

# **FINAL Report of the Senate Review Committee**

As adopted by Senate 03 June 2008

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## **Section 1: Terms of Reference and Introduction to the Report**

In the fall of 2007, at the request of President Sheldon Levy, Ryerson's Provost, Dr. Alan Shepard, established a Senate Review Committee with the following terms of reference:

The Senate Review Committee is charged, within the parameters of the *Ryerson Act*, to engage in a comprehensive review of:

1. the fundamental principles appropriate to specifying the role of Senate as the guiding academic body in a bicameral system of governance;
2. the relationship between the Senate and the Board of Governors, and the means of establishing and maintaining an appropriate relationship;
3. the membership of Senate and an appropriate allocation of seats among the elected members;
4. the procedures by which elected members of Senate are chosen, and by which members of Senate Committees are chosen;
5. the nature, number, membership and mandate of Senate Committees in order to promote an optimal balance between the needs of Senate to be efficient in conducting its business, and responsive to the needs and concerns of the Ryerson community which may arise *vis-à-vis* academic matters; and
6. any other matter concerning the running of Senate meetings and the rules thereof.

The Senate Review Committee was constituted as follows: Chair, *David Checkland* (Philosophy), faculty Senator from Arts; *Annick Mitchell* (Chair, Interior Design), Vice-Chair of Senate and faculty Senator from the Chang School of Continuing Education; *Suanne Kelman* (Associate Chair, Journalism); *Neil Thomlinson* (Chair, Politics & Public Admin); *Tom Schwertdfeger* (Urban & Regional Planning), student Senator from Community Services; *Diane Schulman* (non-voting), Secretary of Senate. The Committee was asked to have a report ready for the special June, 2008 Meeting of Senate.

While no specific reasons were cited by Dr. Shepard, the following three concerns were instrumental in the President's request of him and, the Committee believes, were also on the minds of many in the Ryerson community at the time.

- 1) Change from "Academic Council" to "Senate:" it seemed appropriate to investigate the ways in which that body's operations compared with Senate practices at other universities.
- 2) Role of Senate in larger academic issues: there was a fairly widespread feeling that Ryerson's Senate had, for some time, failed to grapple successfully (or at all) with some of the larger academic issues, becoming enmeshed in detail or even minutiae instead. An examination of causes, and suggestions regarding how to improve matters, also seemed appropriate.
- 3) Standing Committee structure: a number of Senate Standing Committees seemed to be floundering, unclear of their role or responsibilities, and an examination of the Standing Committee structures and mandates seemed appropriate.

In what follows, the Senate Review Committee presents a number of recommendations to Senate addressing specific issues and problems. Although some recommendations could be put in place as early as Fall 2008, many require changes to the Bylaws and other structures, and so could not reasonably be put in place before Fall 2009. Although not explicitly charged to do so, the report raises a number of issues from a more evolutionary perspective which, for various reasons, are not easily or effectively addressed at present (see Section 7). The Committee recommends that Senate keep these in mind, reflect on the suggestions, and consider addressing these issues at a later, more appropriate, time.

## Section 2: General Principles and Perspective

Most Canadian universities operate under a bicameral system of governance wherein there exists both a Senate and a Board of Governors. While there is considerable variation with respect to certain specifics such as membership, the basic idea seems almost universal: the Board of Governors is responsible for the general fiscal operation and financial well-being of the university, while the Senate is responsible for the academic policies, procedures and structures of the university. This differentiation of duties and functions is important and to be respected; however, the consideration of academic matters must, by necessity, also involve some consideration of financial matters. The issues of Board/Senate interaction, as well as the advisory role of Senate on matters financial, are addressed in Section 4, below.

The *Ryerson University Act* states that "The Senate has, subject to the approval of the Board with respect to expenditure of funds, the power to regulate the educational policy of the University and without limiting the generality of the forgoing has the power..." and there follows a list which includes the power to create, change or terminate programs, schools and departments, to determine curricula, to conduct examinations, to award diplomas and degrees, and create its own bylaws and committees. (*Ryerson University Act*, 10). In performing these tasks, the Senate is guided by the general "objectives of the university" found in Section 3 of the Act (the oft-mentioned "Ryerson mandate"). But beyond that, there are, in the very idea that a university should have a Senate, further assumptions in play. Why, for instance, does the Act specify that elected members must be teaching faculty, students, librarians, or alumni? The

Committee believes it is because these groups have, in varying degrees, the expertise and/or experience required to make responsibly the sort of decisions envisioned by the Act, and also because they, and their members, have interests that are at stake in such decisions. Their relative ratios on Senate also are a reflection of these same criteria.

Senates traditionally have been viewed as an important aspect and expression of *collegial governance* within the university. This term recognises a seeming contradiction: under the *Ryerson University Act*, “the University” is “a corporation without share capital composed of the members of the Board of Governors” but, in a practical sense, “the university” really is constituted by those who enact and participate in its educational and scholarly missions. Moreover, the term “collegial governance” recognises that those who so enact the missions have both a right and an obligation to participate in making the myriad decisions that shape the academic elements of the university as members of the *collegium*. When linked with the equally fundamental principle of *academic freedom*, the principle of collegial governance establishes the university – however large and bureaucratic it may become – as different in important ways from most other large organizations such as government departments, corporations, research institutes, etc.

The Senate Review Committee is deeply committed to maintaining and enhancing structures that further the operation of collegial governance. However, a modern university of the size and complexity of Ryerson may, from time to time, be called upon to re-examine and reinterpret what collegial governance means and how it should be applied. It is not a concept frozen in time. Contemporary universities are distinguished from their pre-World War II predecessors by sheer size, but also by the necessary existence of a large number of administrative staff, only some of whom are, or were, academics. Therefore one major preoccupation of a modern university Senate is the interaction and intersection of academic faculty, administrators, and students within a framework of collegial governance. At the very least, any properly functioning university requires that there be a substantial degree of trust, respect, cooperation and transparency evident between and among administrators, faculty, and students in the carrying out of the duties of Senate. Terms such as “trust” and “respect” leave, of course, plenty of room for disagreement and debate.

In the recommendations below, the Committee tried to find an appropriate and sustainable balance between the different, and possibly conflicting, needs of Ryerson’s Senate: to be all of *democratic*, appropriately *representative*, *efficient*, and *responsive* to circumstance.

A Senate should be *democratic* both in ensuring that the decisions of the majority are heard and take effect, and also in being a place where the “voices” of the members of the Ryerson community are respectfully heard and considered on all matters within its scope, and in a timely way. This implies that, while much of the “business” of Senate can be appropriately delegated to Standing Committees with particular expertise, care must also be taken to retain the sense of Senate as a *deliberative body*. A climate of information sharing, discussion, and respectful debate is central to the good functioning of Senate as it strives to insure that its policies and decisions are always appropriately informed by the multiple aspects of the big picture. Such a climate will pay off in the long run by encouraging involvement, but also by developing a professoriate and student body more informed about administrative and financial matters, and an administration more informed about “life on the ground” for these other two

groups, and the ways in which those realities inform their attitudes and priorities.

