- To appoint the President
- Review the President's goals and performance
- To retain overall accountability for the performance of the University
- To provide oversight to ensure that University actions support the mission, vision, values and strategic goals of the University
- To monitor the University's performance against specific performance measures related to the Board's mandate

Role & Responsibilities of the BOG

- To ensure that appropriate financial and administrative controls, policies and agreements are in place for the University's financial, human and physical resources
- To grant approvals on University actions that fall within the mandate of the Board, including approval of tuition fees, operating expenditures and one-time funding and expenditures
- To assess the performance of the Board and its members, and facilitate Board renewal

Individual Board Members' Responsibilities

- Be informed about the University and support its mission
- Understand that the Board's role is one of policy-making and oversight and not management or executive decision-making
- Act in the best interest of the whole University rather than one particular constituency (even if elected by a constituency)
- Recognize that the President is the spokesperson for the University and the Board Chair is the spokesperson for the Board

Individual Board Members' Responsibilities

- Recognize that responsibilities of the Board reside only with the Board as a whole and not with individual members
- Attend and come prepared to participate in meetings of the Board and its Committees
- Support the decisions made by the Board
- Honour the Board's bylaw and policies
- Maintain and respect rules of confidentiality and conflict of interest
- Respect the role of the Senate as the academic governing body

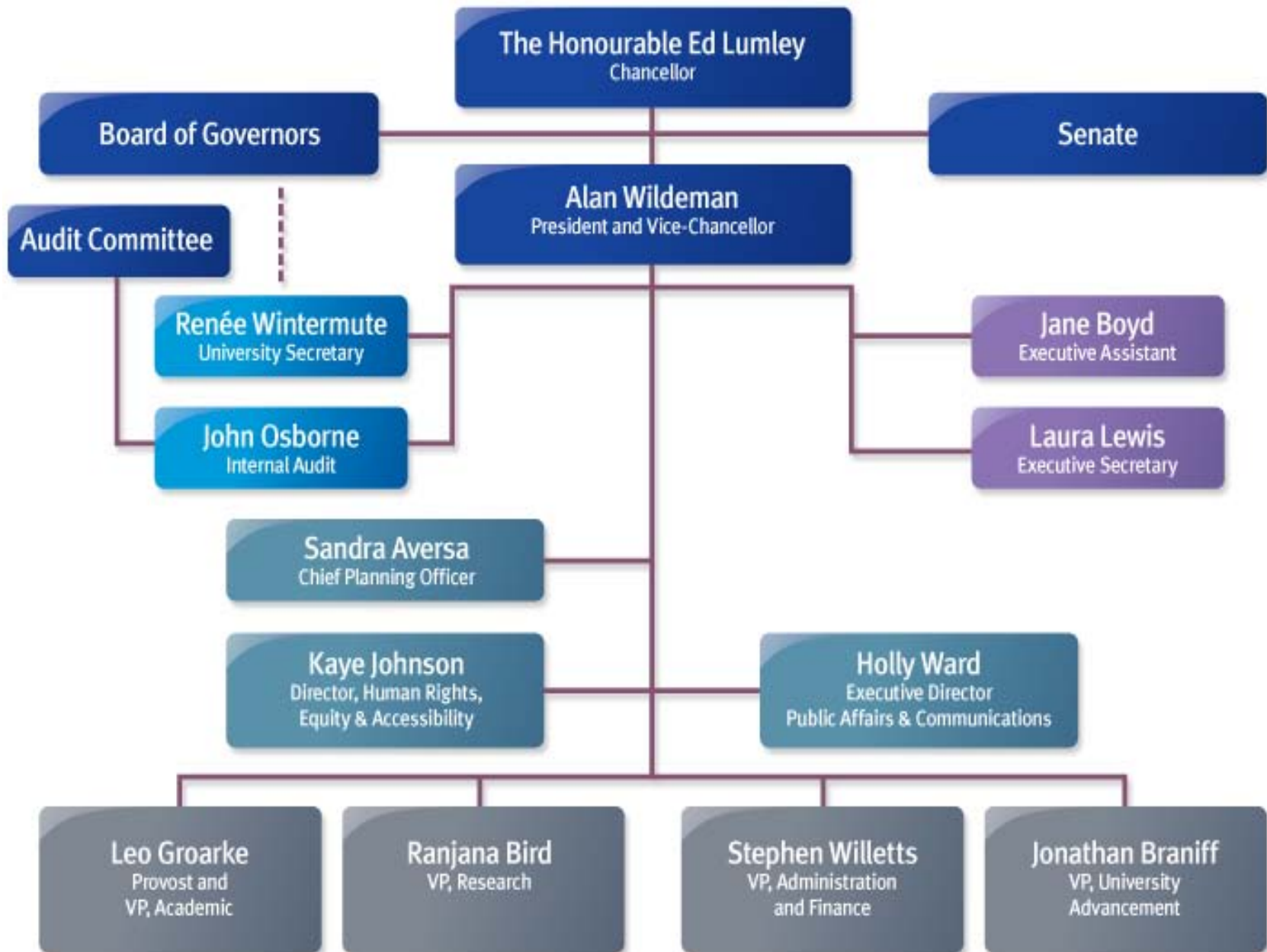
Composition

University of Windsor Act	Current Practices with respect to the 15 University of Windsor appointees
<ul style="list-style-type: none">•President (ex-officio)•Assumption University (6 members)•Alumni Association (2 members)•Lieutenant Governor in Council (4 members)•Senate (4 members)•University of Windsor (15 members)	<ul style="list-style-type: none">•Students (4):<ul style="list-style-type: none">• President of UWSA• Student at large• President of GSS• President of OPUS•Staff on Campus (1)•Labour Community (1)•Large Industry (1)•Canterbury College (1)•Iona College (1)•Elected community members (6)

Standing Committees

- Audit Committee (Chair, Peter Farmer)
- Executive Committee (Chair, Mike Horrobin)
- Governance Committee (Chair, Werner Keller)
- Investment Committee (Chair, Fred Quenneville)
- Pension Committee (Chair, Vince Bassman)
- Resource Allocation Committee (Chair, Penny Allen)

ORGANIZATIONAL CHART AND ROLES



The Chancellor



- **Honourable Edward C. Lumley, P.C., LL.D**
 - He was installed as the University of Windsor Chancellor at the June 2006 convocation.
-
- Main function is to confer degrees and diplomas on behalf of the Senate and act as ceremonial head of the University at various functions, the most important being convocation.

BICAMERAL GOVERNANCE

