



## TERMS OF REFERENCE FACULTY WORKLOAD GUIDELINES COMMITTEE (FWGC)

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### 1.0 MANDATE

The mandate of the SAIT Faculty Workload Guideline Committee (FWGC) is to ensure the institute's academic workforce is strategically positioned to achieve its core mission of student success, staff/faculty engagement, and continuous improvement. The committee will develop, maintain, review, and update the Faculty Workload Guidelines for implementation across the Academic division. This supports SAIT leadership's holistic, transparent, and equitable workload assignment in consultation with SAIT Academic Faculty Association (SAFA) faculty. Equity means faculty members' workload will reflect their individual circumstances, skill sets, experience level, and professional development.

### 2.0 PURPOSE

As outlined in the SAIT/SAFA Collective Agreement, Section 36, class contact hours, class management activities, and professional duties form the workload of faculty members. The Faculty Workload Guidelines Committee will establish guidelines for managing faculty workload assignments to support student success and effective program delivery.

### 3.0 GUIDING PRINCIPLES

The Faculty Workload Guidelines will:

- Align with [SAIT's FIRST principles](#)
- Promote student success and program advancements
- Promote faculty success and industry connections
- Be uncompromising as they relate to instructional and program quality
- Enable a mindset of continuous improvement

While these factors guide all recommendations from the committee, they must do so while being compliant with the SAIT/SAFA Collective Agreement and aligned with SAIT's Policies and Procedures.

### 4.0 MEMBERSHIP

The committee's structure shall be formed by an equal number of appointed SAFA staff members and non-union SAIT management members, who will meet on an ongoing basis to review the Faculty Workload Guidelines document.

1. The committee will be comprised of six (6) voting members and one (1) Employee Services resource member.
2. The committee will be co-chaired by one SAFA and one SAIT member on an alternating basis. If a co-chair is absent, the alternate co-chair will chair the meeting.
3. The SAFA president or designate will appoint the SAFA members to the committee and will designate one of those members to be the SAFA co-chair.



4. The vice president, academic or designate will appoint the SAIT management members and will designate one of the SAIT management members to be the SAIT co-chair; the Employee Services resource member will be appointed, in consultation with the associate vice president, Employee Services or designate.
5. The committee membership will represent a variety of discipline areas, will have varying lengths of experience at SAIT, and will reflect the breadth of SAIT programming, including degree, diploma/certificate, and apprentice programs. Once members are recommended or nominated, the membership list should be examined by the nominating co-chairs to ensure their members have a variety of years of experience and the committee remains in alignment with the collective agreement.
6. The resource member from Employee Services shall act as secretary; in their absence, the non-hosting co-chair will attend to the secretary's duties.
7. The committee members should be dedicated to the committee mandate and willing to participate in committee business in the spirit of cooperation and consensus-building.
8. All committee members agree to keep confidential all information they might receive in their capacity as members of the committee.
9. The committee members and resource member are expected to fulfill their duties and hold office for a minimum of two (2) years, with half of the SAIT and half of the SAFA membership changing yearly. They may continue to hold office until a successor is appointed or selected.
10. If a member cannot continue on the committee, the corresponding appointing member (SAFA president or vice president Academic or their designates) will name a replacing member to the committee within one (1) calendar month of the member providing written notice to the co-chairs.
11. The secretary will document the meeting minutes and manage the FWGC Log containing the Recommendation, Action, and Complaint Summary Logs.
12. Names of the committee members are included in this TOR, to be updated as required.
13. Committee members are expected to attend all meetings.
14. A subcommittee may be formed to resolve time-limited and specific issues of the FWGC and must work under the auspices of the FWGC if deemed necessary jointly by the co-chairs. The subcommittee's Terms of Reference will be approved by the FWGC and include one FWGC member to maintain continuity.

Member, SAFA/SAIT Title	Interim Committee Role
Jessica Norman, SAFA Division IV Representative, Learner Services	FWGC co-chair (SAFA)
Lisa Weatherby, Dean, Academic Services	FWGC co-chair (SAIT)
Sean Duggan, Strategic HR Business Partner	FWGC secretary (Employee Services resource member)
Jean Paterson, SADT Faculty	FWGC member (SAFA)
Olayemi Olabiyi, Business Faculty	FWGC member (SAFA)
Loanne Benner, Academic Chair, School of Business	FWGC member (SAIT)
Derrick Moore, Academic Chair, School of Construction	FWGC member (SAIT)

