

## Senate Self-Assessment Report (Watson Advisors, 2023)

Participants offered a range of feedback around their experience on Senate, the role of Senate, and how Senate can be a more effective, value-adding body. This is the first time Senate has conducted a self-assessment process, and while participation was low, participants offered thoughtful feedback to improve Senate dynamics and functioning.

Many of the challenges highlighted relate to the structure and formality of Senate – the large size, formal physical space, emphasis on reporting and routine matters – and the nature and complexity of bicameral governance where items have often gone through many layers of governance in advance of being presented to Senate. As a result of these factors, some feel that Senate is an underutilized resource that tends to “rubber stamp”, with immense collective intelligence and experience not being utilized to its fullest extent on strategic, University-wide matters.

There are opportunities to make Senate a more effective body within this structure. It starts with effective orientation, so senators are clear and aligned on responsibilities and expectations of their role. It also requires more purposeful meeting design, including creating more space on agendas for generative discussion, providing the right level of detail in pre-meeting materials, and intentional facilitation from the Chair, which some note has already been happening. It is also incumbent on individuals to contribute positively to group dynamics and constructive dialogue by adequately preparing for and actively engaging in discussions and the work of Senate.

### Key Themes

1. Consider the physical space of Senate meetings and how this can impact group dynamics. Consider switching up seating assignment (or not having assigned seats) and leveraging technology to make meetings feel less formal.
2. Include a cover note from the President on the meeting package, including key topics for discussion and highlights to focus preparation.
3. Consider using briefing notes for materials to provide a summary of background, context, and implications of decisions (financial, risk, strategic, etc.), with more detailed materials provided as appendices.
4. Consider ways to engage virtual attendees, through chat or other methods.
5. Ensure Senate orientation focuses on the role of Senate and individual Senators and consider including a summary of the role of Senate on Senate meeting Agenda template.
6. Consider establishing a mechanism to ask more detailed questions in advance and share responses, where applicable, with the full group.

## **Senate Effectiveness Survey (Secretariat, 2024)**

Senate's first effectiveness survey was conducted one year ago in 2023 and was repeated in March 2024. The 2024 iteration expanded the survey to Senate's committees and councils, which will provide a baseline for comparison in future years. A short distillation of the survey results is provided here with the aim of soliciting feedback on these and other key themes/observations to be mindful of in assessing the results and considerations going forward.

### **Key Themes**

1. Meeting Preparation/Logistics
  - Agenda materials meet the needs of Senate, and the attention of Senate is focused on the right topics to address issues of substance
  - Presentations are helpful; more time ought to be reserved for comments/discussion
  - Meetings running long and outside of regular business hours is inequitable for those with family/childcare responsibilities
  - Consider length of presentations and discussion/speaking time
2. Group Dynamics/Relationships
  - Debate/discussion is generally collegial and respectful
  - Discussion is often dominated by a small number of Senators and prohibits inclusion and a diversity of voices
  - Focus on items of institutional importance, engaging a broad and diverse range of Senators' voices
  - It can be unclear whether questions/issues brought forward by Senators are germane to the business of the Senate, some appear to be of personal interest
3. Overall Experience
  - Meetings are managed well overall
  - Encourage participation from more Senators
  - Dialogue is respectful
  - Manage presentation time and consider time limits on individual comments

## **Senate Effectiveness Survey (Secretariat, 2025)**

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### **Key Themes**

1. Concerns at the division of time between presentation and discussion, with potentially too much presentation of insufficient substance and not enough time allocated to discussion which can be substantial.
2. Concerns at Senate discussion being dominated/monopolized by one or a few voices with an adversarial tone.
  - o Negative tone and tenor of debates crowds out or deters other senators from contributing their expertise. Need more diversity in representation and participation.
  - o Potential consideration of time limits on speakers or debates to avoid excessive allocation of time to issues of interest to few senators.
3. Most respondents feel that Senate is focused on the right topics and issues of substance, with meeting materials being well-suited to fostering Senate's consideration of those matters.
4. There is still work to bring more effective strategic discussions to Senate.
5. In comparison to 2023/24, many of the same observations were related however in the current year there seems to be increased attention to the tone and tenor of debate along with more observation that the same small number of senators utilize a disproportionate amount of Senate time.

# University of Waterloo

## Senate Self-Assessment

### May 2023

WATSON™  
Advisory



UNIVERSITY OF  
**WATERLOO**

This report is strictly confidential. The report and its contents are not to be shared with anyone except the University of Waterloo Senate and the Executive Director, Office of the President and Acting University Secretary.

## INTRODUCTION

### BACKGROUND

The University of Waterloo (the University) Board of Governors (Board) and Senate recently underwent a comprehensive review process that resulted in several recommendations to modernize governance practices. The University has engaged WATSON Advisors Inc. (WATSON) to support the Board's implementation of these recommendations. As part of this engagement, WATSON is administering a self-assessment process for the Senate. The Senate was established through the University of Waterloo Act, 1972 and plays a key role within the University's bicameral system. Senate is responsible for academic programs, educational policies, faculty appointments and tenure, qualifications for degrees and diplomas, conferring honorary degrees and appointing the Chancellor. The Senate also has the power, subject to the approval of the Board insofar as the expenditures of funds is concerned, to create, modify or remove schools, institutes, departments, or chairs.

The composition of Senate is representative of the University community, with both elected and ex-officio membership. Senators include faculty members, undergraduate and graduate students, alumni, governors, and administrative staff. The Act requires that the Senate have a majority of elected faculty members.

This is the first time Senate has conducted a self-assessment. The findings and recommendations in this report are based on feedback obtained via confidential survey over a 5-week period between April 17 and May 16 and informed by our knowledge of the University's context and governance. WATSON distributed the survey to all Senators. 42 of 88 participants completed the survey. Given the low response rate, results are not representative of the full Senate's view and themes reflect a small number of respondents.

Participants have different experiences serving on Senate and shared a range of perspectives, some of which conflict with each other. This report conveys the range of views and is one data point to inform a discussion about how to make Senate a more effective body, focused on its important role in university governance.

### THIS REPORT

This report lays out Senate's perceived strengths and opportunities and offers more detailed feedback in the following areas:

- Meeting Preparation and Logistics
- Group Dynamics and Relationships
- Overall Experience

## **SUMMARY**

Participants offered a range of feedback around their experience on Senate, the role of Senate, and how Senate can be a more effective, value-adding body. This is the first time Senate has conducted a self-assessment process, and while participation was low, participants offered thoughtful feedback and suggestions to improve Senate dynamics and functioning. We applaud the Senate for engaging in self-assessment as an important investment in Senate's continuous improvement.

Many of the challenges highlighted relate to the structure and formality of Senate – the large size, formal physical space, emphasis on reporting and routine matters – and the nature and complexity of bicameral governance where items have often gone through many layers of governance in advance of being presented to Senate. As a result of these factors, some feel that Senate is an underutilized resource that tends to “rubber stamp”, with immense collective intelligence and experience not being utilized to its fullest extent on strategic, University-wide matters.

There are opportunities to make Senate a more effective body within this structure. It starts with effective orientation, so senators are clear and aligned on responsibilities and expectations of their role. It also requires more purposeful meeting design, including creating more space on agendas for generative discussion, providing the right level of detail in pre-meeting materials, and intentional facilitation from the Chair, which some note has already been happening. It is also incumbent on individuals to contribute positively to group dynamics and constructive dialogue by adequately preparing for and actively engaging in discussions and the work of Senate.

The following page summarizes perceived strengths of Senate and opportunities for Senate to function more effectively. While many of these comments were provided by one or two Senators and do not reflect a collective view, the feedback in this report aligns with the prior feedback gathered in 2022 by an external consultant.

## PERCEIVED STRENGTHS AND OPPORTUNITIES

What Does the Senate Do Particularly Well?	What Would Help the Senate Function More Effectively?
<ul style="list-style-type: none"> <li>Meeting logistics and timely delivery of materials</li> <li>Delegating work to Committees</li> <li>Rewarding Committee work</li> <li>Opportunity to work with different parts of the University</li> <li>Giving voice to a large range of perspectives, including students</li> <li>Fostering a respectful environment where all voices are heard</li> <li>Celebrating achievements and exploring challenges</li> <li>Expressing Indigenization</li> <li>Providing information on budget</li> <li>Providing updates and answering questions about the strategic direction of the University</li> <li>Discussing and making decisions on University-wide matters</li> <li>Understanding and making recommendations on bylaws and policies</li> <li>Welcoming and respecting dissenting voices</li> </ul>	<ul style="list-style-type: none"> <li>Spending less time approving Committee decisions</li> <li>Ensuring grievances are directed at the appropriate Committee or association</li> <li>Understanding Senate's role when items have been through multiple layers of governance (e.g., new programs)</li> <li>Openness from Administration and a spirit of "collegial governance"</li> <li>Adding more items to the consent agenda</li> <li>Annual orientation and refresher on the role of Senate and expectations of Senators</li> <li>Smaller size and less ritual and formality</li> <li>Fewer agenda items, more time for discussion, and better adherence to time allocation</li> <li>More background materials on issues, including benefits and concerns of proposed motions</li> <li>More intentional facilitation in drawing out different voices</li> <li>Opportunity for Committees to identify emerging matters for discussion</li> <li>Refocusing on the core issues facing education today</li> <li>Acknowledging and seeking to resolve systems that don't work</li> <li>Focusing on academic matters that impact the University today (e.g., absenteeism in courses, technology in classrooms, academic support unit decisions and support, etc.)</li> <li>Streamlining faculty-specific decisions</li> <li>Dividing meetings into "business" and "discussion", with less formality and small group breakouts in the discussion portion</li> <li>Addressing future-focused discussions at a retreat with the Board</li> <li>Changing the physical space to foster dialogue</li> <li>Shorter, more focused meetings</li> </ul>

## MEETING PREPARATION AND LOGISTICS

### SURVEY RESULTS

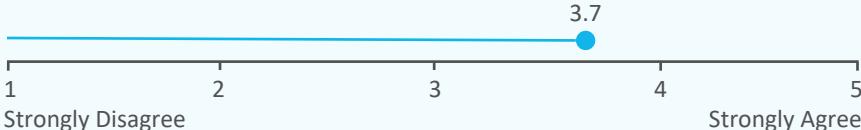
The pre-meeting information package and other information provided for Senate decision-making are timely.



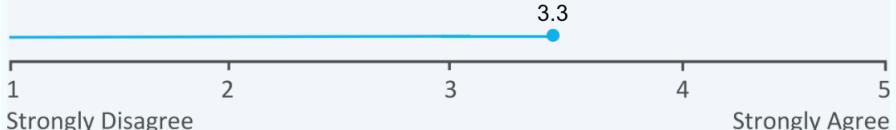
The pre-meeting information package and other information provided for Senate decision-making frame the issues at the right level with sufficient detail.



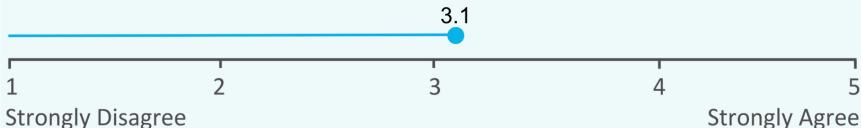
Meeting materials are effective in helping me prepare for Senate meetings.



Senate meetings have an appropriate division of time between presentation and discussion.

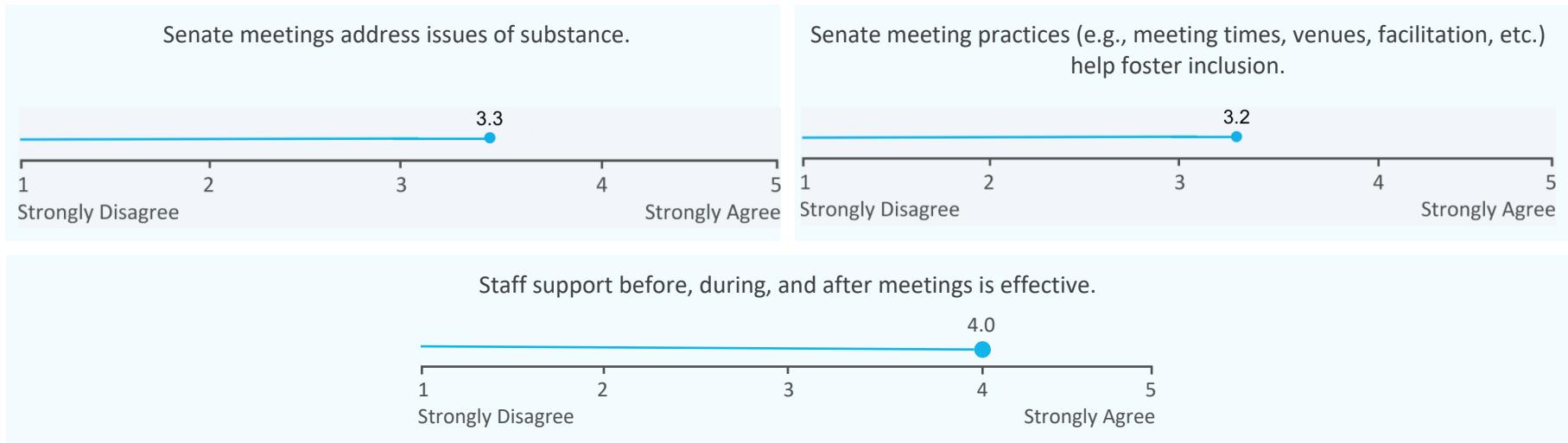


The Senate focuses its time together on the right topics, aligned with its role and mandate.



