



**MEMORANDUM DCD #13, 2021-22**

**To:** Chairs & Academic Directors (CAD) Membership 2021-22  
**Cc:** CAD Assistants  
**From:** Professor William A. Gough, Vice-Principal Academic & Dean  
Professor Irena Creed, Vice-Principal Research & Innovation  
**Date:** 15 September 2021  
**Re:** **Chairs & Directors (CAD) Meetings**  
**Note:** For broad distribution



---

Dear CAD Membership 2021-22:

Irena and I have reviewed how we meet with Chairs as a group, in particular the CAD meetings. We are pleased to let you know that we will be having joint Chairs meetings, co-chaired by the two of us, moving forward during the Friday morning timeslot, releasing the afternoon commitment. It is our hope that this integrated approach will enable us to further enhance and strengthen our collective efforts to meet the University's teaching, learning and research mission.

Our goal is to bring forward items to you for discussion. Items for information only will be communicated through other channels. This year, the Chair's Retreat will be managed by the Office of the Vice-Principal Academic & Dean with participation from the Office of the Vice-Principal Research & Innovation. Over the next year we will consider alternative models for the Retreat that will be co-managed by the two Offices.

Administratively, the Office of Vice-Principal Academic & Dean will take the lead to organize the joint meetings and populate your calendars. The agendas will be finalized by the two of us. There may be occasions where additional meetings may be required and will be scheduled as needed.

Thank you for your continued support.

Bill and Irena