**5.0 RESPONSIBILITIES**

FWGC Member Responsibilities	
<b>Understand the existing Faculty Workload Guidelines</b>	<ul style="list-style-type: none"> <li>• Review and understand Faculty Workload Guidelines</li> <li>• Seek clarification of questions and training from their respective appointing group</li> </ul>
<b>Provide Faculty Workload Guidelines recommendations</b>	<ul style="list-style-type: none"> <li>• Work with the committee to suggest new strategies in response to identified gaps in current guidelines</li> <li>• Review, research, and recommend updates, based on evidence, document in the Recommendation Log, ensuring they contain the following at a minimum:               <ul style="list-style-type: none"> <li>○ Date</li> <li>○ Committee member recommending an update</li> <li>○ Identified workload issues and supporting evidence</li> <li>○ Proposed resolution with timing recommendation</li> </ul> </li> <li>• Decide on recommendations through consensus; a decision by vote is not recommended, and voting is the last resort</li> </ul>
<b>Communicate to all SAFA faculty and SAIT staff</b>	<ul style="list-style-type: none"> <li>• Ensure the Faculty Workload Guidelines are published on SAITNOW</li> <li>• Direct SAFA faculty and SAIT staff to the appropriate appointing group to respond to questions regarding the Faculty Workload Guidelines</li> </ul>
<b>Report to the Joint Advisory Council (JAC)</b>	<ul style="list-style-type: none"> <li>• The co-chairs will jointly:               <ul style="list-style-type: none"> <li>○ Provide an annual update to the Joint Advisory Council (JAC); presenting changes to the Faculty Workload Guidelines document to both parties to receive mutual agreement from all members of the JAC</li> <li>○ Confirm approved updates to the Faculty Workload Guidelines with the FWGC for implementation timing</li> </ul> </li> </ul>

FWGC Member Responsibilities	
<b>Document Meetings</b>	<p>The secretary will:</p> <ul style="list-style-type: none"> <li>• Schedule the FWGC meetings and send out the agenda (created by the hosting co-chair) along with supporting documentation ten (10) business days before the meeting</li> <li>• Document the meeting minutes during the meeting for committee review and approval as the last agenda item</li> <li>• Maintain the FWGC Log:               <ul style="list-style-type: none"> <li>○ Transfer Action Items from meeting minutes into the Action Log, monitor progress, and update the log</li> <li>○ Coordinate with the Workload Monitoring Group (WMG) secretary to ensure they update complaint decisions from the WMG in the Complaint Summary Log for review during the FWGC meetings</li> </ul> </li> <li>• Annually, add the recommendations to the previous version of the Guidelines using Track Changes for submission to the Joint Advisory Council (JAC)</li> <li>• Manage the collection, maintenance, and updating of records relating to meetings in a dedicated Committee Teams site</li> </ul> <p>The FWGC co-chairs will:</p> <ul style="list-style-type: none"> <li>• Monitor the Recommendation Log and Complaint Summary Log for inputs from the FWGC committee members and Workload Monitoring Group (WMG) members for guideline update discussions</li> <li>• Annually review and update the Terms of Reference based on discussion and recommendations from FWGC members</li> </ul>
<b>Review Membership and Terms of Reference</b>	<ul style="list-style-type: none"> <li>• Annually, review membership and terms, as per the requirements in Section 2; this activity will occur as an agenda item before the new academic year begins</li> <li>• Hold committee members accountable; if a member repeatedly fails to conduct their agreed-upon duties as part of committee business, the respective committee co-chairs will meet privately with their member to discuss whether stepping down from the committee is appropriate</li> <li>• Review these Terms of Reference annually and recommend appropriate updates to the committee for discussion; the co-chairs will make approved updates</li> </ul>

## 6.0 MEETINGS

The committee will meet in September, January, and May each year. Meetings shall be conducted during regular business hours, and sufficient time must be provided for committee members to prepare for and attend meetings.

1. A standard agenda for each meeting shall be provided by the co-chair responsible for the meeting.



2. All committee members may add items to the agenda if they are provided to the hosting co-chair at least two (2) days before the meeting; this will require an addendum to the agenda as the agenda must be sent out 10 (ten) days prior to the meeting.
3. Special meetings may be called when the co-chairs agree that the issue or topic warrants a discussion or at the request of SAFA or SAIT senior leadership.
4. The secretary will document the meeting minutes during the session for committee review and approval as the last agenda item.
5. Action items shall be managed through the Action Log and indicate which committee member is responsible for the action, a status update, and the target/actual completion dates.
6. Status updates on action items will be communicated to the committee by the responsible committee member; the secretary will update the Action Log.
7. The committee shall come to a consensus when deciding on issues. The decision by majority vote is not recommended but is acceptable if members cannot agree on a recommendation; all votes must be documented in the meeting minutes. If a majority vote is not achieved, the recommendation will remain in the Recommendation Log for future consideration.
8. Quorum is two-thirds of members, providing that there is equal SAFA and SAIT representation.

**7.0 TRAINING**

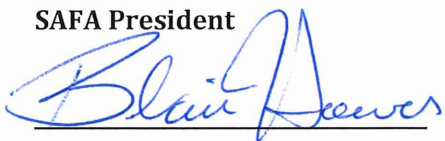
SAFA and SAIT must provide adequate resources, time, and training to help committee members function effectively.

To prepare for committee participation, committee members must review the FWGC Log to understand the previous complaint summaries, the rationale for recommendations, and future considerations.

**8.0 ADOPTION OF TERMS OF REFERENCE**

By signing below, you acknowledge that the Faculty Workload Guidelines Committee will use these Terms of Reference as the governing document by which the committee is held to account for its activities.

**SAFA President**



Sign

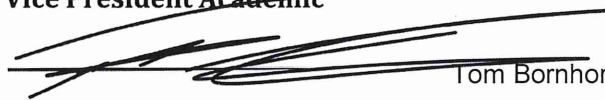
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SEPT 29 / 2022

Date

**Vice President Academic**



Sign

Tom Bornhorst

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September 27, 2022

Date