Senate meetings are appropriately focused on strategic topics.





## FEEDBACK

Participants offered a range of feedback on Senate meetings. Many find that the size of Senate, the formality of meetings, and having agendas full of routine matters limit open dialogue on strategic academic matters. Participants would like to have more time for discussion to better leverage the range of voices and perspectives on strategic matters, with more time for open discussion and active facilitation to draw out different voices. While pre-meeting materials are helpful, Senators sometimes feel like they are being asked to “rubber stamp” important decisions without fulsome analysis and deliberation.

Individuals offered the following feedback:

- Senators bring a diversity of perspectives and range of experiences and there are opportunities to get more from this group through strategic, future-focused discussions
- Time is often spent on reporting and routine business where there is limited opportunity for meaningful contribution
- When important strategic matters are discussed (e.g., the University budget), it can feel like there is minimal analysis and background provided and Senators are expected to make a decision quickly, causing some to choose to abstain from voting
  - The budget was raised multiple times as an example of a topic that requires more time for thoughtful discussion
- Discussions can be disproportionately focused on individual concerns that may not be reflective of the group’s experience; given the size of Senate, conversations often go off track and take longer than the time allocated on agenda.

- The size of Senate and the physical space and formality of meetings can inhibit the quality of discussion (e.g., assigned seats, microphone system)
- Hybrid meetings are important for inclusion and accessibility
- Senate reports include data but there is not clarity on how this data is used to inform decisions
- Pre-reading materials are lengthy and would benefit from additional guidance on how to prioritize preparation (e.g., what will be presented at the meeting, what is most important)
  - When a decision is required, it would be helpful to have more analysis of the pros/cons, considerations, and impacts of proposed motions to inform decision-making
- One participant shared there is not enough time spent on program reviews given the academic nature of Senate's role
- When meetings go beyond the allocated time it can be challenging for those with other commitments to continue to participate; this can disproportionately impact individuals with caregiver responsibilities

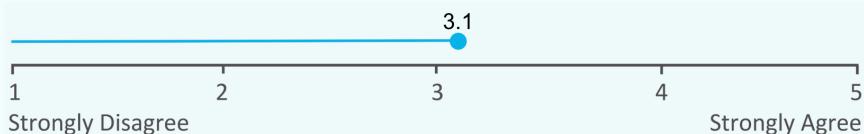
## CONSIDERATIONS

1. Consider the physical space of Senate meetings and how this can impact group dynamics. Consider switching up seating assignment (or not having assigned seats) and leveraging technology to make meetings feel less formal.
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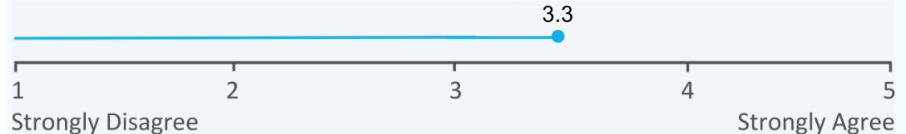
## GROUP DYNAMICS AND RELATIONSHIPS

### SURVEY RESULTS

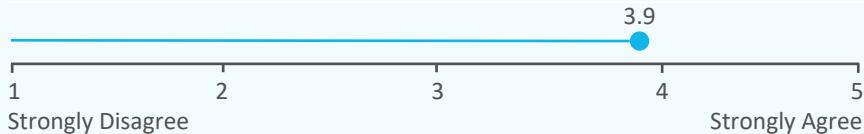
Meeting dynamics encourage critical dialogue and discussion.



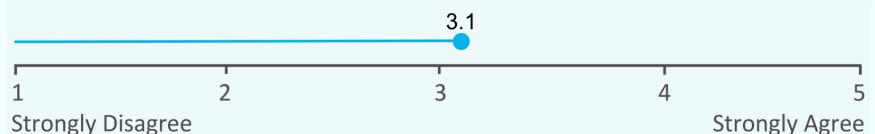
Member disagreement is viewed as a search for solutions rather than a “win/lose”.



Meetings are conducted in a respectful manner that ensures open communication and meaningful participation.



The Senate brings a DEI lens to discussion and decision-making.



At Senate meetings, I ask questions and provide input based on my knowledge, experience, analytical skills, and common sense.

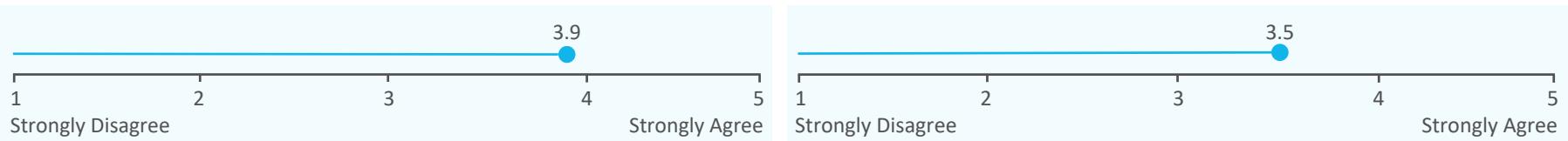


Members of Senate ask tough questions when the need arises.

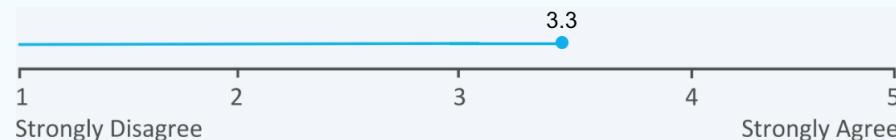


At Senate meetings, I have the freedom to express a dissenting opinion in a constructive matter.

At Senate meetings, I feel heard.



At hybrid Senate meetings, I feel appropriately engaged (e.g., my feedback is actively solicited and/or I am encouraged to participate as if I were there in person).



## FEEDBACK

Senate dynamics are also impacted by Senate's large size and formality. Several participants note Senate engagement is low, with a small and vocal group of Senators asking questions and making comments. Participation in this Self-Assessment is consistent with this.

Senators want more time for dialogue and broader participation.

Individuals offered the following feedback:

- The President is skilled at managing discussions, "reading the room", and pausing decisions when more work is needed
- Senate engagement can be low and as a result Senators don't ask "tough questions"
  - Senators often multitask during meetings, focusing in on topics that pertain to them
- While helpful in terms of accessibility, it can be difficult for virtual attendees to engage in Senate conversations
- There are a few Senators who speak often, with many not contributing as much
- Participants want to hear from a broader range of Senators
  - Some Senators take a lot of airtime, and more voices could be heard by limiting time for comments from individuals
- The size of Senate, the formality of meetings, and full agendas can make it challenging to have open dialogue with broad participation
  - Senators want to have more impact in their roles but find it challenging given these constraints

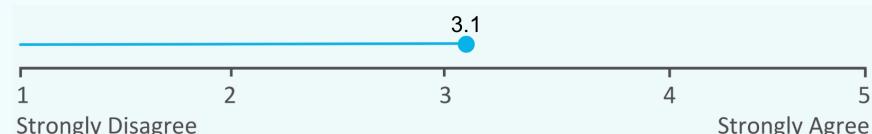
- Some Senators feel that discussion and debate on topics happen at the faculty level and it can be challenging for those outside the faculty to feel sufficiently informed to offer their view and/or vote on these matters
  - In contrast, when University-wide matters are discussed, there is broader participation and more active debate
- Some are confused as to why their colleagues abstain from votes and it can be seen as an objection when it might be a lack of knowledge/insight in a given area (especially on faculty-specific matters)
- Some contributions and questions indicate a lack of understanding of the role of Senate; better orientation and role clarity could help refocus and align on Senate's important role
  - There is an opportunity to introduce a system where Senators can ask more detailed questions in advance to ensure meeting time is focused on strategic questions and interactive dialogue
- Recently, some feel that complaints are acknowledged but not acted on, and that dissent from the Administration's view is not welcome
- At times, Senators come with their own agendas, which can hamper positive group dynamics; better orientation on roles could help mitigate this

## CONSIDERATIONS

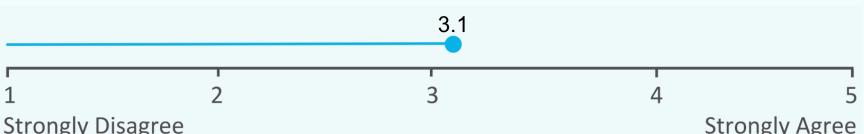
4. Consider ways to engage virtual attendees, through chat or other methods.
5. Ensure Senate orientation focuses on the role of Senate and individual Senators and consider including a summary of the role of Senate on Senate meeting Agenda template
6. Consider establishing a mechanism to ask more detailed questions in advance and share responses, where applicable, with the full group.

## OVERALL EXPERIENCE

I find my responsibilities as a Senate member stimulating and rewarding.



Involvement in Senate provides a connection between my efforts and the success of the University.



Senate is a place for meaningful conversations about the future of the University.



## FEEDBACK

Senators have different experiences being on Senate. While some see Senate as a place for communication and meaningful conversation about the future of the University, others see it as a “rubber stamp” and question whether the bicameral model is serving the University well. Senators see opportunity for a more meaningful role with broader engagement on university-wide matters. There is a feeling that the talent and passion on Senate could be better utilized. In the words of one participant, “*Senate can be a place for deep and thoughtful conversations, but this must be fostered.*”

Individuals offered the following feedback:

- There is an opportunity for Senate to be more involved in setting strategic direction in areas related to its mandate
  - One participant shared that the President is helping support this shift
- Conversations are often focused on Faculty Association concerns
- The Senate role (including preparation) can be onerous

- Senate meetings can feel formal and rushed
- Senators are unengaged and their collective experience and talent is underutilized
- Senators would benefit from more detail and justification for decisions from Administration
- When making decisions about faculties, Senators lack context and understanding
- Contributions from Deans tends to be focused on providing information or clarity
  - One participant suggested it would be helpful to hear more from Deans on the direction of the University
- There is a sense that the Senate Executive Committee and the Board are the bodies that govern the University, not Senate
  - Some see Senate as a final place to endorse or “rubber stamp” decisions or direction that have been established elsewhere
  - Some question if the bicameral model is working for the University and wonder if it should consider a unicameral model, though this view is not universal
  - Some view Senate as a place for meaningful dialogue that shapes the future of the University

## NEXT STEPS

The feedback presented in this report will be discussed with the Senate Executive Committee at its meeting on June 5<sup>th</sup>. In preparation for this conversation, please consider the following questions:

- What is your general reaction to the feedback contained in the report?
- What questions do you have?
- What other suggestions do you have?

A plan to bring the results to the full Senate and further next steps will also be discussed.

## APPENDIX A: SUMMARY CONSIDERATIONS

- 1.** Consider the physical space of Senate meetings and how this can impact group dynamics. Consider switching up seating assignment (or not having assigned seats) and leveraging technology to make meetings feel less formal.
- 2.** Include a cover note from the President on the meeting package, including key topics for discussion and highlights to focus preparation.
- 3.** Consider using briefing notes for materials to provide a summary of background, context, and implications of decisions (financial, risk, strategic, etc.), with more detailed materials provided as appendices.
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SENATE AND COMMITTEE/COUNCIL EFFECTIVENESS  
SURVEY  
2023/2024

## Senate

33 of 89 Respondents (37%)

### Meeting Preparation and Logistics

Q1. Senate meetings are intended to operate effectively and efficiently. This section examines how members prepare for and operate within meetings.

	Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree
The pre-meeting information package and other information provided for Senate decision-making frame the issues at the right level with sufficient detail.	0	0	3	17	13
Senate meetings have an appropriate division of time between presentation and discussion.	0	6	6	19	2
Senate focuses its time together on the right topics, aligned with its role and mandate.	0	1	4	23	5
Senate meetings address issues of substance.	0	2	3	23	5
Senate meeting practices (e.g., meeting times, venues, facilitation, etc.) help foster inclusion.	0	10	8	11	4
Staff support before, during and after meetings is effective.	0	0	0	21	12

Q2. Please provide any additional comments in relation to the above.

- A small number of men continue to dominate the conversation which prevents inclusion. This is difficult to mediate as everyone has the right to speak but certain individuals can take excess time on the floor at the expense of other voices.
- The meeting time is too late in the day, making it difficult for faculty members with children to stay for the full duration.
- It is obvious that some senate members do not understand their role and are not fully prepared.
- The fact that it nearly always runs over allocated time into the evening is not sensitive to those with childcare responsibilities. Often we run late because people (usually the same one or two) are allowed to drone on for too long.
- The format, environment, and culture of the meetings does not promote discussion with other senators regarding topics.
- I think the intention for balance between presentation and discussion is good but we seem to have run over time a lot this year. I think perhaps the level of discussion has been underestimated - or perhaps not properly controlled in session.
- Going overtime disproportionately affects members with childcare duties; important discussions are sometimes curtailed while other less important ones (or, more specifically, those that seem to be important to a very small minority) are allowed to extend for too long.
- The time spent on the various updates from the president and provost and others could be shorter, focusing more strongly on key topics of interest to the university and less of a retelling of other meetings.

- Given that no one can actually keep to a ten-minute limit on presentations, there are too many presentations.
- meeting times - Could be valuable to explore earlier start times (such as 1pm) given some members may have family responsibilities after regular work hours

### Group Dynamics and Relationships

Q3. Relationship dynamics influence Senate's effectiveness. This section explores your perception of how members relate to each other and with members of the University administration.

	Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree
Meeting dynamics encourage critical dialogue and discussion.	0	7	11	12	3
Member disagreement is viewed as a search for solutions rather than a “win/lose.”	0	9	9	14	1
Meetings are conducted in a respectful manner that ensures open communication and meaningful participation.	0	1	3	17	12
Senate brings an EDI-R (Equity, Diversity, Inclusion and Anti-Racism) lens to discussion and decision-making.	1	2	10	16	4
At Senate meetings, I ask questions and provide input based on my knowledge, experience, analytical skills and common sense.	2	2	10	14	5
Members of Senate ask tough questions when the need arises.	0	3	6	16	8
At Senate meetings, I have the freedom to express a dissenting opinion in a constructive manner.	0	1	8	18	6
At Senate meetings, I feel heard.	0	2	15	13	3
At Senate meetings where I participate by videoconference, I feel appropriately engaged (e.g., my feedback is actively solicited and/or I am encouraged to participate as if I were there in person).	1	2	22	7	1

Q4. Please provide any additional comments in relation to the above.

- Some senate members bring personal issues to the meeting rather than representing their constituency.
- It is frustrating when some Senate members unnecessarily dominate the discussion. Perhaps there should be a time limit set for some folks to present their views so discussions are not overtaken. If new information is not added to the discussion, then perhaps the issues could be addressed off-line.
- For the second question I answered disagree. That being said, for most members of senate I would agree. There are one or two members do not engage in useful discussion, but instead try to score points. (Recently has been around [REDACTED], despite the fact that it is already voted on). On an

unrelated note, I don't understand why I am required to answer the last question when I have not participated via video conference. There should be a "Not Applicable" option.

- I'm not sure the people linked by videoconference are taken into consideration when voting on matters.
- More participation by Senate members should be encouraged. There are a handful of people who generally speak frequently. With the sheer number of Senators too much participation is understandably difficult but providing openings for free form conversation on relevant topics might be something to consider.
- There are always a few Senators who talk a lot with limited understanding of the proper role of a Senator. They are handled with due delicacy, but I'm sure they will complain about "being shut down".
- Responses from some members of the AV-P team are dismissive and defensive in tone. Some training about being more constructive communicators would be helpful.
- In short, I think the discussion aspects of Senate are dysfunctional and require a change. The same people speak over and over (usually men, usually with very little insight or self-awareness). There are so many smart people in the room whose voices we need to hear, and instead time is being eaten up by folks who think they must weigh in at every opportunity. I think a training session or regular reminders are in order, if not rules about how often people may speak. I see the goal of Senate as being a body for fruitful discussion and efficient decision-making. The current format runs counter to these goals.
- Online, much of the interaction in the room is not shared - it's a static powerpoint with voices, which can make following conversations hard, especially when the audio is poor.
- I've never attended virtually, so my response to the latter question reflects that reality.
- We rarely have agenda items that are designed to provoke discussion. Most of the time at Senate is spent formally approving work done elsewhere or listening to reports (many of which we have already heard elsewhere). Maybe we should be realistic and admit that Senate is an approval body and just have one-hour meetings that provide the required approvals.
- I have not participated in any video conference Senate meetings since returning to in-person meetings.

### Overall Experience

Q5. Please provide your observations on your overall experience as a member of Senate, as well as any other observations you would like to share.

	Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree
I find my responsibilities as a Senate member stimulating and rewarding.	3	2	6	15	7
Involve ment in Senate provides a connection between my efforts and the success of the University.	1	2	7	16	7
Senate is a place for meaningful conversations about the future of the University.	1	1	6	17	8

Q6. Please provide any additional comments in relation to the above.

- The Chair is working hard to refocus the senate on more than just operational issues. This is a tough job.
- Most folks, myself included, just sit there and listen.
- Bicameral governance needs to be reassessed for effectiveness. Faculty have too strong a voice at this table. Having faculty vote on tenure, sabbaticals etc seems like a conflict of interest - e.g. how do they vote against a colleague gaining tenure or sabbatical when their own will come to vote at some point. The model is a huge burden on the finances and sustainability of the institution.
- "meaningful conversations about the future of the Uni...." Several Senators tend to be focused on self or own department rather than the good of the overall Uni
- The disjuncture between what comes to Senate for approval and developing procedure, which is not subject to Senate approval, is problematic because processes can very often stray from the end goal.
- I enjoy sitting on Senate, and I take my role seriously.
- Having sat on BoG and Senate, I believe that much more of the substance and key decisions for the running of the university happens at BoG.
- To indicate strong disagreement above is not to condemn anyone. It's just unrealistic to have such expectations for our Senate.
- I find that it is difficult to find the time to be an effective senator when balancing heavy teaching and research loads with other administration positions. I suspect Senate positions should be considered perhaps the only administration role someone is in if they have a heavy teaching load. Alternatively it seems well suited to folks who are building careers in administration who have lighter teaching loads, or who hear about administration issues from different perspectives through their work. Senate administration feels very far removed from my other admin roles within my department and Faculty, and just takes more time than I have to give sadly.

Q7. What does Senate do particularly well?

- Bring together a representative group from all aspects of the university
- It is great to hear from the many deans and senior leaders. The provost's and president's reports are particularly insightful.
- The agenda packages are fantastic.
- They conduct themselves respectfully.
- The organization and facilitation of meetings keeps things on track and helps the business of Senate get done
- There are a number of important basic shared governance things that do get done
- Gets through an agenda efficiently.
- Vivek presides over the meetings very effectively and does a great job of keeping things on track.
- The Senate of a university plays a crucial role in governing academic affairs, and it excels in various functions. Firstly, it oversees curriculum development, ensuring that academic programs and courses meet high standards and address the evolving needs of students and society. Additionally, the Senate is adept at upholding quality assurance by conducting program reviews and maintaining accreditation standards to ensure academic excellence. Policy formulation is another area where the Senate shines, as it formulates academic policies and procedures to maintain fairness and consistency across the institution. Furthermore, the Senate establishes guidelines for student progression, academic standing, and graduation requirements, thereby upholding academic standards and ensuring the credibility of

degrees awarded. Moreover, the Senate's inclusion of representation from faculty and students ensures diverse perspectives in decision-making, fostering a balanced approach to governance. Lastly, the Senate actively engages with the academic community, seeking input from stakeholders and collaborating with other institutions to enhance academic initiatives.

- Inclusiveness, respectful dialogue
- Provide a 'last-chance' opportunity to discuss big issues before they go for approval, i.e. issues that have been the subject of much consideration by other committees.
- Provide needed information and context to Senators; allows discussion; fosters trust and transparency.
- Pass motions around grad and undergrad curriculum, share information that's already been (largely) decided elsewhere.
- Bring colleagues and administrators together from disparate academic and administrative units who would not otherwise normally interact.
- It's very professional and respectful.
- I think it is an open and respectful place for discussion by and large, and it at least lets people speak their opinions - it can also listen and be responsive to constituent opinions which is really fabulous to see that it can take feedback and change can happen, even at Senate.
- Information shared + timely updates

#### Q8. What would help Senate function more effectively?

- Less presentation, more time on actual discussion / decision-making
- Management of the few voices who tend to dominate discussion without adding substantially to the conversation. Perhaps a time limit on comments.
- Make in-person attendance mandatory (provide no video call option)
- Using respect, the senate must do a better job to call out behavior that takes the agenda off course.
- 2-minute comment rule, no repeat commenters
- Having smaller group discussions to allow more collaboration and understanding of matters at hand.
- It would be nice to be able to provide more input during Senate meetings. Perhaps, sub-committees and/or task forces on particular matters would engage more members of the Senate more effectively.
- To function more effectively, the Senate could benefit from several improvements. Clear communication channels are essential for enhancing transparency and streamlining decision-making processes. Providing training and professional development opportunities for Senate members can enhance their governance skills and understanding of academic policies. Streamlining administrative processes and workflows can improve efficiency and allow for quicker decision-making and implementation of academic initiatives. Access to comprehensive data and analytics can enable data-informed decision-making regarding curriculum development, quality assurance, and policy formulation. Ensuring diverse representation within the Senate enriches discussions and enhances the legitimacy of decisions made. Actively involving faculty, students, alumni, and other stakeholders in Senate proceedings fosters collaboration and a sense of ownership. Finally, remaining adaptable and responsive to changing academic needs and societal trends ensures that the Senate stays relevant and effective in fulfilling its role within the university.
- For issues that have not been the subject of much discussion in other forums, institute a 1st and 2nd reading process to allow Senators (and other members of the UW community) a more fulsome opportunity to consider the implications of the topic.

- We need a broader range of voices participation. There also needs to be a mechanism by which the voices that dominate are reigned in. As a female faculty member, I'm disheartened by the myopic male voices that overshadow nearly all of our discussions.
- More context, less static reports where you need to click through 3-4 levels to get to the actual information. More collaboration between senators.
- Less time spent on rote approvals, more time for substantive discussion (though I doubt this is possible considering Senate's official mandate).
- It functions effectively now (apart from going on too long because of the presentations). To me the question might be how could we make Senate meetings a more meaningful experience?
- I'm not sure - I think it's important to have a place for open discussion across the topics that come up in Senate, but I'm not sure how to streamline the time to prepare people for those discussions. It may be important to better capture the time commitment involved and expectations for new Senators in some way before they are elected, so they do not end up making commitments they can't keep.
- Earlier start times -

Q9. Please provide any additional comments you would like to offer.

- Consider strategies that aim to include less dominant voices including women, people of colour etc. The current format allows voices who already feel comfortable and confident to dominate conversation without insight that they are not hearing from voices different from their own.
- Please move the meeting time earlier.
- Senate is still too large to be effective. Still little confidence in the work of committees which is a poor governance practice.
- The student agenda sessions are amazing, keep that up!
- It would be nice to see at least one external governor be present at each meeting, so that some cross-pollination of ideas and understanding between the two main bodies of our bicameral governance structure can happen.
- I'm grateful for the opportunity to have been involved.

## Senate Executive Council

9 of 15 Respondents (60%)

### Meeting Preparation and Logistics

Q11. Meetings are intended to operate effectively and efficiently. This section examines how members prepare for and operate within meetings.

	Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree
The pre-meeting information package and other information provided for decision-making frame the issues at the right level with sufficient detail.	0	2	0	5	2
Committee meetings are focused on the right topics, aligned with its role and mandate.	0	0	0	6	3
Committee/council meeting practices (e.g., meeting times, venues, facilitation, etc.) help foster inclusion.	0	1	2	4	2
Meetings address issues of substance.	0	0	2	3	4
The Committee/Council Chair(s) and/or administration effectively frame issues and topics for discussion.	0	0	1	5	3
Staff support before, during, and after meetings is effective.	0	0	1	5	3

Q12. Please provide any additional comments in relation to the above.

- This is a great and well-functioning group that works efficiently
- Too often, reports are not submitted in time to be included in the Senate Exec package. This is an issue since the Senate package is not, technically, fully approved by Senate Exec yet this is never acknowledged at Senate.
- More time to read the 150-200 pages of documents would be helpful.

## Group Dynamics and Meetings

Q13. Relationship dynamics influence the effectiveness of the Committee/Council. This section explores your perception of how members relate to each other.

	Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree
Meeting dynamics encourage critical dialogue and discussion.	0	0	2	5	2
Member disagreement is viewed as a search for solutions rather than a “win/lose”.	0	0	2	6	1
Meetings are conducted in a respectful manner that ensures open communication and meaningful participation.	0	0	0	5	4
At committee/council meetings, I ask questions and provide input based on my knowledge, experience, analytical skills, and common sense.	0	0	2	4	3
At committee/council meetings, I ask constructive questions and seek additional information to clarify issues I do not understand.	0	0	1	5	3
At committee/council meetings, I ask tough questions when the need arises.	0	1	1	4	3
At committee/council meetings, I have the freedom to express a dissenting opinion in a constructive manner.	0	0	1	4	4
At committee/council meetings, I feel heard.	0	0	2	4	3
At committee/council meetings where I participate by videoconference, I feel appropriately engaged (e.g., my feedback is actively solicited and/or I am encouraged to participate as if I were there in person).	0	1	2	5	1
The Committee/Council Chair carries their duties well.	0	0	0	4	5

Q14. Please provide any additional comments in relation to the above.

- Online meetings add to the level of disconnection, although the option to participate remotely is appreciated during peak flu season. The timing of meetings is not ideal, especially when Monday is a holiday.

## Overall Experience

Q15. Please provide your observations on your overall experience as a member of the committee/council, as well as any observations you would like to share.

	Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree
I find my responsibilities as a Senate committee/council member stimulating and rewarding.	0	0	2	5	2
Involvement in committee/council work provides a connection between my efforts and the success of the University.	0	0	2	3	4

Q16. Please provide any additional comments in relation to the above.

Q17. What does the committee/council do particularly well?

- Approve the agenda.
- Allow for corrections/modifications to the agenda ahead of time.
- Chair runs the meetings effectively

Q18. What would help the committee/council function more effectively?

- The only thing I have wondered about is whether we should occasionally ask an AVPA or other guest to leave before a vote on something (e.g. awkward to vote negatively on [ ] item if [ ] in room)
- Two of the Senate Exec meetings occur during the October and February Reading breaks. Moving them to a regular week would ensure better attendance; the aim should be good attendance rather than just meeting quorum.
- More opportunities to actually connect (not just a fast Teams/Zoom call to do what is needed)
- Meeting in person?
- Make sure we get all the submissions on time

Q19. Do you have any suggestions for committee/council education or other areas of professional development for the Committee/Council?

