

TERMS OF REFERENCE

ToRID & Cte Name: TOR03: SENIOR LEADERSHIP COUNCIL*Issued by:* President*Effective:* 2025-09-01

1. PURPOSE

The Senior Leadership Council (SLC) is a forum for advancing enterprise-wide communication, collaboration, and alignment. While it is not a formal decision-making body, the President regularly seeks input and endorsement from SLC members on a wide range of strategic, operational, and cultural matters. The design of Senior Leadership Council (SLC) meetings is intentionally twofold: to provide space for institutional updates and strategic discussions and to strengthen cross-functional alignment through embedded leadership development initiatives. Being a council member means engaging in courageous conversations, aligning around shared priorities, and holding one another accountable for leading with clarity, care, and consistency.

In addition to its advisory and oversight functions, SLC plays a key role in cultivating Fanshawe's leadership culture. As of Fall 2025, the SLC meeting rhythm will include leadership development with a view to reinforce Fanshawe's core values and strengthen the leadership.

Specific topics of SLC focus include:

- Strategic Issues
- Operational Priorities
- Academic Programing and planning
- Financial Overviews
- Capital Planning
- People and Culture
- Institutional Integration

2. MEMBERSHIP AND TERMS OF OFFICE

The membership of the SLC consists of the Executive Leadership Team (ELT), Vice-Presidents' direct reports, and Associate Deans. SLC is chaired by the President.

Members who are not available for an SLC meeting shall appoint an Administrative alternate and advise the Recording Secretary.

The Administrative Assistant to the Vice-President, Innovation, Strategy and Enrolment acts as Recording Secretary for SLC.

COLLEGE COMMITTEES

To support Fanshawe's Strategic Direction, topics for meetings will be placed in the appropriate Focus Area (An Improved Learning Experience; Efficient, Responsive and Sustainable Operations; and, Contributions to Community and Economy). Topic presentations will be guided by the L.E.A.F. framework: Learn, Engage, Align and Feedback. This framework will be embedded throughout each session to shape both the content and the experience, ensuring that sessions are outcomes-focused.

Members of SLC may invite appropriate individuals to attend a specific item on the agenda as resource persons to assist with or be present for that item. Members advise the Recording Secretary of such invitees in advance of the meeting. In addition, SLC may, from time to time, invite a member of administration to sit in a non-voting resource capacity for meetings where it is particularly relevant and helpful to their role. Resource persons are excluded from all in camera portions of meetings.

3. MEETINGS AND CONDUCT OF BUSINESS

- 3.1. The President acts as Chair. In the President's absence, the person acting for the President convenes and chairs meetings.
- 3.2. Meetings occur once per month, September through June
- 3.3. If an SLC member cannot attend a meeting, the member shall designate an administrative alternate to attend and vote on the member's behalf.
- 3.4. SLC members are expected to actively contribute to the success of the Council by demonstrating leadership behaviours that support collaboration and accountability. Members will:
 - Attend and engage fully in scheduled meetings, workshops, and special sessions, this includes putting aside technology in order to be fully present
 - Review meeting materials in advance to be prepared
 - Ensure Council activities and decisions support the institution's Strategic Direction, Purpose, One Big Goal, and Values
 - Foster cross-functional collaboration to connect silos and leverage institutional strengths
 - Share Council updates and decisions with respective teams in a clear and timely manner
 - SLC members communicate with their staff or constituency as appropriate to ensure adequate input to the SLC on matters under consideration
 - Support implementation of Council decisions and strategic initiatives within your area
 - Keep in-camera discussions confidential
 - Take ownership for follow-through on commitments made during Council sessions
 - Demonstrate professionalism, respect, inclusion, and integrity in all interactions
- 3.5. Any member of the SLC may submit items for the agenda to the Recording Secretary for the Chair's consideration.
- 3.6. The Recording Secretary distributes an agenda and the minutes of the previous meetings to members approximately one week before the date of a scheduled meeting. Proposed agenda items are reviewed by the Chair to ensure they support purposeful dialogue, strategic alignment, and shared learning. Members are encouraged to bring forward topics that not only surface challenges

COLLEGE COMMITTEES

or pressure points within functional areas but also highlight impactful initiatives and successes across the college. Topic conversations are guided by the LEAF Framework:

- Learn: Deepen understanding of key issues, innovations, and accomplishments across the organization.
 - Engage: Foster active participation and diverse perspectives to enrich dialogue and decision-making.
 - Align: Use the Council as a sounding board to build clarity, celebrate contributions, and align on priorities.
 - Feedback: Generate actionable insights, clarify next steps, and ensure accountability for progress while encouraging creativity, connection, and enjoyment.
- 3.7. To enhance clarity and purpose, SLC meeting agendas are organized into distinct categories. This structure helps members understand the intent behind each item and how it will be addressed during the meeting:
- Approvals: Items requiring a formal decision or agreement from the council
 - Discussion items: Topics intended for open dialogue, exploration, and idea exchange
 - Endorsement items: Items seeking council support for alignment, without requiring formal commitment
 - Information Sharing: Educational updates or insights provided to keep members informed and aligned.
- 3.8. A portion of each SLC meeting will include focused leadership development designed to enhance strategic alignment, reinforce values-in-action, and model leadership expectations.
- 3.9. The Chair may declare a topic as confidential. Examples could include:
- Matters which by their nature require confidentiality so as to preserve the legitimate interests of the College
- 3.10. Unless declared confidential, members should consider topics discussed as shareable content.
- 3.11. SLC receives select Board reports.

4. REFERENCES

- Fanshawe's Leadership Framework (2025)
- Strategic Direction

5. ADDENDA

None.

-0-0-0-