The Senate is appropriately *representative* when its membership and procedures reflect the different constituencies that its decisions affect in ways that are both appropriate and fair. [Here, the *Ryerson University Act* imposes certain limitations, as it excludes some constituencies (i.e., part-time teaching faculty and non-academic staff) from membership.] A senate should be structured to allow for the various constituencies in the university to bring matters within their respective purviews forward, and to have those matters dealt with in a timely way through decision procedures that are fair and seen to be so. The retention of a modified “constituency model” of organizing the membership of Senate, wherein most elected Senators represent and are elected by a particular body within the university should therefore be retained (see Section 4, below). But there are limits to how far Senators should be seen as representing a particular group. They must also strive to represent the interests of the University as a whole. Communication between representatives and constituents are rarely developed or relied upon in a university Senate. However, it is important to retain a potential channel of representative “voice” for issues where it may matter greatly to particular groups or communities what is said on their behalf.

With respect to *efficiency*, it has been the goal of the Committee to find appropriate balances between the need for Senate to accomplish its business without undue delay or unnecessary layers of procedure, the general need for a body of “sober second thought,” and the aforementioned needs of a deliberative climate. Indeed, one of Ryerson’s strengths has been that its governance structures have not been so unduly complex or time-consuming that it prevented the University from responding to changing circumstances innovatively and quickly. While true and important, this need must always be balanced by the wider needs discussed above.

In his 1992 reflections on the history and nature of the university, Jaroslav Pelikan<sup>1</sup> lists what he takes to be the distinctive characteristics of a university:

advancement of knowledge through research; extension of knowledge through undergraduate and graduate teaching; training that involves both knowledge and professional skill in the professional programs or schools of the university; preservation of knowledge in libraries, galleries, and museums; and diffusion of knowledge through scholarly publication (Pelikan, 1992: 76).

The Senate Review Committee believes that these functions, if they are to co-exist happily or creatively, involve or presuppose the existence of a body such as Senate to organise and structure, through policies and procedures, an environment in which they may flourish and be accountable to each other. How to make that body more effective in performing that task has been our guiding aim.

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<sup>1</sup> Pelikan’s *The Idea of a University: a Reexamination* (Yale U Press, 1992) is structured as a dialogue with John Henry Cardinal Newman’s 1852 classic *The Idea of a University*. The reader of both can hardly fail to be impressed by *both* the extensive continuities between the institutions described, and also the great degree of change or evolution that has occurred.

### Section 3: The Organisation and Operation of Senate Meetings

The Committee makes several recommendations: about the organisation and conduct of Senate meetings.

**Agenda:** *Bourinot's Rules of Order* provides: "Ordinarily it is the duty of the Secretary, or of the officer who carries out secretarial duties, to compile a list of the items to be dealt with ...." The committee recommends that the agenda of each meeting contain at least the following components:

1. Report of the President
2. Announcements by Senators
3. Report of the Secretary of Senate
4. Minutes
5. Business Arising from the Minutes
6. Business of the Day
  - a. Consent Agenda
  - b. Reports
  - c. Other specific items of business
7. Members' Business
8. Correspondence
9. Adjournment

The foregoing represents several changes to the agenda of Senate meetings identified by agenda item number below:

2. *"Announcements by Senators" section:*

The Committee recommends the addition of a specific section wherein announcements about achievements, events, etc. are to be made by Senators, rather than, as is current practice, in "The Good of the University" section. Senators should be encouraged to announce achievements and events of interest to the wider Ryerson community.

6. *"Business of the Day":*

The regular "new business" to be considered by each meeting of Senate is in three sub-categories: 1) a "consent agenda," 2) regular or special Reports to Senate, and 3) other specific items of business, the itemisation of which is the responsibility of the Priorities Committee or a subcommittee thereof (See Section 5).

*"Consent Agenda":*

Most Senates deal with routine or smaller-level business such as minor program changes or single course changes via a "consent agenda." The idea is that certain matters, having been decided by a Standing Committee, are deemed passed unless challenged. This speeds up meetings, and leaves more time at Senate for the larger issues. It is important, however, that a clear idea of exactly what is and is not part of the consent agenda be developed, and that a process be developed by which Senators may move items from the Consent Agenda for discussion by the full Senate. This is a task the implementation body must consider next year.

7. *“Members’ Business” – Good of the University:*

The Committee recommends renaming the section “The Good of the University” as “Members’ Business.” This section would allow Senators to ask questions (which may be answered on the spot or may be answered at the subsequent meeting), to bring issues to the attention of Senate, and to provide notice-of-motion for a subsequent meeting.

The remainder of the agenda, though somewhat reordered, would remain unchanged.

***In Camera Meetings:*** There has been no tradition of, or apparent need for, Senate (or Academic Council, as it has been) to hold meetings *in camera*. Nonetheless, the issue was referred to the Committee for a recommendation. The Committee recognizes that the option of meeting in camera should be used only when necessary and with great discretion, but sees no reason to forbid the possibility, although there is some need to clarify it. Therefore, the Committee recommends that Senate Bylaws explicitly allow for *in camera* meetings, and clarify the conditions under which such meetings are appropriate. Senate should be explicitly permitted to meet *in camera* when:

- an issue involves the identification of individuals and sensitive or confidential information regarding them; or
- where the publication of certain information would, in some clear way, compromise seriously the interests of the University.

In such cases the meeting may go *in camera* with a 2/3 vote of Senators in favour of doing so.

***New Rules:*** The Committee further recommends the adoption of new rules for the conduct of Senate meetings. At present, there are certain “Ryerson-specific” rules found in the Bylaws, with *Robert’s Rules of Order* covering all matters not covered by those specific rules. It is recommended that the Ryerson-specific rules be updated to address some specific situations not currently covered, and that Senate switch to using *Bourinot’s Rules of Order*<sup>2</sup> instead of Robert’s to resolve matters not covered by the Ryerson-specific rules. Bourinot’s rules are similar in many respects to Robert’s, but are considerably briefer, easier to understand, and rather less formal. The Ryerson Board of Governors currently uses *Bourinot’s Rules of Order*, which were developed in Canada out of the parliamentary experience and traditions.

***Time of Meeting:*** The only Senate reviewed by the Committee (besides our own) that meets in the evening is University of Guelph. The prevailing logic seems to be that the quality of participation may be better if Senators are less tired. Having a meeting during regular hours of work also means that Senators do not have to give up an evening. However, at Ryerson, there are enormous logistical challenges may be encountered because most days are fully scheduled with classes. The Committee recommends that, subject to feasibility regarding timetabling and scheduling – and with the explicit approval of the full Senate – regular Senate meetings be held on the first Tuesday of each month during term (save usually September and January) from 4:00 pm until approximately 6:00 pm.

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<sup>2</sup> Geoffrey Stanford, *Bourinot’s Rules of Order*, 4<sup>th</sup> revised ed. (Toronto: McClelland and Stewart, 1995).

## Section 4: Senate Membership

Senate membership is structured by the *Ryerson University Act*, which is somewhat more prescriptive and detailed in this regard than many such Acts. The Act divides members into two classes: elected Senators, and *ex officio* Senators (those who are Senators by virtue of another office held). It further specifies the groups from which Senators may be elected, and limits the total number of Senators representing those specified groups to fifty-one (51). (See section 7 for the Committee's recommendations regarding possible changes to the Act at some future time.) The *ex officio* members are specified by office in the Act.

