



Senate Operations Review Committee

Report to Senate – Meeting of November 27, 2008

Proposed Revisions to the Governance Structure of the University Council on Athletics

Introduction

The Senate Operations Review Committee (SORC) was asked to review a proposal for a revised governance structure of the University Council on Athletics (UCA).

Review of the Issues

SORC reviewed a letter from S. Reynolds, Chair, University Council on Athletics and an accompanying report that outlined the rationale for the proposed changes to the governance structure of the University Council on Athletics (UCA). After an initial meeting with L. Dal Cin, Director, Athletics and Recreation and R. Denniston-Stewart, Associate Dean, Student Affairs, on October 9, 2008 a revised document was submitted which reflected SORC's input. The original UCA Constitution was also submitted as background material. L. Dal Cin and R. Denniston-Stewart attended a second meeting of SORC on November 10, 2008.

Analysis and Discussion

The following points summarize the Committee's discussion:

- A number of organizational changes to the structure and staffing of Athletics and Recreation precipitated the proposed changes to the Constitution;
- The proposed name change of the University Council on Athletics (UCA) to the University Council on Athletics and Recreation (UCAR) reflects the inclusion of recreation as an important element to the mandate of the Council;
- It will take one year to incorporate all of the changes. SORC acknowledges that during the transition period the UCAR will be betwixt and between the old system and the new system until the revised Constitution is instituted;
- It was acknowledged that Athletics and Recreation plays an important role in enriching the broader learning environment;
- The proposed revisions shifts the mandate of the UCAR from operational to advisory;
- The proposed new structure introduces a system of Co-Chairs (one student and one non-student) and reduces the number of members from 15 to 9. The majority of members will be students.

Conclusions/Recommendations

The Senate Operations Review Committee recommends that the Senate approve the proposed University Council on Athletics and Recreation (UCAR) Governance Structure, effective May 1, 2009.

Respectfully submitted

J. Stairs, Chair, SORC

COMMITTEE MEMBERS 2008-2009

B. Barnett, Political Studies, B.A. (Hons.0'09

J. Brien, Pharmacology and Toxicology

L. Horton, Human Resources

F. Jahanbakhsh, Theological College

J. Stairs, Theological College (Chair)

J. Welsh, President, SGPS



October 22, 2008

Ms. Georgina Moore
Secretary of Senate
Queen's University Secretariat
Mackintosh-Corry Hall Rm B-400

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Dear Ms Moore:

Subject: Proposed University Council on Athletics and Recreation (UCAR) Governance Structure

At the UCA meeting of October 17, 2007, a Task Force (membership consisting of Reynolds, Jackson, Weisnagel, Denniston-Stewart, Dal Cin and Hall), was struck to review the existing Governance Structure of the UCA in light of the organizational and staffing model changes that had occurred in Athletics and Recreation effective August 1, 2007.

This review was to be mindful of the purpose of Athletics and Recreation:

- To promote health and wellness, through the development and implementation of sport, recreation and physical activity based programs, events or clubs
- To foster well-being and personal development of students, staff and faculty
- To contribute to the broader learning environment
- To manage the physical environment required to support these activities in an efficient and effective manner
- To foster a positive relationship with the Kingston community increasing interaction and engagement in athletic, recreation and wellness activities and enhancing overall community sport development

A final proposal was presented for discussion and approval at the April 15th meeting of the UCA. In developing the proposed structure, the Task Force felt it was important to consider the following *Key Influencers* for the review of current UCA Governance Structure, policies, procedures:

Internal

- An outdated constitution, by-laws, policies, adjusted to be consistent with Senate direction with respect to Terms of Reference and procedural policies
- A change in Athletics and Recreation (A&R) organizational and staffing model
- A reflection of the change in relationship/reporting between A&R, School of Kinesiology & Health Studies, and AVP & Dean of Student Affairs Office
- A plan to reflect the greater programming opportunities created by the Queen's Centre, Tindall Field, and, Fields and Stadium facility expansion
- A mechanism for greater dialogue/input from UCA members on key topics to assist the Director in establishing and executing the strategic priorities of the department

External

- Outcome of the Queen's Athletic Review
- OUA/CIS programming and sport model changes
- Possible implications related to QC Governance and operational policies



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Please find attached a report that details the aforementioned proposal with supporting documentation. The changes to the governance structure were endorsed/passed unanimously at the April 15, 2008 UCA meeting. The document has been reviewed by the Senate Operations Review Committee with suggested revisions presented and approved by the UCAR at its' October 21, 2008.