Q20. Please provide any additional comments you would like to offer.



SENATE AND COMMITTEE/COUNCIL EFFECTIVENESS SURVEY  
2024/2025

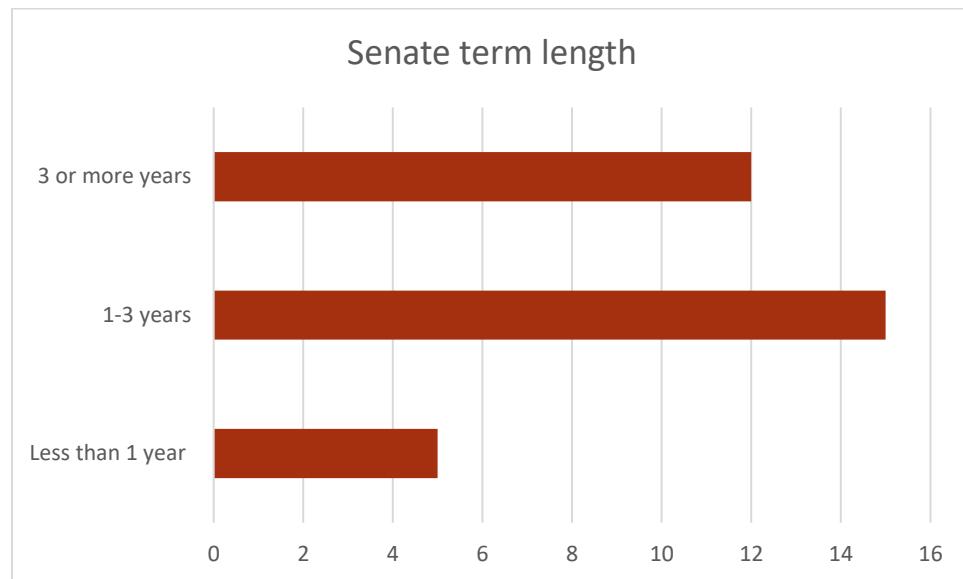
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## Senate

32 out of 87 Respondents

## Q1. How long have you been a member of Senate?



## Q2. Meeting Preparation and Logistics

Senate meetings are intended to operate effectively and efficiently. This section examines how members prepare for and operate within meetings.

	Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree
The pre-meeting information package and other information provided for Senate decision-making frame the issues at the right level with sufficient detail.	0	0	2	19	11
Senate meetings have an appropriate division of time between presentation and discussion.	1	8	7	15	1
Senate focuses its time together on the right topics, aligned with its role and mandate.	0	1	6	24	1
Senate meetings address issues of substance.	0	3	7	15	7
Senate meeting practices (e.g., meeting times, venues, facilitation, etc.) help foster inclusion.	1	4	9	15	3
Staff support before, during, and after meetings is effective.	1	0	3	13	15

Please provide any additional comments in relation to the above.

- The idea of fostering inclusion during meetings is an interesting one. While the Senate meetings are mostly respectful there have been times when one persons perspective was challenged aggressively by others. This prohibits open, honest, authentic dialogue. Also, some individuals speak on and on and there needs to be better control to keep remarks material, succinct, and relevant.
- Senate is well run and the team and presenters are well prepared. Unfortunately, a few members of Senate dominate the discussion in ways that do not add to the quality of the conversation.
- In recent years, Senate discussion has been dominated
- BoardEffect is a very good addition to the work of the Senate
- The agenda focuses on matters of importance, the lack of a time limit on speakers means that two or three individual senators monopolize the discussion and force senate to spend time on items that hold the university back instead of driving it forward
- The senate meetings often ended up being focused on current geopolitical events. These topics are important, but are not the only issues that needed to be dealt with. I believe that the chair did well to listen to these voices, but it did result in regular senate topics being reviewed more quickly than they deserved
- Discussions are frequently taken off-track by one or two speakers.
- Room design is cumbersome. Very difficult to see everyone.
- Much of senate is too much presentation, not enough discussion. I find the information density very thin. I'm not sure it is time well spent.
- Senate Executive Committee and Secretariate work to block senator participation in senate meetings.
- During many senate meetings - I find the discussion is often monopolized by the same 1-2 individuals who often make statements that are not accurate (given the documents provided to Senate members) and who often claim to speak on behalf of other senate members (should not be done). These individuals are given far too much time in the discussion and they assume that Senators who are not making comments are not engaged (also not true). It is extremely frustrating to have these individuals take the focus away from other substantial items on the agenda. These individuals create an atmosphere that does not foster inclusion.
- Not sure how to solve this, but senate speaking time tends to be dominated by men.
- Participating online is not a good experience - it's nearly impossible to see who is speaking, even when the cameras swing around. Senate feels like the receiving of reports with the "real" work being done inside committees.
- Some of the information in agenda packages is redundant. Especially for program modifications or proposals.

### Q3. Group Dynamics and Relationships

Relationship dynamics influence Senate's effectiveness. This section explores your perception of how members relate to each other and with members of the University administration.

	Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree
Meeting dynamics encourage critical dialogue and discussion.	2	11	9	7	3
Member disagreement is viewed as a search for solutions rather than a "win/lose."	3	10	8	10	1
Meetings are conducted in a respectful manner that ensures open communication and meaningful participation.	3	3	9	16	1
Senate brings an EDI-R (Equity, Diversity, Inclusion and Anti-Racism) lens to discussion and decision-making.	2	1	13	15	1
At Senate meetings, I ask questions and provide input based on my knowledge, experience, analytical skills and common sense.	1	2	15	13	1
Members of Senate ask tough questions when the need arises.	1	2	5	21	3
At Senate meetings, I have the freedom to express a dissenting opinion in a constructive manner.	1	3	9	16	3
At Senate meetings, I feel heard.	1	4	16	10	1
At Senate meetings where I participate by videoconference, I feel appropriately engaged (e.g., my feedback is actively solicited and/or I am encouraged to participate as if I were there in person).	0	4	17	10	1

Please provide any additional comments in relation to the above.

- There are a few members of Senate who are dissenters seemingly on everything. They repeatedly voice their opinions on numerous topics, often with disagreement, challenge the President continuously, and I feel they undermine the Senate's ability to progress through the agenda. As such, this results in others not being able to speak up or not willing to speak up since the tone of negativity has often been set.
- Many members of Senate encourage debate and appropriate discussion. Unfortunately two members of Senate dominate the conversation in such a way that members are less likely to participate. The rate of participation of female members of Senate is very low.
- Unfortunately a small number of Senators dominate the discussion time and sometimes prevent the opinions of others from coming forward...
- Senate discussions can be dominated by the same voices too often. While I don't like the use of 'rules' to limit debate, I have found myself wishing for some limitations to the number of time that senators can speak on a particular motion.
- 3.6 On most topics, senators will engage and ask the tough questions. However, rarely will other senators challenge one senator who is aggressively negative and appears to want to drive the agenda.

- Its quite difficult to provide sensible and effective feedback, when there are consequences to not approving a motion. Policy 33 was one such example. If it wasn't passed the university would not be in compliance with a government mandate but - regardless of the very real issues that were raised - there was defensiveness and limited acknowledgement that the concerns raised had merit. Some reassurance was provided that the policy was still open to alteration, but no plan to seek senate feedback has been presented in the subsequent 3 months. Prior to to vote, there were at least three months of meetings and consultations, primarily with senior leadership, before the adjusted policy arrived at senate. If there was interest in feedback from senate (which has a wider representation than many of the consulted groups), why wouldn't it be a good idea to have a working group from senate be able to contribute to the feedback in the consultation before it arrived for a decision? Obviously there was a tight timeline, but I don't think that this is a sufficient rationale for expecting senate to pass a policy for which several real problems were identified. Indeed, a dismissiveness to the senate input was communicated at the outset "this should only take 5 minutes". If senate is so unimportant in providing input to these matters, why are we asked to vote on them? The P33 vote was one of the most vigorously debated matters in recent times, but I have not observed any intention to harness that engagement and it made little difference as we are saddled with a terrible policy, for which the issues have been identified.
- There are issues with specific senators not with the senate itself
- Some senators dominated the conversations between the conflict in Gaza and the current budget situation, not leaving much room for others to intervene. Although both are important topics, they took more time than the majority of the senators thought appropriate. Again a very delicate balancing act for the chair, but I do believe he left room for dissenting opinions and allowed people to be heard.
- There are 1-3 members who speak frequently. While the issues and questions they raise may be important, they are generally not speaking to the business at hand. They also have made demands to produce additional information that an individual senator is not really in a position to ask for on their own -- sometimes this has taken on the tone of a cross-examination. It feels as though we rank-and-file senators have been irresponsibly silent when this occurs (I include myself in this comment), and we leave it to the Chair to manage. Perhaps a stricter adherence to parliamentary rules is required. Additionally, perhaps some general training for all senators in rules of order at large formal meetings would help. Finally, since Senate has gone overtime due to lengthy discussions and speeches from the floor, perhaps the agenda could be reordered to move business items requiring votes to the beginning, and reports to the end. This would ensure that important business items are not deferred due to lack of time.
- I do have concerns about certain members monopolizing discussions. They seem so aggressive in their input that it can be intimidating to participate.
- Senate is probably too large to really allow critical dialogue.
- Senate Executive Committee, Chair of Senate, and the Secretariate work to block senator participation in senate meetings.
- Similar comments to those provided above. In addition - throughout most of the past year or two, I have felt that the demonstrators allowed to present to the Senate used language and props that were inappropriate and extremely unprofessional - the fear and frustration I felt during these meetings has slowly led to my disengagement from Senate discussions. I certainly agree that all voices should be heard, but the words used were hateful and disrespectful to many.

- The agenda is clear, and largely brings the right items. The consent agenda is used well. My concern with Senate meetings is not with staff or the chair, but with the dominant adversarial tone. It does not feel like all Senators are there for respectful discussion; rather, the need of a small number of senators to do what I believe they feel is holding the feet of senior leadership to the fire results in what I perceive as a constant standoff. I do not feel that it's about discussion, and I don't find discussions productive when one or two senators are determined to be "right", and - though their points have been heard, and noted, multiple times, feel the need to keep hammering on. In other meetings, misunderstandings, misinterpretations and disagreements are handled with respect and compromise, but we are stuck in a loop where that no longer seems possible. I don't know how this can be resolved - we have a small number of members who have so little trust in the institution that they see themselves not as part of it, but as dissenters to what they seem to perceive as an increasingly autocratic regime.
- the layout of the Senate chamber does not encourage collaboration, feelings of safety or critical dialogue, especially the forced seating where I sit directly in front of and within earshot of my Dean.
- N/A for 3.9. I have never attended via videoconference.

#### Q4. Overall Experience

Please provide your observations on your overall experience as a member of Senate, as well as any other observations you would like to share.

	Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree
I feel knowledgeable about my role and responsibilities as a Senator.	0	0	1	26	5
I find my responsibilities as a Senate member stimulating and rewarding.	1	3	9	15	4
Involvement in Senate provides a connection between my efforts and the success of the University.	1	3	6	17	5
Senate is a place for meaningful conversations about the future of the University.	2	6	4	15	5

Please provide any additional comments in relation to the above.

- Since the agenda is usually so substantial and the Senate quite large it often is difficult to engage in conversation around "blue sky" topics. It would be wonderful to have an open ended section on the agenda for Q&A or, in some cases, an agenda item that reviews the big strategic initiatives underway.
- Leadership of Senate by the chair and the secretary's office has been exceptional. Given the urgency around change and financial stability of the University, the discussion and debate is not always aligned with the priorities of the University.
- I think there is an undercurrent of apathy. You would need to be very persuasive to overturn a vote and given the range of matters discussed, senators might not feel confident that they have fully understood the details (even if they have read the meeting book) and as a consequence may be less likely to vote against a motion. It's not as if there's any reflection on dissenting opinions and subsequent discussion opportunities provided. I think this suppresses the voicing of contrary opinions.

- I think Senate is first and foremost a place to ratify decisions and approve recommendations that flow from faculties and other Senate committees -- that's our primary responsibility under the Act. I have appreciated the recent efforts to shift discussion of more open-ended topics such as the budget or the task force reports to other forums, outside of the Senate business meeting. I support continuing that pattern -- make Senate meetings mostly about decisions we're required to make, and shift broader topical discussions elsewhere. In that vein -- would it be possible for CAL to become CAL+ Senators? It strikes me that there is a lot of overlap between CAL and the Senate, and occasionally reports and presentations are duplicated. (More frequent in-person CAL meetings would be great too).
- Senate is basically a rubber-stamping of Executive perogatives, with little critical debate, or sense of true empowerment of Senators to participate meaningfully in decisions of the University.
- When I first joined the Senate - I was optimistic and hopeful about my role, because of the reasons noted above, I am far less so.
- As above. I fear also that fewer and fewer people will step up in the future. Both past senators and visitors to Senate have expressed a desire to not sit through meetings like they are now in the future.