The Committee has re-examined the issue of membership in light of the possible creation of new Faculties and has reflected on a number of possible principles that might guide the structuring of Senate. These are discussed below.<sup>3</sup> The issue of certain groups that are excluded from Ryerson's Senate, but which are represented on the majority of university Senates in Ontario, has also been considered.

### ***The Current Senate System of Membership:***

51 Elected Senators + 18 *Ex Officio* Senators = 69 (plus Secretary of Senate and recorder)

#### Elected Senators (51)

##### *Faculty*

- 4 faculty elected from and by faculty in each teaching Faculty (Arts, FCAD, FCS, FEAS, Ted Rogers School) 20
- 1 Chair/Director elected by Chairs/Directors in each teaching Faculty 5
- 5 faculty elected from each Faculty representing the Chang School (CE) 5
- one librarian elected from and by librarians 1
- RFA President 1
- CUPE 3904 President 1
- Faculty Total* 33

##### *Students*

- 2 undergrads elected from and by students in each teaching Faculty 10
- 2 undergrads elected "at large" from the Chang School (CE) 2
- 2 grad students elected "at large" by and from all grad students 2
- RSU rep (VP education) 1
- CESAR rep (VP Student Rights) 1
- Student Total* 16

##### *Alumni*

2

#### **Total elected Senators**

**51**

#### Ex Officio Senators (18)

- By Act: Chancellor; President; VP Academic & Provost; VP Admin; VPRI; VPUA; 7 Deans; Registrar; Chief Librarian 15

<sup>3</sup> The Acts creating some universities specify certain principles of representation. Not all such Acts do so, however, and the principles specified vary quite considerably. See below.

• By Bylaw: AVP Students; AVP Faculty Affairs; AVP U Planning	<u>3</u>
<b>Total <i>ex officio</i> Senators</b>	<b>18</b>
<b>TOTAL SENATE MEMBERSHIP</b>	<b>69</b>
(plus Secretary of Senate and recorder)	

### ***The Recommended New System of Senate Membership***

The Senate Review Committee recommends the following changes to the membership of Senate (the rationale for our recommendation follows):

#### Elected Senators (51)

##### *Faculty*

• 3 faculty elected from and by faculty in each teaching Faculty (Arts, FCAD, FCS, FEAS, Ted Rogers School)	15
• 5 Chairs/Directors elected by the Chairs/Directors in each teaching Faculty	5
• 2 faculty elected from and by all faculty affiliated with the Chang School	2
• 8 faculty elected “at large” by all faculty (no more than 3 from any one Faculty)	8
• one librarian elected from and by librarians	1
• RFA President	1
• CUPE 3904 President	<u>1</u>
<i>Faculty Total</i>	33

##### *Students*

• 1 undergrad elected from and by each teaching Faculty	5
• 2 undergrads elected “at large” from the Chang School (CE)	2
• 5 undergraduates elected “at large” by all undergrad students (no more than 2 from any one Faculty)	5
• 2 graduate students elected “at large” by and from all grad students	2
• RSU rep (VP education)	1
• CESAR rep (VP Student Rights)	<u>1</u>
<i>Student Total</i>	16

##### *Alumni*

<b>Total elected Senators</b>	<b>51</b>
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#### Ex Officio Senators (18) [no change]

• By Act: Chancellor; President; VP Academic & Provost; VP Admin; VPRI; VPUA; 7 Deans; Registrar; Chief Librarian	15
• By Bylaw: AVP Students; AVP Faculty Affairs; AVP U Planning	<u>3</u>
<b>Total <i>ex officio</i> Senators</b>	<b>18</b>

#### Participating Associates (non-Voting) (\*NB : New category)

• 2 Chang School representatives, elected by the Program Directors	2
• 2 instructors elected from and by the part-time, sessional, and CE instructors of the University (CUPE 3904 units 1 and 2)	2

• the Chair of the Academic Standards Committee if he/she is not otherwise a Senator	<u>1</u>
<b>Total Participating Associates</b>	<b>5</b>
<b>TOTAL SENATE MEMBERSHIP</b>	<b>74</b>

**Rationale:****Ratios regarding members:**

The Committee recommends that Senate adopt two principles

- that there should be a ratio of, minimally, 1.5:1 faculty-to-*ex officio* Senators, and optimally a ratio of close to 2:1.
- that there should be approximately 2 faculty Senators for each student Senator.

Faculty should be the majority as they generally have the greatest experience and are presumed to have the largest ongoing stake in, and knowledge of, academic matters. This is implicit in talk of “collegial governance.” Practice varies at other universities regarding the ratio of faculty to *ex officio*.<sup>4</sup> Currently Ryerson’s faculty/*ex officio* ratio is 33:18, or 1.8:1. Although not all university Acts explicitly establish a ratio of faculty to students, the dominant practice is something close to our recommended 2:1 ratio: slightly more universities have less than that ratio than have more. Ryerson’s current faculty/ student ratio is 33:16, or just slightly more than 2:1.

The rationale for stating an explicit ratio is that it establishes a clear guideline derived, presumably, from the idea of collegial governance. The relevance of the particular ratio can then be debated and re-examined as needed.

**At-Large Senators:**

The rationale for creating “at-large” faculty and student Senators is two-fold. One reason is purely pragmatic. The other contains an element of principle.

Pragmatically, the current system, because of the legislated cap of 51 elected Senators, cannot accommodate the creation of any new Faculties. A system that would allow for such changes with minimal disruption to the whole system is desirable. On the faculty side, the proposed system would allow for the creation of two new Faculties, with at-large members serving in the interim. Once two new Faculties were created, there would no longer be “at-large” faculty Senators. On the student side, no similar limitation would exist: up to five new faculties could be accommodated.

The issue of principle arises because the current system treats all Faculties as equal in terms of Senate representation, regardless of their numbers of students and/or faculty. This structure runs counter to the widely accepted principle of “representation-by-population.” The Senate Review Committee, however, unanimously rejects the idea of a full-blown “rep-by-pop” approach, as is in place in small number of universities. Since the needs of each Faculty are, to some degree, unique, but also involve multiple common interests, a fully “rep-by-pop”

<sup>4</sup> that range extends from 3:1 (Dalhousie) at the highest, to “one more faculty Senator than *ex officio* Senators” at the lowest (Guelph). Between these extremes lie stated ratios of 2:1 and that there be “an absolute majority of Senators,” as well as Senates where there is no such stated principle.

approach risks giving mere size too much power. Moreover, it might reduce the need for mutual understanding and compromise among the Faculties, as well as emphasise the division into Faculties in ways which could undercut the responsibility of Senators to also consider the good of the whole university. Finally, issues where votes divide along Faculty lines are, in fact, exceedingly rare at Senate.

Nonetheless, there are powerful reasons to support the principle of representation-by-population. The existence of a certain number of “at-large” Senators would allow for a modest degree of “rep-by-pop” to emerge should candidates from larger faculties attract electoral support at levels commensurate with their faculty and/or student populations. The Committee recommends that the whole issue of at-large Senators and the merits of any degree of “rep-by-pop” be re-evaluated if and when the *Ryerson University Act* is amended in the future. By then there will be some experience of its workings.