On behalf of the UCAR, we would respectfully request that Senate approve the revised governance structure as presented. Should there be any questions, we would be pleased to respond.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "L. Dal Cin", with a long, sweeping flourish extending to the right.

Leslie Dal Cin
Director, Athletics and Recreation, *for*

Justin Hall
Chair, University Council on Athletics and Recreation

Sean Reynold
Past Chair, University Council on Athletics

Enclosure

REPORT

To: Georgina Moore
Secretary of Senate

From: University Council on Athletics and Recreation

Date: October 22, 2008

Subject: Proposed UCAR Governance Structure

Please find attached the following documents:

1. Proposed University Council on Athletics and Recreation (UCAR) Governance Structure
2. Summary of Changes from previous Constitution
3. Previous version of the UCA Constitution (revised 2006)

University Council on Athletics and Recreation (UCAR)

Mandate/Function of the UCAR

To support and promote the physical, educational, personal and social well-being for members of the Queen's community through the development of sport and recreation policies which are complementary to the mission, goals and strategic direction of the University.

Key Responsibilities

Without restricting the generality of the foregoing, the responsibilities of the UCAR shall be to advise the Director, Athletics and Recreation on:

- Promotion and support of athletic and recreation programs and activities to all constituent communities
- Review and development of general policies concerning athletics and recreation
- Review and oversight of the expenditure of monies available from the athletic and recreation fee
- Approve student athletic fee referenda proposals as necessary
- Feedback and input on program reviews
- All matters of policy relating to athletic and recreation programs

Guiding Principles

The UCAR shall be guided by the following principles with respect to athletic, recreation, physical activity and wellness programs offered by Queen's University Athletics and Recreation (A&R):

- Sport, recreation, physical activity and wellness programming is an integral part of the educational experience and campus life of Queen's University
- Athletics and Recreation shall provide programming across a broad spectrum including:
 - physical activity-based programs contributing to wellness and a positive lifestyle,
 - recreation and club-based activities providing participation, competition and leadership development opportunities, and
 - Inter-university sport that allows athletes to fulfill their potential while raising the profile and image of the University
- Programs and services shall be offered in an inclusive, accessible, ethical and safe environment
- A&R shall be a leader in programming, but shall also look to engage with other university departments and/or community groups
- A&R shall listen to and openly communicate with our constituents
- Programs and services shall be customer focused and at a standard of quality that enables participants to fulfill their interest and potential, contributing positively to personal health, happiness and the development of positive life skills

Organizational Relationship

The UCAR is a university-wide committee with a reporting relationship to Senate.

Composition of the UCAR

The UCAR shall be comprised of nine (9) voting members.

- Without restricting the selection of candidates, best efforts shall be made to ensure gender balance representation on the UCAR.
- In nominating representatives to the UCAR, consideration must be given to the candidates experience, knowledge and/or understanding of A&R
- Representation is as follows:

Voting Members

- 1 Student nominated by Senate
- 1 Student nominated from Recreation, who shall be the chair or co-chair of the Recreation Committee
- 1 Student nominated from Inter-university Sport, who shall be the chair or co-chair of the Inter-university Sport Committee
- 1 Student nominated by the AMS
- 1 Student nominated by the SGPS
- 1 representative nominated by the Alumni Association who is also a member of the Kingston community *(and who is not an employee of Queen's University)*
- 1 Faculty member nominated by Senate
- 1 Staff member nominated by Senate
- Director, Athletics and Recreation

Observers(Non Voting)

- AVP and Dean of Student Affairs, or delegate
- Director, School of Kinesiology and Health Studies, or delegate

Term of Office and Staggered Rotation

- The term of office on the UCAR shall be two (2) years
- The Terms of Office shall be on a staggered rotation commencing in 2009. *Note: Members from representative groups currently serving on the Council shall be grandparented until the conclusion of their respective term.*

1 year appointment (2008 end April 2009)	2 year appointments (2008 end April 2010)
Faculty - Senate Nominee	Staff - Senate Nominee
Student - Senate Nominee	Alumni/Community – Alumni Association Nominee
Student – Recreation Nominee	Student – Inter-university Nominee
Student – SGPS Nominee	Student – AMS Nominee

All members shall serve for two years on a rotational basis, so four (4) of the positions would be nominated one year and four (4) the next year.