The University of Windsor Act sets the powers and jurisdictions of the Board of Governors and the Senate

Board of Governors:
(oversight of all fiduciary/
operational aspects)

e.g., appoint and review President, operating budget, investment oversight, strategic planning, collective agreements, major acquisitions and construction

Senate
(oversight of academic
matters – President Chairs)

e.g., academic qualifications for appointments, new or changes to academic programs and courses, matters related to teaching, learning and research mission

The Process of Approval for Items Considered by Board/Senate

BOARD APPROVAL



ORIGINATING AREA



ADMINISTRATION



BOARD COMMITTEE(S)



BOARD OF GOVERNORS

SENATE APPROVAL



DEPARTMENTAL COUNCIL



FACULTY COUNCIL



SENATE COMMITTEE(S)



SENATE



The President

- Dr. Alan Wildeman
 - Joined the University in 2008
 - Sixth president
-
- Primary conduit between the Board and administration
 - Ensures that Board approved directions are being followed
 - Provides leadership for the University's internal and external mandates
 - Oversees the management of the University
 - Develops with consensus a strategic plan and ensures its implementation
 - Ensures that communications with the Board are consistent, clear and meaningful
 - Ensures that Board and Senate processes are consistent with stated mandates and bylaws

Provost and Vice-President, Academic



- Dr. Leo Groarke
 - The chief academic officer of the University
-
- Oversees all academic programs and serves as the principal advisor to the President on academic matters
 - Acts on behalf of the President in his absence.

Vice-President, Research



- Dr. Ranjana Bird
- Develops, promotes, supports, and mentors academic research and creative activity at the University
- Takes primary responsibility for leading policy development on research matters, and for implementing new, or maintaining current, university policy related to research.

Vice-President Administration & Finance



- Mr. Stephen Willetts
 - Provision of effective and efficient services that promote and support the mission of the University.
-
- Oversees the use of fiscal and physical resources of the University, and the allocation and management of such resources in accord with the directives of the President and the policies of the Board of Governors.

Vice-President University Advancement



- Mr. Jonathan Braniff
- Advances the University
- Raises funds to support capital, endowments, faculties and special projects
- Builds reputation, profile and public support for teaching, learning and research
- Fosters relationships with internal and external constituents, stakeholders & communities

Chief Planning Officer



- Ms. Sandra Aversa
- Provides support to ensure the delivery and accountability of the Strategic Plan of the institution.
- Develops the Operating Budget in consultation with the President and the Vice-Presidents
- Provides direction to the President and Vice-Presidents on institutional matters, i.e., enrolment management, resource allocation methodologies, and other key strategic projects and initiatives.