The Committee considered the requirement that each Faculty have a designated seat on Senate for a Chair/Director. The Committee concluded that the experience of Chairs/ Directors in implementing Senate policies is too valuable a source of information to warrant any reduction in this area.

#### Participating (Non-Voting) Associates:

Consultations with the Chang School revealed a strong sense that the current system of electing faculty Senators involved with the Chang School did not always provide the most informed or effective voice at Senate on its behalf. This is not a criticism of many who have served in that capacity, but a consequence of the fact that the criteria for candidates and electors representing the Chang School require only minimal involvement. Making operational more restrictive criteria has proven to be difficult. Moreover, continuing parity of representation with the teaching Faculties could potentially reduce the “voice” of the Chang School at Senate, since the Chang School lacks permanent faculty to run for the “at-large” seats. The present proposals retain elected faculty representation (although not on par with other Faculties), but also bring two individuals to the table to bring forward and speak to, but not vote upon, relevant issues. These individuals would be elected by the CE Program Directors, and would be either Program Directors themselves, or Department-based CE. The Committee feels, after consulting with the Chang School, that the informed character of the “voice” at Senate is generally more important than the number of votes.

Most, but not all, Senates have provision for non-permanent faculty to be represented at Senate, though usually in relatively small numbers. Part-time and Sessional Instructors (represented by Unit 1 of CUPE3904) do much of the teaching at Ryerson, and many of them do so over a protracted number of years. CE Instructors (represented by Unit 2 of CUPE3904) deliver a major percentage of the courses delivered by the Chang School, but there is overlap between the two groups. The prevailing interpretation of the current *Ryerson University Act* dictates that it is impossible to provide Instructor representatives with full voting rights at Senate (something seen by some as problematic in any event because of the potential lack of permanency of commitment to Ryerson). However, the Committee thinks it desirable that these groups be represented at Senate so that their perspective can be heard. Hence, our recommendation to create two positions for Instructors (Part-Time, Sessional and CE) as Participating Associates.

### Section 5: Senate Standing Committees

The importance of the work done on behalf of Senate by its Standing Committees cannot be overemphasised. Many issues require a level of examination – and a concentration of experience and expertise – that a large body such as Senate simply cannot provide. Yet, sometimes particular Committees cease to serve a useful purpose, either because circumstances have changed so that they are no longer needed, or because their terms of reference are unclear so that its members have no clear idea of their responsibilities. Moreover, from time to time the relationships between and among Committees, and between each Committee and Senate as the over-arching body, need to be examined.

The Standing Committee structure at Ryerson is, at present, a very horizontal one. That is, almost every Committee reports directly to Senate, and not to some other Committee of Senate. Such a system has clear advantages as it is efficient and maximally responsive. But it also leaves any and all oversight and co-ordination of Committee activities to the Senate as a whole. In some cases this is appropriate but, in other cases, a body as large as Senate may not be the best place in which to vest responsibility for matters such as co-ordination and oversight, as it may mean that, effectively, no one does this job at all.

In what follows the Senate Review Committee puts forward a number of recommendations for re-structuring Senate's Standing Committees. Some current committees have their areas of responsibility rolled into those of another committee. A few are eliminated entirely. Three new Committees are recommended, and the reporting relationships and policy review responsibilities that govern a number of existing Committees are clarified and/or altered. This will introduce a certain element of "verticality" into Senate's structures, but it is hoped this will be useful and not cumbersome or limiting of Senate's capacity to respond quickly when needed.

#### **Standing Committees to be Eliminated or Subsumed Into Another Committee**

##### *Admissions Committee:*

This Committee meets very rarely, if at all. It is recommended that this committee be eliminated and its duties regarding oversight of admissions policies be assigned to the new Academic Governance and Policy Committee.

##### *Composition and Bylaws Committee:*

This Committee, while far from inactive, has responsibilities which could easily and usefully be assumed by the Academic Governance and Policy Committee.

##### *Faculty Course Survey Committee:*

This Committee is moribund, and its responsibilities are effectively a matter governed by collective agreements with the faculty (RFA) and instructor (CUPE) bargaining units. Its elimination is recommended.

*Information Technology Committee:*

This Committee, too, is moribund and should be eliminated. As a practical matter, much of its function has been assumed by Advisory Committee on Academic Computing (ACAC) which has no direct relationship to Senate. The Committee chose not to recommend that ACAC become a Senate Committee, but rather to recommend that the Academic Governance and Policy Committee be empowered to request reports from this and other committees or departments whose business has an academic policy dimension, or a substantial effect on the academic mandate of the University.

*Nominating Committee:*

This Committee is only modestly active, with much of the responsibility for finding members for Standing Committees devolving to the Secretary of Senate. It is recommended that the new Senate Priorities Committee be given the responsibility of annually creating a Nominating Committee as an ad hoc committee of Senate, with clear responsibilities and timelines for carrying out its duties.

*Planning and Priorities Advisory Committee:*

It is recommended that the functions and responsibilities of this Committee be taken over by the new Senate Priorities Committee.

**New Committees, or Committees with Substantially Altered Areas of Responsibility****1. Senate Priorities Committee (SPC)**

This Committee is envisioned as the body that takes responsibility for proposing priorities to Senate, and that monitors the “big picture” issues on behalf of Senate. It will examine the financial situation and its effects on the academic performance of Ryerson, in the process identifying problems needing address and priorities for additional consideration. This process is a major function of most university Senates, but has been lacking at Ryerson. This Committee is *not* envisioned as an extra layer of approval, and in fact under the proposed structure no other Committee reports to the SPC, and it reports directly to Senate.

a) *Membership:*

• Chaired by President	1
• Provost	1
• a faculty Vice Chair elected by Senate (to be the Vice-Chair of Senate if that office is held by a faculty member)	1
• Dean (elected by and from Deans)	1
• one member chosen by and from the Deans, Vice-Provosts and Chief Librarian	1
• 4 faculty Senators (can include the librarian Senator)	4
• 2 student Senators	<u>2</u>
Total	11
Quorum	7

The Secretary of Senate serves as non-voting *ex officio* members, not to be included in quorum calculation.

b) *Terms of reference:*

- i. to take responsibility (either as a whole committee or by creating a small sub-committee) to draft and make available, in a timely way, the agenda for each Senate meeting, together with supporting documentation;
- ii. to select topics of importance and interest to the Ryerson community, relevant to the responsibilities of Senate, for “Committee of the Whole” facilitated discussions of 40-60 minutes in at least 2 meetings per academic year; to notify Senate of these in advance; and to arrange for their presentation to Senate;
- iii. to bring to the attention of Senate, and to consult with senior administration regarding, emergent issues facing the University and, when appropriate, to recommend to Senate the referral of such issues to a Standing Committee or sub-committee, or to recommend to Senate the creation of an *ad hoc* committee to address such an issue, or to recommend some other course of action;
- iv. to examine the state of University finances and priorities regarding their impact on academic programs and activities, and to present to Senate at least annually a report on these matters, identifying priority areas where some action or change is thought desirable, and to consult with and advise the Provost, during the annual budget development process, with respect to academic priorities in light of the Academic Plan;
- v. to represent Senate in meetings, to be established on a regular basis that is mutually agreeable, with the Board of Governors (or a designated Committee thereof) to discuss matters of mutual concern; to report back to Senate on the nature of, and any outcomes from, such meetings;
- vi. having received the advice of the Academic Standards Committee, to explore the financial implications and sustainability of the creation of new Faculties and/or Departments/Schools, and to advise Senate accordingly;
- vii. to bring forward to Senate a list of names, including at least one Dean, one faculty Senator from each Faculty and at least two students/alumni, to constitute an Annual Nominating Committee, whose duty shall be to prepare and present, to the May meeting in each year, a list of nominees for Senate Standing Committees (the Secretary of Senate, or his/her designate, shall sit on the Nominating Committee as a non-voting member);
- viii. to act on behalf of Senate, if needed, during the summer months, and to report to Senate at its first meeting in the fall any actions taken on its behalf.