Vacancies and Re-appointment

- Should a member withdraw prior to completing their full term, a new representative will be selected by the original nominating body. In nominating a new individual, consideration must be given to gender balance and experience, knowledge and understanding of A&R. The new member shall complete the remainder of the term of the position that they are replacing.
- Members can serve on the Council for more than one (1) term. However, reappointment is conditional on the member being willing to serve the full term (i.e. 2 years).

Resources to the Committee

- A&R Senior Managers will continue to act as a resource to the UCAR and shall be invited to and participate in meetings where specific portfolio issues are on the Agenda.

Selection of Co-Chairs

- There shall be two (2) chairpersons of the UCAR ("Co-Chairs") one of whom shall be a student the other a staff/faculty member.
- The Co-Chairs shall serve for two (2) years and shall be selected at the last meeting of the Council (April) and shall take Office at the first meeting of the UCAR in the fall.
- The Co-Chairs shall decide amongst themselves who shall preside over meetings of the UCAR.

Regular Meetings

There will be a minimum of five (5) meetings held during the academic year with the first meeting in October.

Additional Meetings

Additional meetings may be called at the discretion of the Chair, in consultation with the Director.

Quorum

A quorum shall be a least 50% of voting members plus the Chair.

Bylaws

The UCAR may, upon approval by two-thirds (2/3) majority of voting members present, amend, enact and repeal by-laws respecting its conduct and rules of order. Proposed changes to the by-laws must be made by a written Notice of Motion and must including supporting rationale. The Notice of Motion containing the proposed bylaw change must be received by the Director at least ten (10) business days before the UCAR meeting at which the proposal is to be considered. Copies shall be circulated to all UCAR members at least five (5) business days before the meeting.

Standing/Ad-Hoc Committees

Standing Committees

- The UCAR shall establish the following standing committees. Membership and terms of reference shall be determined by the UCAR. All standing committees shall be accountable to, report to, and be discharged by the UCAR.
 - Budget
 - Recreation
 - Inter-university

Establishing Ad-Hoc Committees/Task Force/Working Group of the UCAR

- The UCAR shall establish a Task Force, Working Group Ad-Hoc Committee for special purposes on issues that may be ongoing. Membership and terms of reference shall be determined by the UCAR. These entities shall be accountable to, report to, and be discharged by the UCAR.

Summary of Changes

The structure of the University Council on Athletics (UCA) had been in place for over three decades. Revisions to the UCA Constitution and By-laws have been made in 1988, 2000 and 2006.

At the conclusion of the UCA Governance Review (2007) recommendations were made to and approved unanimously by the UCA at its' April 15, 2007 meeting.

The following is a summary of the major changes between the proposed Terms of Reference of the University Council on Athletics and Recreation (UCAR) and the Constitution and By-laws of the UCA.

1. Expanded scope of the Council to include Athletics and Recreation (A&R) issues that reflect the university priorities in the areas of:
 - a. accessibility
 - b. wellness
 - c. inclusiveness
2. Change in role of the Council to be advisory to the Director of Athletics and Recreation versus being operational in nature.
3. Structural Changes, reflecting
 - a. Increase opportunity for engagement of stakeholders outside of A&R (i.e. AMS and SGPS involvement)
 - b. Improved student – staff/faculty ratio
 - c. Improved institutional memory and stability in the Council year-to-year (2 year terms, staggered rotation, rotating Co-Chairs)
 - d. Reduction in size of the Council from 15 to 9 voting members
 - i. This is a direct result of changes in organizational structure – for example, previously there were separate committees for recreation and intramurals with each group having representatives on the Council. These committees are now a single Recreation Committee with membership reflecting the various program groups and sub-committee as necessary.
 - e. Changes in organizational and staffing structures
 - f. Direct reporting of A&R to the AVP and Dean of Student Affairs office
 - g. Continuing relationship to the School of Kinesiology and Health Studies (SKHS)
 - h. Administrative responsibility to A&R vs. SKHS

UNIVERSITY COUNCIL ON ATHLETICS



CONSTITUTION

Revised: December 2006



University Council on Athletics

CONSTITUTION

Article 1 **NAME**

The body charged with the control of all phases of athletics and recreation at Queen's University shall be known as The University Council on Athletics. Hereinafter it shall be referred to as "Council."

Article 2 **PURPOSE**

2.1 The University has a responsibility to provide opportunities for students to develop their total personality, and to prepare them for community life through the provision of a variety of meaningful educational experiences. Queen's Athletics and Recreation shall be coordinated with a view to making a contribution to this end.