## Q5. Overall Experience

### Q5.1. What does Senate do particularly well?

- The President presides over the meetings effectively. The agenda is comprehensive and there is generally sufficient dialogue on important matters.
- Senators are committed and engaged.
- Review of academic programs
- Senate takes issues of academic program quality very seriously.
- I feel the recent disruptions and challenges in Senate have been handled well, kindly and firmly when some issues could have become acrimonious.
- 1) Good use of the executive committee to validate what items i) are ready to come to senate and/or ii) should come to senate
- Reviewing and presenting curriculum matters.
- The core governance gets done
- Bring high level issues to a forum that represents all faculties
- Moderate discussions
- For me the best part of Senate is simply connecting face-to-face with colleagues.
- Senate is very good at engaging feedback and discussion on all subjects.
- Getting senior administration's agenda passed with relatively little pushback.
- Follow procedures
- Senate packages are put together well, Senate Exec does an admirable job of keeping the agenda on topic, most senators are reasonable individuals who - after sitting through many minutes of railing - calmly vote on the motions as presented.
- Meetings are well organized and run efficiently.

### Q5.2. What would help Senate function more effectively?

- In order to hear more voices and to facilitate greater conversation Senators should be limited to how often they can speak so that a few Senators don't monopolize the Senate meetings.
- Certain members of Senate need to encourage contribution from others in a non-combative way.
- More time, formal or informal, for discussions

- Senate focusing more time on collaborative group problem solving efforts and less time on specific individual concerns.
- n/a
- I have felt disinclined to contribute in Senate discussions that are dominated by the same two or three voices. I'd be interested in ways to encourage broader conversation from Senators.
- It would be good to hear from more senators.
- Time limits on comments
- To bring items for reading more than once before it is put to a vote to allow for discussion time
- Certain senators use the senate to attack the executive administration. They are often quite about academic matters but use the senate as a platform to attack the executive.
- The senate should not be a forum for some members to 'negotiate' with the university management. Concerns can be raised and answers brought forward through the committees or management in future meetings. We have to have confidence in the management team and that trust needs to be built outside of the senate.
- I wonder whether annual training about (1) Senate's statutory mandate and responsibilities and (2) general rules of order, decorum, etc. would help. Many think that Senate is a catch-all forum to raise any topic or complaint. My view is that it has a particular mandate and a specified set of responsibilities.
- Keep discussions more focused and less hijacked by certain members.
- Minimize the over domination of a very few senate members at meetings. Direct more operational issues to other bodies.
- Actually giving Senators more opportunities to present and pass motions. More critical debate within committees and at senate.
- Constructive communication
- No doubt, more strict enforcement of decorum would only result in further accusations of administrative dominance.
- For some Senators to reflect personally on how they interact with other senators and during discussions. I recognize that this is not something that is the responsibility of the Secretariat.
- No more forced seating.

**Q5.3. Please provide any additional comments you would like to offer.**

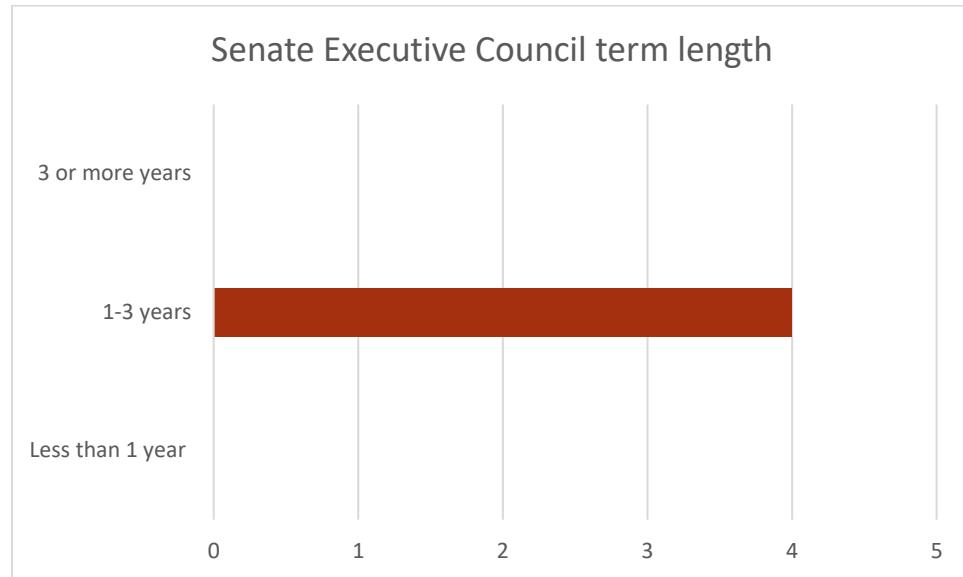
- Senate should continue to encourage diversity - particularly gender diversity and participation.
- Current issues have made it difficult to express one's opinions to drive constructive discussion
- n/a
- One senator continuously wants to add their items to the senate agenda. This is not a good use of the senate's time. I support continuing to use the executive committee to set the agenda and validate items that come forward. Some of the items previously brought forward by this individual belong on either the board agenda or in committees. The clause that provides for "any other matters" to come forward was included to contemplate and accommodate that new serious matters of academic concern may arise in the future that had not already been identified. The senator is mis-using this clause to bring forward any matter that they are interested in. This is disrespectful of other senator's time. This senator also does not accept when others do not agree with their opinion and insists on repeating their point of view multiple times and continuously accuses administration of

inappropriate filtering. I disagree with this senator and find their tone and their insistence that we listen and comply with their wishes is disrespectful and not a good use of our limited time. Can we create a chat or debate room for this senator to engage in the topics they are interested in.

- It has become a matter of nervous giggles that the policy activity at the university is very broken. For the good of University I think it would be beneficial for this to be addressed in a meaningful way that attempts to be inclusive of the community perspective. The amount of time that individuals spend on trying to develop updated policies is enormous, only to find that they don't go anywhere. This is not respectful of the time and effort that have been put into improving things and it feels like performative democracy rather than substantive democracy.
- I appreciate the efforts to coral some members who consistently bring up issues, some legitimate, but some which are, a waste of time.
- Shorten senate agendas to create more dialogue

**Senate Executive Council**  
4 out of 15 Respondents

Q1. How long have you been a member of this committee/?



Q2. Meeting Preparation and Logistics

Meetings are intended to operate effectively and efficiently. This section examines how members prepare for and operate within meetings.

	Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree
The pre-meeting information package and other information provided for decision-making frame the issues at the right level with sufficient detail.	0	0	0	1	3
Committee/council meetings are focused on the right topics, aligned with its role and mandate.	0	0	0	2	2
Committee/council meeting practices (e.g., meeting times, venues, facilitation, etc.) help foster inclusion.	0	0	1	2	1
Meetings address issues of substance.	0	0	1	2	1
The Committee/Council chair(s) and/or administration effectively frame issues and topics for discussion	0	1	0	1	2
Staff support before, during, and after meetings is effective.	0	0	0	0	4

Please provide any additional comments in relation to the above.

- This is an efficient and well run meeting in spite of the fact that one senator creates outsized and unhelpful make work for the group

### Q3. Group Dynamics and Meetings

Relationship dynamics influence the effectiveness of the Committee/Council. This section explores your perception of how members relate to each other.

	Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree
Meeting dynamics encourage critical dialogue and discussion.	0	0	1	2	1
Member disagreement is viewed as a search for solutions rather than a "win/lose".	0	0	1	1	2
Meetings are conducted in a respectful manner that ensures open communication and meaningful participation.	0	0	0	2	2
At committee/council meetings, I ask questions and provide input based on my knowledge, experience, analytical skills, and common sense.	0	0	1	1	2
At committee/council meetings, I ask constructive questions and seek additional information to clarify issues I do not understand.	0	0	1	1	2
At committee/council meetings, I ask tough questions when the need arises.	0	0	1	1	2
At committee/council meetings, I have the freedom to express a dissenting opinion in a constructive manner.	0	0	1	2	1
At committee/council meetings, I feel heard.	0	0	3	0	1
At committee/council meetings where I participate by videoconference, I feel appropriately engaged (e.g., my feedback is actively solicited and/or I am encouraged to participate as if I were there in person).	0	0	2	1	1
The chair(s) of the committee/council carries their duties well	0	1	0	1	2

Please provide any additional comments in relation to the above.

- The diversity of the committee from a gender, but also from a cultural & racial, standpoint is even worse than that of the wider Senate.

**Q4. Overall Experience**

Please provide your observations on your overall experience as a member of the committee/council, as well as any observations you would like to share.

	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neither Agree or Disagree</b>	<b>Agree</b>	<b>Strongly Agree</b>
I feel knowledgeable about my role and responsibilities as a member of the committee/council.	0	0	0	1	3
I find my responsibilities as a member to be stimulating and rewarding.	0	0	1	2	1
Involvement in committee/council work provides a connection between my efforts and the success of the University.	0	0	0	3	1

Please provide any additional comments in relation to the above.

**Q5. Additional Comments**

**Q5.1. What does the committee/council do particularly well?**

**Q5.2. What would help the committee/council function more effectively?**

- More diversity from a gender and particularly from a racial & cultural standpoint.

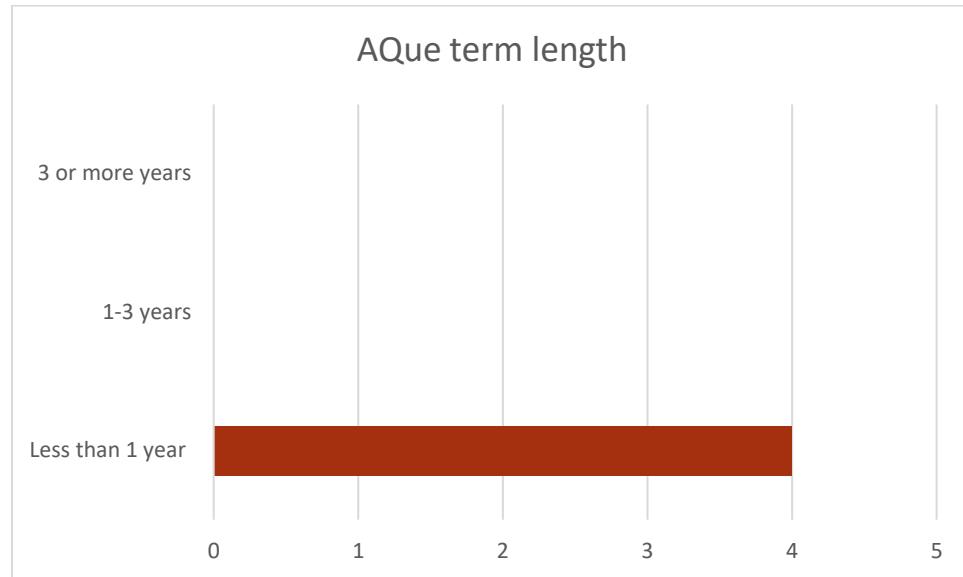
**Q5.3. Do you have any suggestions for committee/council education or other areas of professional development for the Committee/Council?**

- The committee has often been sidetracked into discussions regarding policy minutiae, including senate guidelines, as opposed to the strategic direction of the body.

**Q5.4. Please provide any additional comments you would like to offer.**

Academic Quality Enhancement Committee  
4 out of 10 Respondents

Q1. How long have you been a member of this committee/?



Q2. Meeting Preparation and Logistics

Meetings are intended to operate effectively and efficiently. This section examines how members prepare for and operate within meetings.

	Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree
The pre-meeting information package and other information provided for decision-making frame the issues at the right level with sufficient detail.	0	0	0	1	3
Committee/council meetings are focused on the right topics, aligned with its role and mandate.	0	0	0	1	3
Committee/council meeting practices (e.g., meeting times, venues, facilitation, etc.) help foster inclusion.	0	0	1	1	2
Meetings address issues of substance.	0	0	0	1	3
The Committee/Council chair(s) and/or administration effectively frame issues and topics for discussion	0	0	0	1	3
Staff support before, during, and after meetings is effective.	0	0	0	0	4

Please provide any additional comments in relation to the above.

- While we don't meet in person that frequently the process functions very well offline with lots of support from the Quality Assurance staff
- There are no meetings.

### Q3. Group Dynamics and Meetings

Relationship dynamics influence the effectiveness of the Committee/Council. This section explores your perception of how members relate to each other.

	Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree
Meeting dynamics encourage critical dialogue and discussion.	0	0	0	2	2
Member disagreement is viewed as a search for solutions rather than a "win/lose".	0	0	0	1	3
Meetings are conducted in a respectful manner that ensures open communication and meaningful participation.	0	0	2	0	2
At committee/council meetings, I ask questions and provide input based on my knowledge, experience, analytical skills, and common sense.	0	0	0	1	3
At committee/council meetings, I ask constructive questions and seek additional information to clarify issues I do not understand.	0	0	0	1	3
At committee/council meetings, I ask tough questions when the need arises.	0	0	1	1	2
At committee/council meetings, I have the freedom to express a dissenting opinion in a constructive manner.	0	0	0	1	3
At committee/council meetings, I feel heard.	0	0	1	0	3
At committee/council meetings where I participate by videoconference, I feel appropriately engaged (e.g., my feedback is actively solicited and/or I am encouraged to participate as if I were there in person).	0	0	1	1	2
The chair(s) of the committee/council carries their duties well	0	0	0	1	3

Please provide any additional comments in relation to the above.

- We should probably meet in person at least once a year on larger issues in part to build community
- There are no meetings.

**Q4. Overall Experience**

Please provide your observations on your overall experience as a member of the committee/council, as well as any observations you would like to share.

	Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree
I feel knowledgeable about my role and responsibilities as a member of the committee/council.	0	0	0	1	3
I find my responsibilities as a member to be stimulating and rewarding.	0	0	0	2	2
Involvement in committee/council work provides a connection between my efforts and the success of the University.	0	0	0	1	3

Please provide any additional comments in relation to the above.

**Q5. Additional Comments****Q5.1. What does the committee/council do particularly well?**

- I appreciate that unnecessary meetings are canceled, and there is opportunity for most of the work to be done in an asynchronous fashion. Materials for the meetings and reviews are very well organized
- Work efficiently offline

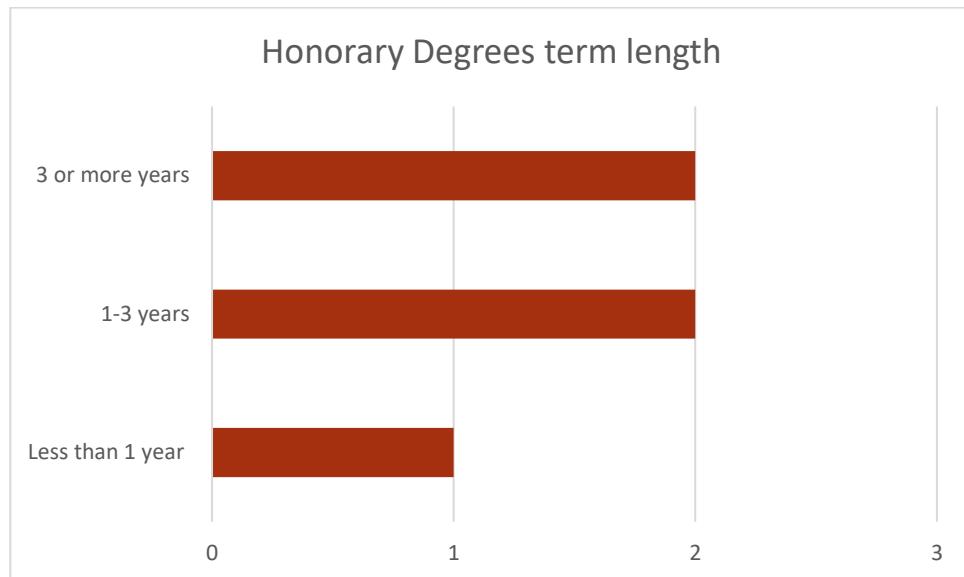
**Q5.2. What would help the committee/council function more effectively?**

- Hold termly meetings to discuss our work, ask questions of each other, build rapport, etc.

**Q5.3. Do you have any suggestions for committee/council education or other areas of professional development for the Committee/Council?****Q5.4. Please provide any additional comments you would like to offer.**

**Honorary Degrees Committee**  
 5 out of 10 Respondents

Q1. How long have you been a member of this committee/?



Q2. Meeting Preparation and Logistics

Meetings are intended to operate effectively and efficiently. This section examines how members prepare for and operate within meetings.

	Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree
The pre-meeting information package and other information provided for decision-making frame the issues at the right level with sufficient detail.	0	0	0	1	4
Committee/council meetings are focused on the right topics, aligned with its role and mandate.	0	0	0	0	5
Committee/council meeting practices (e.g., meeting times, venues, facilitation, etc.) help foster inclusion.	0	0	0	0	5
Meetings address issues of substance.	0	0	0	0	5
The Committee/Council chair(s) and/or administration effectively frame issues and topics for discussion	0	0	0	1	4
Staff support before, during, and after meetings is effective.	0	0	0	0	5

Please provide any additional comments in relation to the above.

- I am only a resource to this committee

### Q3. Group Dynamics and Meetings

Relationship dynamics influence the effectiveness of the Committee/Council. This section explores your perception of how members relate to each other.

	Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree
Meeting dynamics encourage critical dialogue and discussion.	0	0	0	3	2
Member disagreement is viewed as a search for solutions rather than a "win/lose".	0	0	1	2	2
Meetings are conducted in a respectful manner that ensures open communication and meaningful participation.	0	0	0	1	4
At committee/council meetings, I ask questions and provide input based on my knowledge, experience, analytical skills, and common sense.	0	0	1	2	2
At committee/council meetings, I ask constructive questions and seek additional information to clarify issues I do not understand.	0	0	1	2	2
At committee/council meetings, I ask tough questions when the need arises.	0	0	2	0	3
At committee/council meetings, I have the freedom to express a dissenting opinion in a constructive manner.	0	0	0	1	4
At committee/council meetings, I feel heard.	0	0	1	1	3
At committee/council meetings where I participate by videoconference, I feel appropriately engaged (e.g., my feedback is actively solicited and/or I am encouraged to participate as if I were there in person).	0	0	1	2	2
The chair(s) of the committee/council carries their duties well	0	0	0	2	3

Please provide any additional comments in relation to the above.

**Q4. Overall Experience**

Please provide your observations on your overall experience as a member of the committee/council, as well as any observations you would like to share.

	Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree
I feel knowledgeable about my role and responsibilities as a member of the committee/council.	0	0	1	2	2
I find my responsibilities as a member to be stimulating and rewarding.	0	0	2	1	2
Involvement in committee/council work provides a connection between my efforts and the success of the University.	0	0	1	2	2

Please provide any additional comments in relation to the above.

**Q5. Additional Comments****Q5.1. What does the committee/council do particularly well?**

- We are always well prepared for the discussions
- Positivity and clarity in the process within the committee

**Q5.2. What would help the committee/council function more effectively?**

- It would be good to provide a job/activity description for representatives from each faculty to indicate what the expectations are for liaising between the university level committee, and vice versa. Some of this may also require the pathway to be clear and provide contact people along the pathway to facilitate the committee's work.

**Q5.3. Do you have any suggestions for committee/council education or other areas of professional development for the Committee/Council?**

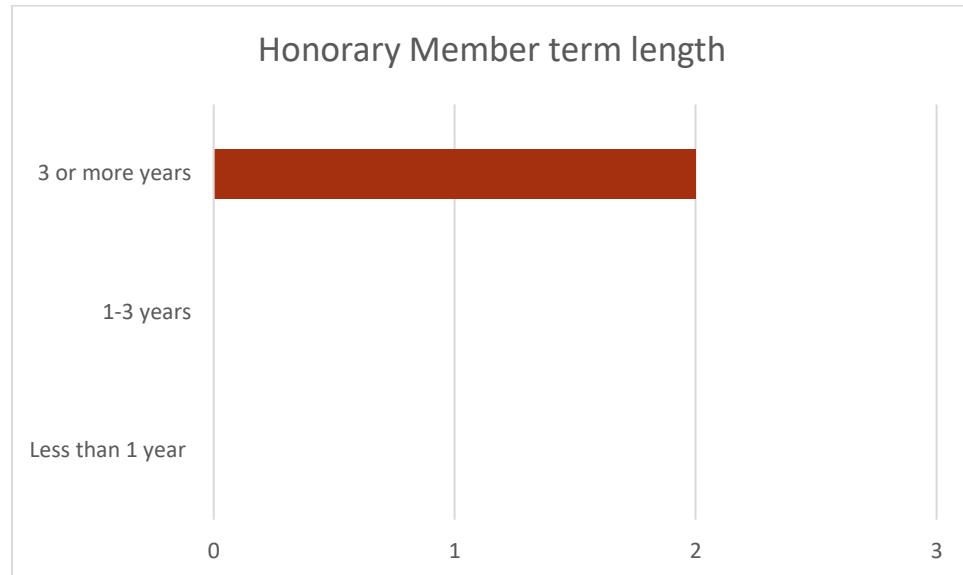
- I think we should be clearer about how/what we communicate to the groups that provide us with nominees (faculty committees etc). At present, the information does not seem to be getting through to the administrative staff who manage the faculty level committees.

**Q5.4. Please provide any additional comments you would like to offer.**

- I appreciate that we now have some stronger metrics / rubrics to use to help make decisions about distinguished profs and hon degrees - in my first year on the committee I sometimes felt as if I was flying blind in evaluating files.
- This is a well-run and staffed committee.
- Thanks for allowing me the opportunity to serve on this committee.

**Honorary Member of the University Committee**  
2 out of 5 Respondents

Q1. How long have you been a member of this committee/?



**Q2. Meeting Preparation and Logistics**

Meetings are intended to operate effectively and efficiently. This section examines how members prepare for and operate within meetings.

	Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree
The pre-meeting information package and other information provided for decision-making frame the issues at the right level with sufficient detail.	0	0	0	0	2
Committee/council meetings are focused on the right topics, aligned with its role and mandate.	0	0	0	1	1
Committee/council meeting practices (e.g., meeting times, venues, facilitation, etc.) help foster inclusion.	0	0	0	1	1
Meetings address issues of substance.	0	0	0	1	1
The Committee/Council chair(s) and/or administration effectively frame issues and topics for discussion	0	0	0	1	1
Staff support before, during, and after meetings is effective.	0	0	0	1	1

Please provide any additional comments in relation to the above.

### Q3. Group Dynamics and Meetings

Relationship dynamics influence the effectiveness of the Committee/Council. This section explores your perception of how members relate to each other.

	Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree
Meeting dynamics encourage critical dialogue and discussion.	0	0	0	1	1
Member disagreement is viewed as a search for solutions rather than a "win/lose".	0	0	0	1	1
Meetings are conducted in a respectful manner that ensures open communication and meaningful participation.	0	0	0	1	1
At committee/council meetings, I ask questions and provide input based on my knowledge, experience, analytical skills, and common sense.	0	0	0	1	1
At committee/council meetings, I ask constructive questions and seek additional information to clarify issues I do not understand.	0	0	0	1	1
At committee/council meetings, I ask tough questions when the need arises.	0	0	0	1	1
At committee/council meetings, I have the freedom to express a dissenting opinion in a constructive manner.	0	0	0	1	1
At committee/council meetings, I feel heard.	0	0	0	1	1
At committee/council meetings where I participate by videoconference, I feel appropriately engaged (e.g., my feedback is actively solicited and/or I am encouraged to participate as if I were there in person).	0	0	0	1	1
The chair(s) of the committee/council carries their duties well	0	0	0	0	2

Please provide any additional comments in relation to the above.

**Q4. Overall Experience**

Please provide your observations on your overall experience as a member of the committee/council, as well as any observations you would like to share.

	Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree
I feel knowledgeable about my role and responsibilities as a member of the committee/council.	0	0	0	1	1
I find my responsibilities as a member to be stimulating and rewarding.	0	0	0	1	1
Involvement in committee/council work provides a connection between my efforts and the success of the University.	0	0	0	1	1

Please provide any additional comments in relation to the above.

**Q5. Additional Comments****Q5.1. What does the committee/council do particularly well?**

- Take a positive approach to reviewing applications

**Q5.2. What would help the committee/council function more effectively?**

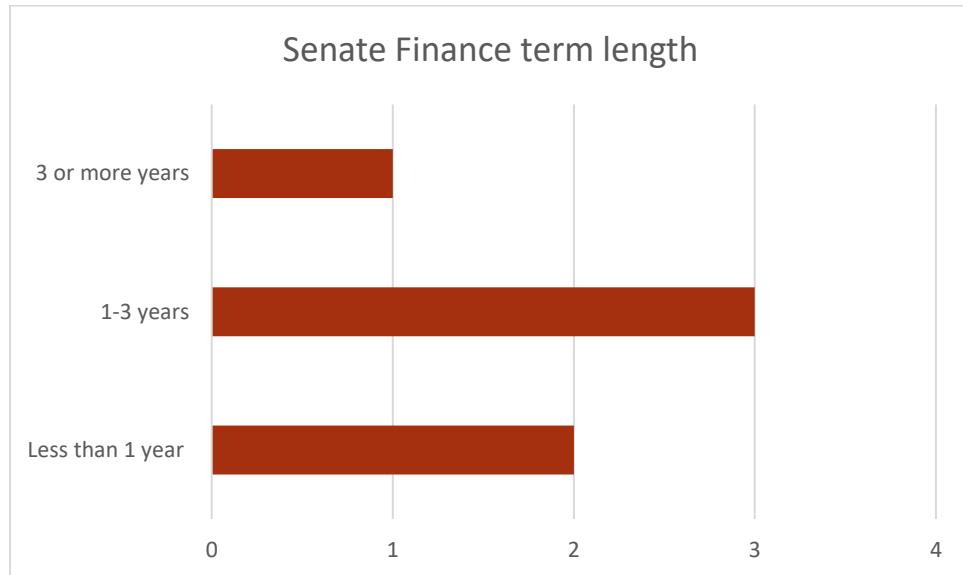
- I think the committee functions well

**Q5.3. Do you have any suggestions for committee/council education or other areas of professional development for the Committee/Council?****Q5.4. Please provide any additional comments you would like to offer.**

- Thanks for allowing me the opportunity to serve on this committee.
- This is a well-run committee with strong staff support. It's always a pleasure.

Senate Finance Committee  
6 out of 23 Respondents

Q1. How long have you been a member of this committee/?



Q2. Meeting Preparation and Logistics

Meetings are intended to operate effectively and efficiently. This section examines how members prepare for and operate within meetings.

	Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree
The pre-meeting information package and other information provided for decision-making frame the issues at the right level with sufficient detail.	0	0	1	1	4
Committee/council meetings are focused on the right topics, aligned with its role and mandate.	0	0	0	3	3
Committee/council meeting practices (e.g., meeting times, venues, facilitation, etc.) help foster inclusion.	0	0	0	4	2
Meetings address issues of substance.	0	0	0	3	3
The Committee/Council chair(s) and/or administration effectively frame issues and topics for discussion	0	0	1	1	4
Staff support before, during, and after meetings is effective.	0	0	1	2	3

Please provide any additional comments in relation to the above.