**2. Academic Governance and Policy Committee (AGPC)**

Ryerson has multiple policies which bear on the behaviour of students and faculty, mostly regarding academic matters. At present, small policy changes in an area come forward from the relevant Committee, and larger reviews are done either by a specially constituted *ad hoc* Review Committee (especially when there is no clearly responsible existing Standing Committee) or by the Committee itself. The latter option has the clear advantage of drawing on experience, but it also can be perceived as too insular and lacking any outside perspective.

The new Academic Governance and Policy Committee is envisioned as the body which would take responsibility to organise a Policy Review Committee for any of the stated areas, or even for an area not covered herein but delegated to it by Senate. The Committee would not, itself, carry out such reviews, but would have members on each Policy Review Committee. The AGPC would also be responsible for more minor policy recommendations in these areas.

Existing Standing Committees such as Appeals and Academic Standards would participate heavily in any policy review of their area directed by the AGPC. Minor matters of a “housekeeping” nature will be forwarded to Senate via the AGPC. Such committees would report directly to Senate with respect to their regular recommendations and decisions, and with their annual reports.

At present, the Liberal Studies Council, which is in charge of implementing the Liberal Studies Policies of Senate, is structured like a School/Department Council. It is, like those Councils, ultimately responsible to Senate. But it differs in significant ways from other Councils in that it operates under, and applies on behalf of Senate, a specific policy governing an entire realm of the tripartite curriculum. Moreover, Liberal Studies courses do not constitute a program.

The Committee recommends that the Liberal Studies Council have a dual reporting relationship. With respect to the Liberal Studies courses that Council approves, the Council will report directly to Senate. As with standing committees, policy recommendations from the Liberal Studies Council shall be directed to the AGPC. Major changes or reviews of Liberal Studies policy more broadly, are the responsibility of the AGPC, which shall ensure that the Liberal Studies Council participates heavily in any such policy review. The Committee also recommends that the Liberal Studies Council undertake to review and update its terms of reference and membership (Senate Policy #74), which was last reviewed in 1991, and submit these to the AGPC in the fall of 2009.

*a. Membership:*

• Chaired by Provost	1
• Vice Provost Students (who would also serve as Vice-Chair of the Committee)	1
• Registrar	1
• Dean (elected by and from Deans)	1
• one faculty Senator per Faculty (no more than one of whom may be a Chair or Director)	5
• one Chair or Director	1
• 3 student Senators	<u>3</u>
Total	13
Quorum	8

The Secretary of Senate serves as a non-voting *ex officio* member, not to be included in quorum calculation.

*b. Terms of Reference:*

- i) to propose, oversee and periodically review policies regarding those elements of the academic administration of Ryerson University's academic programs which regulate the behaviour of faculty and students on a general or university-wide basis, including: admissions policies; course management policies; grade point average policy; timetabling and scheduling policies; examinations policies; academic codes of conduct; non-academic codes of conduct; appeals policies;
- ii) to recommend to Senate the establishment of Policy Review Committees, mandated by Senate, each to undertake any periodic review or special review of an existing policy or policy area; to ensure that such Review Committees draw substantially on appropriate experience and expertise in the policy area (e.g., from an existing Senate Standing Committee such as Appeals for review of Appeals policies); to ensure that appropriate co-ordination with other existing policies occurs by, when necessary, having a Policy Review Committee report directly to it (the AGPC) and not to Senate;
- iii) to propose new Senate policy in areas when and where the absence of policy is demonstrably necessary or prudent, and to propose, when necessary, the formation of a special task force or subcommittee to draft such policies.
- iv) to request reports from other University committees [e.g., Advisory Committee on Academic Computing (ACAC)] or departments whose business has an academic policy dimension, or a substantial effect on the academic mandate of the University.

**3. Scholarly, Research, and Creative Activity Committee**

Technically, this is not a new Committee, but the exact responsibilities of the existing SRC Committee have been unclear. The new SRC Committee will become responsible for SRC policy in general, with other Standing Committees of Senate that have responsibilities related to SRC relating to the SRCAC in a manner similar to the relationship described above of the AGPC and Academic Standards, Senate Appeals or Liberal Studies Council. The current Scholarly Research Representatives Group is formally constituted as a sub-committee of the SRCAC.

The Research Ethics Board and Animal Care Committee will operate as they do now, reporting on their regular activities directly to Senate. Minor policy recommendations originating in these committees will be forwarded to Senate via the SRCAC. With respect to major policy reviews, the SRCAC will organize a policy review committee ensuring that the relevant committee participates heavily in the review process.

*a. Membership:*

- Chaired by Vice President Research and Innovation (VPRI) 1
- one Associate Dean (or designate) from each Faculty 5
- Chair, Research Ethics Board (or designated faculty member) 1
- Chair, Animal Care Committee (or designated faculty member) 1
- Dean (elected by and from Deans) 1
- one faculty member from each Faculty  
(at least two of whom are Senators) 5
- one Librarian (not necessarily a Senator) 1

• one graduate student Senator	1
• 1 undergraduate student Senator	<u>1</u>
Total	17
Quorum	9

The Secretary of Senate serves as a non-voting *ex officio* member, not to be included in quorum calculation.

*b. Terms of Reference:*

- i) to examine and report annually to Senate regarding, an overview of the state of SRC activity at Ryerson, and issues regarding SRC activity that are likely to arise;
- ii) to provide input regarding SRC activity into the academic and strategic planning processes regarding SRC activity;
- iii) to recommend to Senate the establishment of research policies to promote, support, and, when necessary, regulate SRC activity at Ryerson; to review existing policies, including policies regarding the establishment, reporting and review of any research centres and institutes;
- iv) to advise Senate and the VPRI on the funding of research generally, and specifically on internal University research funds;
- v) to initiate periodic review of the policies and procedures governing the Research Ethics Review Committee and the Animal Care Committee by establishing a Review Committee (drawing substantially on faculty members with expertise in these areas), and bringing any proposed changes in such policies forward to Senate for approval.
- vi) to make recommendations to Senate regarding any need which may arise for policies governing research partnerships with external organizations.