2.2 Specifically the Council programs shall be based on the following principles:

- a. Athletics and Recreation is an integral part of the educational experience of Queen's University.
- b. Athletics and Recreation opportunities are for all students who pay the compulsory athletics and recreation fees.
- c. Athletics and Recreation opportunities are founded and provided on the principles consistent with a broad-based philosophy of sports.
- d. Representation on the Council should reflect a broad-based philosophy of sports.

Article 3 **COUNCIL RESPONSIBILITY**

3.1 There shall be three (3) Standing Committees responsible to the Council to be directly concerned with policy making and budgeting in the following areas:

- i. Campus Recreation
- ii. Golden Gaels Athletics
- iii. Intramural Athletics

- 3.2 Under the direction of the University Senate, the Council shall have responsibility and authority in all matters concerning Athletics and Recreation. This responsibility and authority shall include the development of general policies concerning Athletics and Recreation and the coordination of specific policies developed by its various Athletic and Recreation committees. The Council is responsible for reviewing and approving Standing Committee policies.
- 3.3 The Council shall determine the total monies available for Athletics and Recreation from the University Athletic and Recreation fee.
- 3.4 The fiscal year shall extend from May 1 to April 30. The Budget Committee must present budgets for formal approval by Council. The budget must receive final approval by the Dean of Student Affairs or the appropriate University office after receiving approval by Council.
- 3.5 The Council may draw up By-Laws it deems necessary for the proper conduct of its business.
- 3.6 The Council shall report to the University Senate annually and at such other times as requested by the Senate or by the Council.
- 3.7 The Council shall provide that any recommendation to the Board of Trustees affecting that part of the Student Interest fee known as the Athletics and Recreation fee be preceded by student referendum.

Article 4 **COUNCIL STRUCTURE AND VOTING PRIVILEGES**

- 4.1 The Chair of the Council shall be elected annually at the October meeting. The position must be held by a returning voting member of the Council.
- 4.2 The Executive Officers of the three Standing Committees shall be appointed with accordance with By-Law 3.4.1.
- 4.3 The Council shall appoint Administrative Committees responsible for budget affairs and awards recommendations.
- 4.4 The Council may appoint any ad hoc committees it may deem necessary for its purposes. (eg. awards, scholarships, bursaries).

- 4.5 All Standing Committee members, except those designated as non-voting members, shall have one vote at Committee meetings.
- 4.6 All Standing Committee and ad hoc committee policies must be consistent with and adhere to the Constitution and By-Laws of Council.

Article 5 **COUNCIL MEMBERSHIP**

- 5.1 The Director of the School of Kinesiology and Health Studies shall act as the Executive Director of the Council. The Executive Director shall be responsible for coordinating administrative action relating to the work of the Council and its Standing Committees.
- 5.2 The Council shall comprise fifteen (15) voting members as follows: three representatives from the Golden Gaels Athletic Committee, three representatives from the Intramural Executive Council, three representatives from the Campus Recreation Committee, three representatives as recommended by the Senate Nominating Committee, one faculty/staff representative at large, one representative from the staff association (Q.U.S.A.), and one representative from the Alumni Association. The makeup of the Council should reflect fair gender representation.
- 5.3 The Executive Director of the Council, the Chair of Athletics and Recreation in the School of Kinesiology and Health Studies and the Executive Officer(s) of each of the Standing Committees shall be ex-officio non-voting members of the Council.

Article 6 **COMMITTEE RESPONSIBILITY**

- 6.1 Each of the three (3) Standing Committees shall be responsible for the development of its respective policies and procedures, for the approval of its awards system, and for the adherence to the eligibility regulations of all applicable parent bodies.

Article 7 **AMENDMENTS**

- 7.1 This Constitution may be amended at any meeting with the approval of two-thirds ($\frac{2}{3}$) of eligible voting members, providing that any proposal for amendment has been submitted to the Executive Director and notice has been presented at a Council meeting at least

one month prior to the meeting and circulated to all members at least two weeks prior to the meeting. Proposed changes to the Constitution must be reviewed by an ad hoc committee of Council chaired by the Executive Director.

- 7.2 The Council may amend By-Laws at any meeting with the approval of two-thirds ($2/3$) of eligible voting members providing written notice and specific By-Law changes are presented to the Executive Director at least one month prior to the meeting. Proposed changes to the By-Laws must be reviewed by an ad hoc committee of Council chaired by the Executive Director.
- 7.3 All amendments to the Constitution shall require ratification by the University Senate.