Executive Director, Public Affairs and Communication



- Ms. Holly Ward

- Communications and public affairs messaging
- Development of marketing strategies
- Spokesperson for the President's office and the University as needed

Director, Human Rights, Equity and Accessibility



- Ms. Kaye Johnson

- Work with faculty, staff and students on matters of human rights, equity, and accessibility
- Education and outreach on these matters
- Help us pursue a diverse, respectful culture

University Secretary

No photo
available

- Ms. Renée Wintermute

- Senior advisor on University governance issues.
- Ensures the effective and efficient operation of the University's bicameral system of governance.
- Provides administrative support and counsel relating to governance matters.

THINKING FORWARD...

TAKING ACTION

The University of Windsor in the decade to come

Thinking Forward... Taking Action

A University that is about...

- Students
- Achievement without pretense
- Commitment to community
- A glimpse of Canada's future
- The head not losing sight of the feet
- Accountability and good governance

... Planning for the next decade

Thinking Forward... *Taking Action*

Priorities

Actions

Provide an exceptional undergraduate experience

Quality of instruction

Positive interactions, independent learning

Focus on academic advising

Services that enrich UWindsor experience

Encourage student identity and pride

Research and graduate programs that build on strengths

Research plans that embrace excellence

Rigorous tenure and promotion guidelines

Inter- and intradisciplinary research and creative activity

Expand graduate & prof. programs where we have expertise

Integrate research into undergraduate experience

Recruit and retain the best faculty and staff

Informative and supportive hiring practices

Career-long recognition of distinctive service

Collegial workplace that is supportive of all people

Open dialogue between management and employees

Strive for CBAs that support strategic plan

Enhance the economic and social well-being of the Windsor-Essex region

Inventory of University-community initiatives

Develop criteria for valuing efforts to help community

Bring together of UWindsor and community experts

Partner with Windsor-Essex educational institutions

Be innovative, accessible and integrated into the community

International engagement through recruitment and programs built on strengths

International initiatives across all academic programs

Attract and retain the best international students

Faculty, staff and student exchange, co-op, internships

Int'l research and graduate programs in areas of strength

Promote UWindsor as a destination

Essential bookends to the strategic plan



Bookend

Strategic Plan

Bookend

Current Reality

Enrolment
Applications
Retention
Expenses
Revenues
Endowment/Fundraising
Reputation/Rankings
Student Satisfaction
Research/Scholarly Activities

STUDENT EXPERIENCE

VOL I

RESEARCH & GRADUATE STUDIES

VOL II

FACULTY & STAFF

VOL III

COMMUNITY PARTNERSHIPS

VOL IV

INTERNATIONAL ENGAGEMENT

VOL V

Making it work

Engagement
Communication
Marketing
Resource Allocation
Strategic Priority Fund
On-going Planning
Risk Management
Spaces.... Capital Projects
Fundraising, Alumni Outreach



Planning and Reporting

- Strategic Plan annual report (F2011)
- Vision for the campus:
 - current capital projects
 - Next steps: Main Campus Master Planning Process

Campus Master Planning Process

- A Campus Master Plan is a vision for the future development that ensures that the physical environment serves the needs of the University community, enables the institution to realize its Strategic Plan, and provides an efficient work and study place.

Campus Master Planning Process

- A master plan should keep us thinking about a long term vision for the campus
- While it should not lay out the definitive plan for where new buildings/capacity should be, it should provide a framework for ensuring that decisions on the campus meet certain objectives and are consistent with agreed upon principles

Campus Master Planning Process

- What are the key principles that should underpin a Master Plan?
- What is the current status of campus planning?
- What is the process and timeline to create a Master Plan?

Campus Master Planning Process

- What are examples of key principles that should underpin a Master Plan?
 - Campus environment
 - Land use and massing
 - Balanced intensification
 - Sustainability
 - Heritage preservation
 - Accessibility

Campus Master Planning Process

- What is the current status of campus projects?
 - Centre for Engineering Innovation
 - Downtown campus
 - Integrated Parking/Innovation Centre
 - Demolition of Cody Hall, Old Drama, Music, houses on Sunset Ave
 - Welcome centre/Student services

Campus Master Planning Process

- What is the process to be followed?
 - Executive retreat in October
 - Endorsement of process at October Board meeting
 - Planning Committee established
 - Consultation Nov/11 to April/12
 - Master Plan to Senate and Board in May/June

Campus Master Planning Process

...Let's start with a walk