**Existing Committees Without Substantive Changes**

*Academic Standards Committee (ASC):*

Currently, the Provost is the Chair of the ASC, yet the committee reports to the Provost. To correct this odd relationship, the Committee recommends that the Provost nominate, and the Senate appoint, a faculty member as Chair of the Academic Standards Committee and that the Chair be a Participating Associate on Senate. Given the complexity of matters considered by this Committee, and the learning curve involved in understanding that complexity, the Committee recommends against the imposition of any term limit on the Chair's position. Consistent with the approach used for other committees dealing with matters of policy, initiation of any review of the policies under which the ASC operates, as well as periodic reviews of the membership and terms of reference of the ASC, will now be the responsibility of the Academic Governance and Policy Committee (AGPC). The foregoing does not preclude the ASC requesting, or Senate directing, such reviews.

*Animal Care Committee (ACC):*

No substantive changes are proposed except with respect to policy changes and reviews, which may be proposed by the ACC to the SRCAC or may be initiated by the SRCAC, which will establish a Policy Review Committee to conduct a review in which the ACC will participate heavily.

*Appeals Committee:*

No changes except for the reporting and policy review issues discussed above under the Academic Governance and Policy Committee.

*Awards and Ceremonial Committee:*

No changes proposed; reports directly to Senate.

*Council of the School of Graduate Studies:*

No changes proposed at this time.

*Learning and Teaching Committee:*

No changes proposed; reports directly to Senate.

*Research Ethics Board (REB):*

No substantive changes are proposed except with respect to policy changes and reviews, which may be proposed by the REB to the SRCAC or may be initiated by the SRCAC, which will establish a Policy Review Committee to conduct a review in which the REB will participate heavily.

### Section 6: Outstanding Matters of Implementation

The Senate Review Committee recognizes that, if its Report is adopted, recommended changes will require a fair degree of implementation work. Therefore, the Committee has identified some major issues that require attention, and dates by which any changes that result from that attention must be completed to facilitate the new system being fully functional for the Fall term of 2009.

*Developing a General Timeline for Implementation*

Certain recommendations contained in this Report – such as those regarding the room set-up, changes in the agenda that do not involve bylaw changes, and the switch from *Roberts'* rules to *Bourinot's* – could likely be made for Fall 2008 if Senate desired. Others will take more time and, in some cases, considerable care and attention to detail. In particular, it will be important that the various aspects of the implementation of this Report be coordinated.

The Provost may want to identify an Implementation Team, including the Secretary of Senate, to manage these multiple aspects, including the various “deadlines” involved. Or he may decide that the Secretary of Senate can best apportion the various tasks to existing committees or *ad hoc* groups. Either way, care must be taken to make operational all of the recommendations that are approved by Senate.

*Bylaw Amendments*

Whether under the direction of an Implementation Team, or via the existing Composition and Bylaws Committee of Senate, there will need to be many amendments to the

existing Bylaws. These will include: names of Committees, their membership and terms of reference; and any recommendations regarding the specific rules governing Senate.

### *Consent Agenda*

Reasonably precise guidelines regarding what is eligible for inclusion under the consent agenda will need to be developed. Certainly minor program/course changes that have been vetted by the Academic Standards Committee, and new Liberal Studies courses that have been approved by the Liberal Studies Council would seem obvious choices. But whether terms such as “minor” are sufficiently well defined is not entirely clear. Further, the various standing committees of Senate may have other suggestions that will need to be considered. Finally, the mechanism by which Senators may bring a consent agenda item before the full Senate for discussion will need to be made explicit.

### *Elections/Terms*

There are several issues here. One is the formulation and promulgation of new rules governing faculty-wide elections and university-wide elections for faculty and student Senators. It will be important to ensure that the Secretary, acting as Chief Electoral Officer, develop such rules and regulations in Fall 2008 for use in February 2009 elections, and that these rules and regulations be reviewed by the AGPC after their first use.

A second issue is the absolute necessity for an information campaign, to ensure that members of the Ryerson community are aware of any new rules, and of changes in nature of the positions available (e.g., “at-large” positions). Absent such informational outreach, it might happen that students and faculty, used to a system of Faculty-representatives only, might fail to stand for the “at-large” positions when they come open for election for the first time.

A detailed transition plan must also designate specific Senate seats as “at-large” seats. This plan will also need to establish a revised pattern of alternating elections such that half of the elected seats on Senate come up for election each year on a regularly rotating basis. All of this must be place by November 2008 so that the ensuing election process can operate under the new rules.

Logistical issues regarding the election of the Participating Associates from the part-time faculty must also be resolved.

### *Orientation*

The Committee strongly recommends that all Senators be offered the opportunity – and be strongly encouraged – to attend an orientation session on the “new” Senate prior to its first meeting. If the new structure is to fulfil the ideal of a body that is *democratic*, appropriately *representative*, *efficient*, and *responsive* to circumstance, it is vital that Senators grasp the new Committee structures and relations as quickly as possible.

## *Section 7: Issues for the Future (an Evolutionary Perspective)*

The Senate Review Committee conceives of its recommendations as part of a larger and longer process of institutional evolution at Ryerson. The number and degree of changes that have occurred at Ryerson since it became a university in 1993 is phenomenal. Change is most unlikely to abate, let alone cease, soon. The Committee sees a university Senate as a body very

much related, and responsive, to such changes. Its basic values, purposes and responsibilities are ongoing. But a Senate must adapt, amend, and augment its structures and policies to accommodate changing circumstances. In that sense a Senate is never a finished work.

The Committee has not made recommendations in certain areas at this time. The reasons for this vary. In some cases, the constraints of our Terms of Reference and the current *Ryerson University Act* limit what can be done. Moving on other issues – and determining whether certain changes would make sense or be wise at the current point in Ryerson’s trajectory of development – requires much broader consideration than this Committee could provide. The capacity to make any such recommendations is also a function of the mundane, but practical, matter of whether the Senate Review Committee had time to address an issue with the care and consultation it deserves.

In this section the Committee has included suggestions for future directions that require, unlike the recommendations in Appendix B, no immediate action on the part of Senate, but which may provide some guidance to Senators as they prepare for a time when action *is* appropriate.

#### *Membership within an Amended Ryerson University Act*

The Committee has provided its reasoning regarding the specific membership recommendations made herein, which are bounded by provisions of the *Ryerson University Act*. But, when the Act is amended in the future, Senate should be ready to either recommend a size and membership of Senate that would be optimal, or urge that the Act simply be made permissive enough to let Senate make that determination itself from time to time. The Committee suggests here some guiding principles and considerations, assuming that a revised Act gave Senate much greater latitude to decide for itself many questions regarding size and membership. The Committee refrained from proposing a detailed membership plan.

First, the size of Senate is related to its capacity to function as a deliberative body. Were Senate to be given the authority to determine its own membership and size, the experience of other universities would suggest an upper limit of about seventy-five members. Much larger Senates tend to be unwieldy. Much smaller Senates have difficulty fulfilling representational requirements.

Second, this Report contains recommended ratios between and among faculty, students and *ex officio* Senators. These should be explicitly adopted and used to guide membership decisions. Ratios of close to 2:1 between faculty and *ex officio* members, and the same between faculty and students, seem to reflect something close to a norm.

Third, any amendment of the *Ryerson University Act*, should at least permit the inclusion of currently excluded groups as full voting members, and this should be a priority. Part-time and sessional instructors, especially those who have been associated with Ryerson for some time, have an important and valid perspective on academic issues. Moreover, their very presence can serve to remind Senate of their importance in maintaining Ryerson’s ability to grow and thrive as a teaching institution. While at most Senates part-time and sessional instructors are not represented in large numbers, their “voice” is recognized. This matters.