- Additional information provided for meetings has been useful for context and clarity.
- I sit on the Finance Committee. This committee is very well run, the information provided in advance is robust and comprehensive, and the conversations substantive.

### Q3. Group Dynamics and Meetings

Relationship dynamics influence the effectiveness of the Committee/Council. This section explores your perception of how members relate to each other.

	Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree
Meeting dynamics encourage critical dialogue and discussion.	0	0	0	4	2
Member disagreement is viewed as a search for solutions rather than a "win/lose".	0	0	1	3	2
Meetings are conducted in a respectful manner that ensures open communication and meaningful participation.	0	0	1	2	3
At committee/council meetings, I ask questions and provide input based on my knowledge, experience, analytical skills, and common sense.	0	0	0	3	3
At committee/council meetings, I ask constructive questions and seek additional information to clarify issues I do not understand.	0	0	0	4	2
At committee/council meetings, I ask tough questions when the need arises.	0	0	1	3	2
At committee/council meetings, I have the freedom to express a dissenting opinion in a constructive manner.	0	0	0	4	2
At committee/council meetings, I feel heard.	0	0	1	2	3
At committee/council meetings where I participate by videoconference, I feel appropriately engaged (e.g., my feedback is actively solicited and/or I am encouraged to participate as if I were there in person).	0	0	1	3	2
The chair(s) of the committee/council carries their duties well	0	0	0	2	4

Please provide any additional comments in relation to the above.

- The committee is probably too large for everyone to ask tough questions, feel heard etc.
- I think it's hard to feel heard at Senate, especially on the finance committee because a lot of decision making is made by the board or faculty councils and we are given a really high level presentation on what is going on. Also, all our thoughts are taken into consideration but I don't feel like they are valued in any meaningful way in terms of changes.
- I feel the Finance Committee is well run and focuses on the right issues. The documents provided are thorough. The one request would be to provide full financial statements or a

more details "accounting" style financial breakdown with 3 years of comparable data so that we can take a closer look at various line items.

#### Q4. Overall Experience

Please provide your observations on your overall experience as a member of the committee/council, as well as any observations you would like to share.

	Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree
I feel knowledgeable about my role and responsibilities as a member of the committee/council.	0	0	0	3	3
I find my responsibilities as a member to be stimulating and rewarding.	0	0	1	3	2
Involvement in committee/council work provides a connection between my efforts and the success of the University.	0	0	1	3	2

Please provide any additional comments in relation to the above.

- The meetings are generally about presenting information, data, trends and this definitely leads to good conversation. However, the Finance Committee doesn't really seek input or guidance on the overall strategy. While I recognize there are bright minds working on these things in the background I would really enjoy a presentation of challenges where open feedback is solicited or a menu of options the university is considering that could be deliberated by the Committee. This will go a long way to the Committee members feeling they have actual input and say into overall strategy.

#### Q5. Additional Comments

##### Q5.1. What does the committee/council do particularly well?

- Materials provided are excellent and the conversations with this smaller group are at the right level of depth.

##### Q5.2. What would help the committee/council function more effectively?

- I believe that combining the two committees would allow for more discussion and meaningful impact as Senate Finance committees scope is really narrow
- Changes to Finance and SLRP will be beneficial.
- Create opportunities for "problem solving". This Committee sometimes feels like a governance committee where information is presented by the committee members can't really offer up solutions.

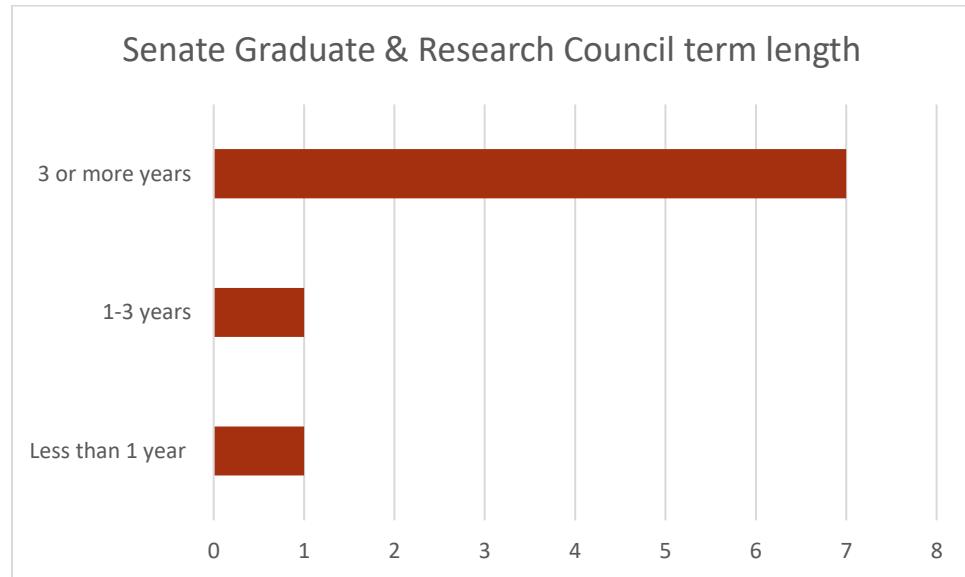
##### Q5.3. Do you have any suggestions for committee/council education or other areas of professional development for the Committee/Council?

- One meeting for this Committee should be treated as a deep dive strategy session. I would recommend that the in-person attendance be mandatory and there be time allocated to listing current decision making challenges that the committee can then focus on. Some hands-on work, including break-out groups (during the meeting) where different ideas are developed would help with problem solving and will also engage the committee members more deeply.

Q5.4. Please provide any additional comments you would like to offer.

Senate Graduate & Research Council  
9 out of 29 Respondents

Q1. How long have you been a member of this committee/?



Q2. Meeting Preparation and Logistics

Meetings are intended to operate effectively and efficiently. This section examines how members prepare for and operate within meetings.

	Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree
The pre-meeting information package and other information provided for decision-making frame the issues at the right level with sufficient detail.	0	0	0	6	3
Committee/council meetings are focused on the right topics, aligned with its role and mandate.	0	2	1	5	1
Committee/council meeting practices (e.g., meeting times, venues, facilitation, etc.) help foster inclusion.	0	1	1	5	2
Meetings address issues of substance.	0	1	3	4	1
The Committee/Council chair(s) and/or administration effectively frame issues and topics for discussion	0	1	0	5	3
Staff support before, during, and after meetings is effective.	0	0	0	2	7

Please provide any additional comments in relation to the above.

- Research is less of a focus on SGRC than it should be. Few topics concerning research are brought forward or discussed. Most is focused on curriculum. As a person on the committee from the research side of the house it's frustrating to attend meeting that have little to do with research.
- For 2.2, I disagreed because historically we haven't focused enough on the research side of the house, but that problem is resolved with the split
- The issues of substance is being addressed.
- The content of the meetings could focus on more substantial items. IT has already improved a lot with the consent agenda though

### Q3. Group Dynamics and Meetings

Relationship dynamics influence the effectiveness of the Committee/Council. This section explores your perception of how members relate to each other.

	Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree
Meeting dynamics encourage critical dialogue and discussion.	0	1	1	4	3
Member disagreement is viewed as a search for solutions rather than a "win/lose".	0	1	1	4	3
Meetings are conducted in a respectful manner that ensures open communication and meaningful participation.	0	1	1	4	3
At committee/council meetings, I ask questions and provide input based on my knowledge, experience, analytical skills, and common sense.	0	1	0	4	4
At committee/council meetings, I ask constructive questions and seek additional information to clarify issues I do not understand.	0	0	3	3	3
At committee/council meetings, I ask tough questions when the need arises.	0	0	2	5	2
At committee/council meetings, I have the freedom to express a dissenting opinion in a constructive manner.	0	1	1	3	4
At committee/council meetings, I feel heard.	0	1	1	4	3
At committee/council meetings where I participate by videoconference, I feel appropriately engaged (e.g., my feedback is actively solicited and/or I am encouraged to participate as if I were there in person).	0	1	4	3	1
The chair(s) of the committee/council carries their duties well	0	1	0	5	3

Please provide any additional comments in relation to the above.

- There is little discussion on issues. The agenda is moved through very quickly mainly as a checklist.
- In some cases, providing strong input is challenging when there are a lot of materials to cover. Critically reviewing entire pre-reads while balancing our other duties is challenging; on the other hand, these meetings are only monthly and, as such, is reasonable.
- The atmosphere at the meetings is collegial and respectful. This is a great feature of this council

#### Q4. Overall Experience

Please provide your observations on your overall experience as a member of the committee/council, as well as any observations you would like to share.

	Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree
I feel knowledgeable about my role and responsibilities as a member of the committee/council.	0	1	1	5	2
I find my responsibilities as a member to be stimulating and rewarding.	0	2	2	4	1
Involvement in committee/council work provides a connection between my efforts and the success of the University.	0	2	1	3	3

Please provide any additional comments in relation to the above.

- I think most members do not feel heard or are given an opportunity to speak up and be heard.
- For 4.1, it's the issue of grad material not being terribly relevant. Can a committee like this really be stimulating and rewarding? Really? ;)

#### Q5. Additional Comments

##### Q5.1. What does the committee/council do particularly well?

- Brings a diverse group of people together to network.
- It's a big group, but we still have time for people to have their say. Grad students are not pushed aside (which is good).
- Provides pre meeting information, conducts the meetings efficiently. Lately, it is moving to improve the content towards a true strategic venue to advance research and graduate issues at UW

##### Q5.2. What would help the committee/council function more effectively?

- Chair facilitation could be improved to all members more time to speak vs. the chair driving the discussion and opinions that are brought forward.

- A lot of times we run out of time to get through agenda items, and they get bumped (sometimes multiple times). Think more carefully whether a structure like this is the right one for topics that require more time.
- A clear and friendly way to include agenda topics from the members, maybe by soliciting these.

**Q5.3. Do you have any suggestions for committee/council education or other areas of professional development for the Committee/Council?**

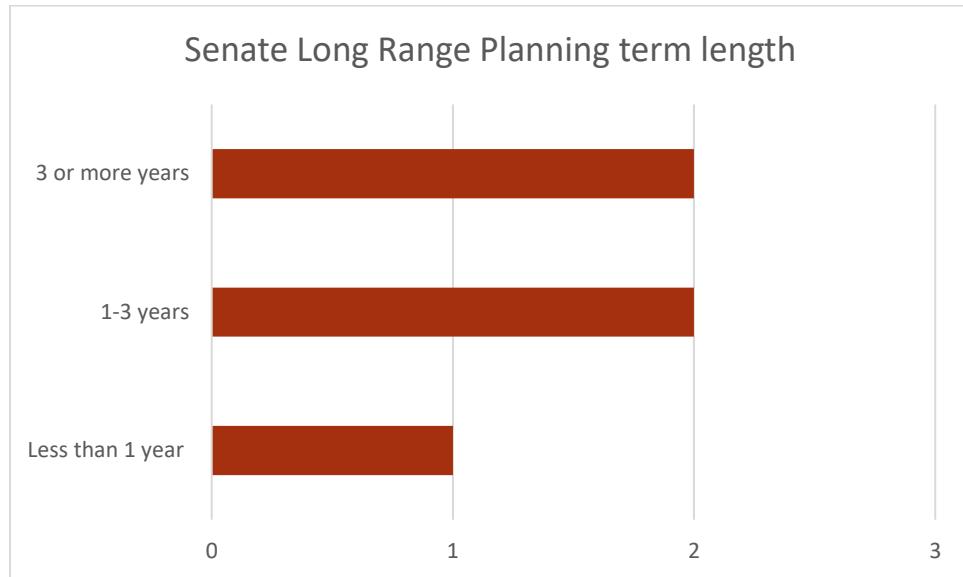
- Effective meeting facilitation and engagement might be a good professional development session for the SGRC.

**Q5.4. Please provide any additional comments you would like to offer.**

- With the proposed change to SGRC to split into two committees (one for grad and one for research), it is disappointing that Office of Research staff are being removed from the membership. The OR staff bring a lot value and experiences to the SGRC.

Senate Long Range Committee  
5 out of 23 Respondents

Q1. How long have you been a member of this committee/?



Q2. Meeting Preparation and Logistics

Meetings are intended to operate effectively and efficiently. This section examines how members prepare for and operate within meetings.

	Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree
The pre-meeting information package and other information provided for decision-making frame the issues at the right level with sufficient detail.	0	0	0	2	3
Committee/council meetings are focused on the right topics, aligned with its role and mandate.	0	0	0	4	1
Committee/council meeting practices (e.g., meeting times, venues, facilitation, etc.) help foster inclusion.	0	0	0	3	2
Meetings address issues of substance.	0	0	0	2	3
The Committee/Council chair(s) and/or administration effectively frame issues and topics for discussion	0	0	0	2	3
Staff support before, during, and after meetings is effective.	0	0	0	3	2

Please provide any additional comments in relation to the above.

### Q3. Group Dynamics and Meetings

Relationship dynamics influence the effectiveness of the Committee/Council. This section explores your perception of how members relate to each other.

	Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree
Meeting dynamics encourage critical dialogue and discussion.	0	0	1	3	1
Member disagreement is viewed as a search for solutions rather than a "win/lose".	0	0	1	3	1
Meetings are conducted in a respectful manner that ensures open communication and meaningful participation.	0	0	0	4	1
At committee/council meetings, I ask questions and provide input based on my knowledge, experience, analytical skills, and common sense.	0	0	0	3	2
At committee/council meetings, I ask constructive questions and seek additional information to clarify issues I do not understand.	0	0	0	2	3
At committee/council meetings, I ask tough questions when the need arises.	0	0	0	3	2
At committee/council meetings, I have the freedom to express a dissenting opinion in a constructive manner.	0	0	0	2	3
At committee/council meetings, I feel heard.	0	0	0	2	3
At committee/council meetings where I participate by videoconference, I feel appropriately engaged (e.g., my feedback is actively solicited and/or I am encouraged to participate as if I were there in person).	0	0	3	2	0
The chair(s) of the committee/council carries their duties well	0	0	0	1	4

Please provide any additional comments in relation to the above.

**Q4. Overall Experience**

Please provide your observations on your overall experience as a member of the committee/council, as well as any observations you would like to share.

	Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree
I feel knowledgeable about my role and responsibilities as a member of the committee/council.	0	0	0	1	4
I find my responsibilities as a member to be stimulating and rewarding.	0	0	0	1	4
Involvement in committee/council work provides a connection between my efforts and the success of the University.	0	0	0	1	4

Please provide any additional comments in relation to the above.

**Q5. Additional Comments****Q5.1. What does the committee/council do particularly well?**

- engage in meaningful discussion on the agenda topics
- I have observed that this space is much more collegial than the main senate, there is opportunity to speak and be heard where one or two voices do not monopolize the speaking time.
- Tackles large, long-term questions which are not discussed elsewhere.

**Q5.2. What would help the committee/council function more effectively?**

- Meet more often with substantive agendas
- I strongly feel that the clarity around the purpose of this committee will be helpful moving forward.
- Combining SLP and Senate Finance is a good approach.

**Q5.3. Do you have any suggestions for committee/council education or other areas of professional development for the Committee/Council?**

- Ensuring all voices have had the opportunity to be heard and welcoming those who have not spoken to do so.

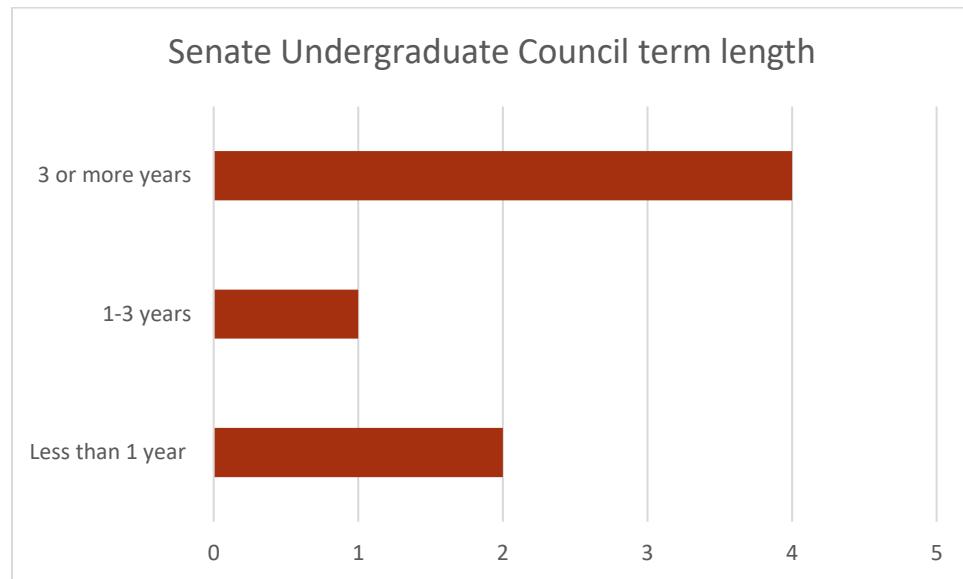
**Q5.4. Please provide any additional comments you would like to offer.**

- The timing of the survey seems odd, given that this committee is proposed to merge with another.

## Senate Undergraduate Council

7 out of 28 Respondents

Q1. How long have you been a member of this committee/?



Q2. Meeting Preparation and Logistics

Meetings are intended to operate effectively and efficiently. This section examines how members prepare for and operate within meetings.

	Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree
The pre-meeting information package and other information provided for decision-making frame the issues at the right level with sufficient detail.	0	1	0	3	3
Committee/council meetings are focused on the right topics, aligned with its role and mandate.	0	0	0	0	7
Committee/council meeting practices (e.g., meeting times, venues, facilitation, etc.) help foster inclusion.	0	0	0	2	5
Meetings address issues of substance.	0	0	0	2	5
The Committee/Council chair(s) and/or administration effectively frame issues and topics for discussion	0	0	1	2	4
Staff support before, during, and after meetings is effective.	0	0	0	1	6

Please provide any additional comments in relation to the above.

- The move to the subcommittee has been good for allowing SUC to focus on strategic matters but the way Kuali organizes the consent agenda material is a nightmare and feedback on that point has not really been well received when offered

### Q3. Group Dynamics and Meetings

Relationship dynamics influence the effectiveness of the Committee/Council. This section explores your perception of how members relate to each other.

	Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree
Meeting dynamics encourage critical dialogue and discussion.	0	0	0	2	5
Member disagreement is viewed as a search for solutions rather than a "win/lose".	0	0	1	2	4
Meetings are conducted in a respectful manner that ensures open communication and meaningful participation.	0	0	0	3	4
At committee/council meetings, I ask questions and provide input based on my knowledge, experience, analytical skills, and common sense.	0	0	0	2	5
At committee/council meetings, I ask constructive questions and seek additional information to clarify issues I do not understand.	0	0	0	2	5
At committee/council meetings, I ask tough questions when the need arises.	0	0	1	3	3
At committee/council meetings, I have the freedom to express a dissenting opinion in a constructive manner.	0	0	0	2	5
At committee/council meetings, I feel heard.	0	0	0	2	5
At committee/council meetings where I participate by videoconference, I feel appropriately engaged (e.g., my feedback is actively solicited and/or I am encouraged to participate as if I were there in person).	0	0	5	2	0
The chair(s) of the committee/council carries their duties well	0	0	0	4	3

Please provide any additional comments in relation to the above.

- Item 3.9 should be "not applicable" since I have never participated remotely

**Q4. Overall Experience**

Please provide your observations on your overall experience as a member of the committee/council, as well as any observations you would like to share.

	Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree
I feel knowledgeable about my role and responsibilities as a member of the committee/council.	0	0	0	1	6
I find my responsibilities as a member to be stimulating and rewarding.	0	0	0	2	5
Involvement in committee/council work provides a connection between my efforts and the success of the University.	0	0	0	2	5

Please provide any additional comments in relation to the above.

**Q5. Additional Comments****Q5.1. What does the committee/council do particularly well?**

- Creates a sense of dialogue and clarification. By which I mean, if an issue is brought before the members there is usually very good clarification and questions to make sure the issue is understood fully.
- this committee work is very well supported and coordinated by the Secretariat team

**Q5.2. What would help the committee/council function more effectively?**

- I am not certain. Perhaps with more time I the committee I can derive a fuller insight, but at the moment all seems to run quite smoothly from my perspective.
- I suspect this is a Kuali issue, but the pre-meeting packet contains far too much irrelevant information. It would be helpful if there was a more easy-to-navigate summary, whenever feasible.

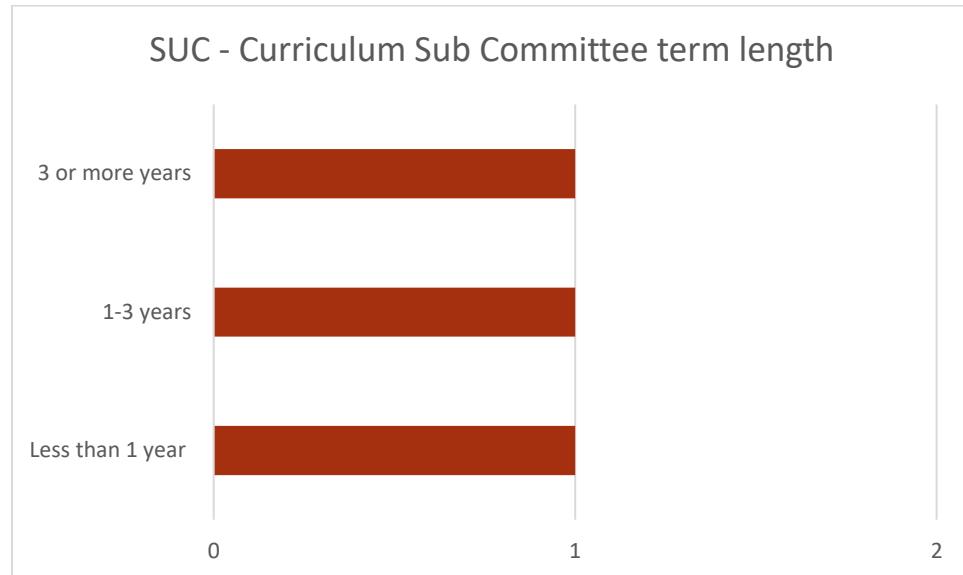
**Q5.3. Do you have any suggestions for committee/council education or other areas of professional development for the Committee/Council?**

- Alas, I do not at this time.

**Q5.4. Please provide any additional comments you would like to offer.**

Senate Undergraduate Council – Curriculum Sub Committee  
3 out of 9 Respondents

Q1. How long have you been a member of this committee/?



Q2. Meeting Preparation and Logistics

Meetings are intended to operate effectively and efficiently. This section examines how members prepare for and operate within meetings.

	Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree
The pre-meeting information package and other information provided for decision-making frame the issues at the right level with sufficient detail.	0	0	0	0	3
Committee/council meetings are focused on the right topics, aligned with its role and mandate.	0	0	1	0	2
Committee/council meeting practices (e.g., meeting times, venues, facilitation, etc.) help foster inclusion.	0	0	0	1	2
Meetings address issues of substance.	0	0	1	0	2
The Committee/Council chair(s) and/or administration effectively frame issues and topics for discussion	0	0	1	1	1
Staff support before, during, and after meetings is effective.	0	0	0	2	1

Please provide any additional comments in relation to the above.

- I found tricky to answer 2.3... but I realize that this sub-committee actually sees contributions from its members, save the absent chair (AVPA). Our meetings are chaotic, but lead to stronger curricular decisions.

### Q3. Group Dynamics and Meetings

Relationship dynamics influence the effectiveness of the Committee/Council. This section explores your perception of how members relate to each other.

	Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree
Meeting dynamics encourage critical dialogue and discussion.	0	0	0	0	3
Member disagreement is viewed as a search for solutions rather than a "win/lose".	0	0	0	0	3
Meetings are conducted in a respectful manner that ensures open communication and meaningful participation.	0	0	0	0	3
At committee/council meetings, I ask questions and provide input based on my knowledge, experience, analytical skills, and common sense.	0	0	0	0	3
At committee/council meetings, I ask constructive questions and seek additional information to clarify issues I do not understand.	0	0	0	0	3
At committee/council meetings, I ask tough questions when the need arises.	0	0	1	0	2
At committee/council meetings, I have the freedom to express a dissenting opinion in a constructive manner.	0	0	0	1	2
At committee/council meetings, I feel heard.	0	0	0	1	2
At committee/council meetings where I participate by videoconference, I feel appropriately engaged (e.g., my feedback is actively solicited and/or I am encouraged to participate as if I were there in person).	0	1	2	0	0
The chair(s) of the committee/council carries their duties well	0	1	1	1	0

Please provide any additional comments in relation to the above.

- Question 3.9 is hard to answer when you don't participate remotely. So I chose 'neutral'. There should have been an answer « never engaged by videoconference ». On the chair of the committee, I believe it is by the TOR the AVPA, but the AVPA never engages with the committee. On the other hand, the AVPA does not interfere with the decisions of the group, and the group organizes its meetings organically.

**Q4. Overall Experience**

Please provide your observations on your overall experience as a member of the committee/council, as well as any observations you would like to share.

	Strongly Disagree	Disagree	Neither Agree or Disagree	Agree	Strongly Agree
I feel knowledgeable about my role and responsibilities as a member of the committee/council.	0	0	0	0	3
I find my responsibilities as a member to be stimulating and rewarding.	0	0	0	1	2
Involvement in committee/council work provides a connection between my efforts and the success of the University.	0	0	0	0	3

Please provide any additional comments in relation to the above.

- I'm a resource, not a voting member.

**Q5. Additional Comments****Q5.1. What does the committee/council do particularly well?**

- The committee provides a thorough review of the curricular changes coming later to SUC.

**Q5.2. What would help the committee/council function more effectively?**

- Keeping on top of membership for access to Kuali Curriculum Management (review meeting to meeting due to student members)

**Q5.3. Do you have any suggestions for committee/council education or other areas of professional development for the Committee/Council?**

- I would love to consider the Office of the Registrar in any onboarding training/discussions due to Kuali Curriculum Management use.

**Q5.4. Please provide any additional comments you would like to offer.**

- I would like the committee to investigate the historical claims that PDF packages are required to be posted. For instance, what does the industry sector research show is done at other institutions? Is there a way to get rid of the PDFs and move to more electronic system.