Some university Senates also have seats for non-academic staff who administer and/or interface with many Senate policies in the course of their duties administering programs,

schools and departments. The Committee makes no recommendation on the inclusion of such staff at this time. The issue may warrant further consideration, however. Should it be the desire of Senate to add this voice to the table, it would be necessary to demarcate which staff should appropriately be seated as Senators or Participating Associates.

Fourth, by the time any amendments to the Act are contemplated by the Ontario government, Ryerson should have some experience with student and faculty “members-at-large,” and thus be in a better position to assess – with respect to its practical, as well as theoretical, implications – the workability and desirability of such a model. If members-at-large play a significant and useful role on Senate, and if such seats are routinely contested, amendments to the Act would present an opportunity to enshrine some modest degree of representation-by-population. At present, no one knows whether such a system would actually benefit the functioning of Senate. Some experience will help to answer that question.

Given the current constraint of 51 elected members, the only way to increase graduate student representation (limited to two at present) is to take away either faculty or undergraduate representation. As the number of graduate students at Ryerson grows, the currently limited representation is problematic in terms of the full Senate, but it is particularly problematic in ensuring a graduate voice on various committees. What principle should guide the relative degrees of graduate and undergrad representation? To base it purely on relative numbers runs the risk of undervaluing the graduate experience. So a mixed principle seems most advisable: there should be enough graduate student Senators (perhaps four or five) to ensure representation on a number of the committees most relevant to the graduate student experience; not so many as to distort the faculty/student ratio; and a number that would establish a graduate/undergraduate ratio that reflects total student enrolment.

Finally, as the number of alumni – and their involvement – increases, it may be advisable to increase the number of alumni on Senate. Although alumni generally have less interest than other stakeholder groups in the details of policy and curriculum, they are frequently interested in “big picture” issues and are frequently very committed to the well-being of Ryerson.

The Committee recognises that the first two desiderata listed above are in no little tension with the final three. If two more graduate students and two more alumni were added to the proposals herein, the total size of Senate would be seventy-eight (78). This number would not be unworkable, but it does push the upper limits of what seems desirable.

#### *A New Room for Senate Meetings*

The current room that is used for Senate meetings – POD250 – is a multi-purpose room with certain unfortunate limitations for meetings of any body such as Senate. The internal pillars constrain seating arrangement options. Moreover, the low ceiling contributes a somewhat claustrophobic ambiance to meetings. The acoustics are poor. While the quality of meeting places for Senates varies considerably from university to university, the Senate Review Committee observed that the rooms best suited to such meetings typically involved a more open aspect.

Therefore, the Committee recommends that the senior administration consider providing – possibly in the proposed Student Learning Centre – a multi-purpose room designed to accommodate Senate and other similar meetings.

### *Faculty Councils*

Many universities have, in addition to a Senate and School/Department Councils, Faculty-level Councils. Ryerson does not have such Councils. These Councils typically examine new course proposals, new programs, program changes (major and minor), and are the first level of approval for such initiatives. In such a structure, minor changes to programs are typically dealt with entirely at this level, passing decisions on to Senate (if at all) as part of a consent agenda. More major changes or proposals would face an additional level of scrutiny at Faculty Councils. Would the creation of such Councils be a good idea at this point in Ryerson's history? Clearly, the answer depends upon the precise role assigned to such Councils.

The Senate Review Committee was not able to make detailed recommendations regarding Faculty Councils at this time. This is partly because, given other questions central to our mandate, the issue could not be studied in the detail it deserves. But, much more importantly, the Committee recognised that "addressing" the issue means more than simply thinking about it. Any such change would, to be effective, need the "buy-in" of the Ryerson community, and especially of the Deans and faculty in Departments/Schools. Thus, a significant degree of broad consultation – specifically on this and related issues (e.g. the relation of such Councils to the Academic Standards Committee, to School/Department Councils, etc.) – is essential, and the Committee recommends that no action on this issue be undertaken without such consultation.

Questions that would need to be addressed include: Which functions, if any, of Academic Standards ought to be devolved to Faculty Councils? Which issues (if any) would need to be approved by both? Would such Councils simply add another layer of approval on many matters, thereby slowing down Ryerson's capacity to respond creatively and quickly? To what extent would the addition of Faculty Councils take up more faculty, student and administrative time? Alternatively, would Faculty Councils be an important step towards academic maturity and increased local autonomy, as well as relieving the Academic Standards Committee of some of its "lower level" work? The answers to these questions depend on judgments: about the necessity of current arrangements to preserve curricular integrity, about how well the current arrangements function, and about some of the proposals herein. The Committee recognises that opinions vary considerably on these matters, and many such opinions are intensely held.

The Senate Review Committee makes no recommendation regarding the creation of Faculty Councils at this time, however the issue is not thereby dismissed and may arise again. If so, it may require the creation of a specifically mandated body to consider the issues in some depth, to consult widely and to report to Senate on its findings.

### *Tenure and Promotion*

Another large issue that distinguishes many university Senates from Ryerson's is the absence at Ryerson of a Senate Promotion and Tenure Committee. The argument in favour of such committees is that they provide an added level of objective or disinterested scrutiny on behalf of the whole university regarding tenure and promotion decisions, thereby establishing something like university-wide standards. The counter-argument is that the academics within a discipline know – far better than those in a different discipline – the appropriate standards for tenure and promotion.

At Ryerson, the tenure and promotion processes are specified in the Collective Agreement between the Board of Governors and the Ryerson Faculty Association, and are therefore beyond the jurisdiction of Senate, without the agreement of the aforementioned parties.

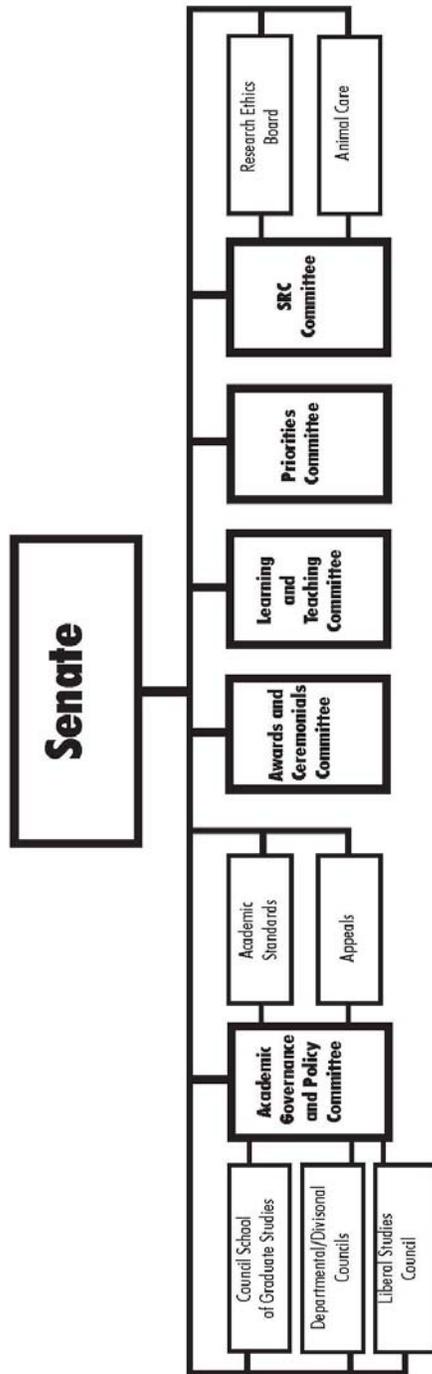
Beyond this, however, the Committee recognises some concern about whether such a committee would be adding a useful level of scrutiny given the nature and diversity of Ryerson's programs, disciplines and sub-disciplines, and Departments/Schools. In any university, there is considerable variation from discipline to discipline in such things as expectations regarding publication of SRC activity. Norms are often quite local. At Ryerson this range is greater, perhaps, than at many other universities, which means that any Senate Committee charged with responsibility for these important decisions would need to develop a very sensitive appreciation of differences in the nature of SRC, of the opportunities or possibilities which exist for different aspects of it in different disciplines and sub-disciplines, and of any significant differences in the relative disciplinary importance of different types of activity. Absent such informed appreciation, a Senate Tenure and Promotion Committee could easily come to be perceived as threat to disciplinary autonomy.

There is also, lurking amidst issues such as tenure/promotion and Faculty Councils, the very contentious issue of "academic maturity" and how to address it. The Committee heard concern that some programs, disciplines or practices are less academically developed or "mature" than others by virtue of a shorter history, or less "connectedness" to the broader world of universities, their standards and their ways. This concern raises the spectre of institutions that might work relatively well elsewhere being ineffective or inappropriate at Ryerson. While the Committee is sceptical about dramatic scenarios in this regard, it is also aware that it is often the interconnections and mutual support among institutions that makes them work. So care is needed before simply importing institutions and practices into an institution with a different history and structure.

### *Resourcing the Secretariat*

In comparison with other universities of similar size, Ryerson seems to have fewer staff resources attached to the Secretariat. It is perhaps unfortunate, but seems a reality of contemporary academic life, that optimal effectiveness of Senate Committees is dependent upon adequate support by staff. As the Secretary at another university put it: "That Committee works when the Provost puts in the time to make it work, and it doesn't when s/he doesn't." The point is not about the Provost and that one Committee, however. Nor is it about the abilities and/or dedication of the current Secretary. Rather, it is about recognizing the demands on the time of Senators, and that leadership from them requires nourishment and support. The adoption of this report will entail significant new demands upon the Secretariat. These demands will certainly involve issues of implementation, including the education of various Ryerson communities about the changes. Moreover, as Ryerson gets used to a more vertical structure of Committees, additional staff resources will be required to keep track of the multiple relations of responsibility to ensure that important issues don't get "dropped" or lost. Given the other responsibilities of the Secretary of Senate, the Committee believes that a review of resource requirements and where they will be most needed, effective and useful should be undertaken as part of the overall implementation strategy following the adoption of this Report.

Appendix A: Organisational Chart



## Appendix B: Summary of Recommendations

The following is a summary of the recommendations put forward by the Senate Review Committee. The details of most of these recommendations are within the document, however some additional operational detail is provided here. While the main motion at the 03 June 2008 meeting of Senate is to adopt the Report (which means to approve all of its recommendations), the recommendations listed below will be considered individually.

### **I : RE SENATE MEETINGS**

#### Recommendation re: the agenda (pp. 5-6)

1. That the “Good of the University” be discontinued and be replaced by:
  - a section entitled “Announcements;” and
  - a section entitled “Member’s Business.”
2. That a new section “Business of the Day” include, in addition to new business properly put on the agenda, reports to Senate, and a “consent agenda” (see p. 5).

#### Recommendation re: in camera meetings (p. 6):

That Senate adopt, within its Bylaws, provisions regarding *in camera* meetings such that a meeting may be held in camera when an issue;

- involves the identification of individuals and sensitive or confidential information regarding them;
- or
- where the publication of certain information would, in some clear way, seriously compromise the interests of the University. In such cases the meeting may go in camera with a 2/3 vote of Senators in favour of doing so.

#### Recommendation re: Rules of Order for Senate meetings (p. 6):

That *Bourinot’s Rules of Order* (instead of *Robert’s Rules of Order*) govern matters not explicitly addressed by rules specified in the Bylaws of Senate.

#### Recommendation re the time at which Senate meetings are held (p. 6):

That, subject to feasibility regarding timetabling and scheduling – and with the explicit approval of the full Senate – regular Senate meetings be held on the first Tuesday of each month during term (save usually September and January) from 4:00 pm until approximately 6:00 pm.

### **II: RE SENATE MEMBERSHIP**

#### Recommendation re: Membership of Senate:

That Senate adopt the membership proposal of the Senate Review Committee detailed at pp. 8-10 of the report.

#### Recommendation re: Participating (non-voting) Associates (p. 9, 10-11):

That Senate seat five Participating (Non-Voting) Associates as follows:

- 2 Chang School representatives, normally elected to 2-year terms by the Program Directors of the Chang School (a 1 year term if the Program Directors elect an Academic CE Coordinator who is not full-time faculty)
- 2 instructors (sessional, part-time, or from Continuing Education) elected by and from the CUPE 3904, units 1 & 2 membership (1 year terms) with criteria of eligibility to be

developed as part of the implementation process.

- the Chair of the Academic Standards Committee, if he/she is not otherwise a Senator.

Recommendation re: election of faculty Senators (operational):

1. That all elections for student and faculty Senators representing Faculties be held on a Faculty-wide basis;
2. That the election of all “at-large” Senators be done on a University-wide basis, with the elections coordinated by the Office of the Secretary of Senate and the Deans;
3. That the Secretary of Senate remain the Chief Electoral Officer (which includes the responsibility to establish nomination rules, timelines and procedures);
4. That the Academic Governance and Policy Committee be the body to adjudicate any disputes or appeals regarding Senate elections.

**III: RE SENATE STANDING COMMITTEES**

Recommendations re: the Standing Committees of Senate:

1. That the following Committees be discontinued (pp. 11-12):
  - Admissions Committee
  - Composition and Bylaws Committee
  - Faculty Course Survey Committee
  - Nominating Committee
  - Planning and Priorities Advisory Committee
  - Information Technology Committee
2. That Senate create a Senate Priorities Committee as specified by the Senate Review Committee (see pp. 12-13);
3. That Senate create an Academic Governance and Policy Committee as specified by the Senate Review Committee (see pp. 13-15);
4. That Senate amend the terms of reference of the Scholarly, Research and Creative Activity Committee as specified by the Senate Review Committee (see pp. 15-16).

Recommendation re the Chair of Academic Standards (p. 16):

That the Provost nominate, and the Senate appoint, a faculty member as Chair of the Academic Standards Committee (no term limits).

Recommendation re the Liberal Studies Council (p. 17)

1. That the Liberal Studies Council be normalized as a Standing Committee of Senate, reporting its usual business to Senate via the consent agenda, but reporting to and under the auspices of Academic Governance and Policy Committee regarding policy changes and review
2. that the existing Council propose to the Academic Governance and Policy Committee during the fall term of 2009 an updated statement of the Council’s terms of reference, composition, and methods of selection.

