



Senate Committee on Academic Development

Report to Senate – Meeting of February 26, 2009

Final Report to Senate on the Recommendations for Governance of the School of Graduate Studies and Research

Introduction

The Senate Committee on Academic Development (SCAD) reviewed the recommendations of the SCAD Sub-Committee for the Review of the Governance Structure of the School of Graduate Studies and Research (SGSR) at its meetings of November 26, 2008 and January 21, 2009. J. Deakin, Associate Vice-Principal and Dean of SGSR, B. Brouwer, Associate Dean of SGSR, and M. Corbett, Director, Admissions and Student Services for SGSR, attended the meetings to speak to the recommendations and to answer any questions from the members of SCAD. The document entitled “Recommendations for Governance of the School of Graduate Studies and Research” is attached as Appendix A.

Background and Mandate

The Sub-Committee for the Review of the Governance Structure of the SGSR was established in early 2006 and the Terms of Reference of the Sub-Committee and its membership are attached as Appendix B.

From February 2006 to February 2007, the Sub-Committee engaged in a period of review, research and analysis, which included consultation with: Faculty Deans; Directors of the Schools of Policy Studies and Urban and Regional Planning; representatives of the Society of Graduate and Professional Students (SGPS); and, Queen’s University Post-Doctoral Fellows Association.

An Interim Report was presented to Senate at its meeting of September 20, 2007. In October 2007, SCAD undertook a process to seek broad consultation with members of the Queen’s community. The Chair of SCAD sought the services of a consultant who provided an evaluation of the comments and feedback for consideration by SCAD. There was extensive interviewing and consultation with all constituents affected by these recommendations.

Analysis and Discussion

SCAD endorses the process of reform for the governance structure of the SGSR, as generally described in Appendix A. While recommendation #3 of that Appendix requires no change to the existing arrangements, recommendations #4, #5, #6 are identified for attention outside the reform process.* Therefore, three recommendations remain which are fundamental to reform of the SGSR, and SCAD recommends that Senate approve the following:

- A. That a Graduate Studies Executive Council (GSEC) be created that would be comprised of the following:
 - Dean of SGSR;
 - Associate Deans of SGSR (2);
 - **A senior staff representative from the SGSR;**
 - Associate Deans of the Faculties (6);
 - Chairs of the Graduate Councils (4);
 - SGPS President or delegate (1);
 - **SGPS (graduate student Senator) (1).**

- B. That the existing Divisional structure be replaced by Faculty-based Graduate Councils. For departmentalized Faculties, membership in these Councils **should include at least** the following:
 - all graduate coordinators of graduate programs within the Faculty;
 - an Associate Dean of the Faculty assigned by the Faculty office;
 - an Associate Dean of the SGSR assigned to that Faculty;
 - **SGPS graduate student from the faculty;**
 - **a senior staff representative from the SGSR.**

- C. That the SGSR be renamed the School of Graduate Studies (SGS).

*SCAD recommends that the Vice-Principal (Academic) attend separately to the following:

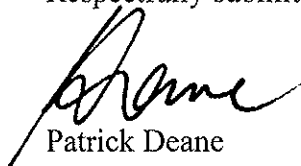
- responsibility, authority, accountability and resources for interdisciplinary graduate programs;
- location of the School of Urban and Regional Planning and the School of Policy Studies;
- an administrative solution that addresses the unique requirements and status of Post-doctoral Fellows during their tenure at Queen's.

Conclusions/Recommendation

Recommendation:

SCAD recommends that Senate endorse the reform of the governance structure of the School of Graduate Studies and Research and, in particular, recommendations A, B and C above.

Respectfully submitted,



Patrick Deane
Chair, Senate Committee on Academic Development

Committee Members:

Members

C. Baker
J. Coates
P. Deane (Chair)
M. Lombardi
D. McKeown
K. O'Brien (Secretary)
P. Oosthuizen
M. Roberts
D. Stockley
M. Whitehead

APPENDIX A

Recommendations for Governance of the School of Graduate Studies and Research August 29, 2007

Executive summary of recommendations:

Recommendation #1

The creation of a Graduate Studies Executive Council (GSEC) that would be comprised of the following:

- Dean of SGSR
- Associate Deans of SGSR (2)
- A senior staff representative from the SGSR
- Associate Deans of the Faculties (6)
- Chairs of the Graduate Councils (4)
- SGPS President or delegate (1)
- SGPS (graduate Student Senator) (1)

Recommendation #2

The existing Divisional structure be replaced by Faculty-based Graduate Councils.

For departmentalized Faculties, membership in these Councils would be comprised of the following:

- all graduate coordinators of graduate programs within the Faculty,
- an Associate Dean of the Faculty assigned by the Faculty office,
- an Associate Dean of the SGSR assigned to that Faculty
- SGPS graduate student from the Faculty
- A senior staff representative from the SGSR

Recommendation #3

Maintain the general structure of Fellowship Committee and Appeals Board with modification to the membership of these to accommodate Recommendation #2 and ensure representation from non-departmentalized faculties.

Recommendation #4

Locate the responsibility, authority, accountability and resources for interdisciplinary graduate programs within the SGSR.

Recommendation #5

That the Schools of Urban and Regional Planning, and Policy Studies, are decoupled from the School of Graduate Studies and are housed in the Faculty of Arts & Science.

Recommendation #6

That senior administration find an administrative solution that addresses the unique requirements and status of Post-doctoral Fellows during their tenure at Queen's.

Recommendation #7

That the School of Graduate Studies and Research (SGSR), be renamed the School of Graduate Studies (SGS).

Introduction

The SCAD committee has been meeting since early 2006 to consider various proposals to restructure the governance of the School of Graduate Studies at Queen's University. The proposed model here combines many of the features deemed desirable in the models that we have reviewed; it maintains a strong centralized Graduate School while engaging to a far greater degree the Faculty offices. It is also recognized that implementation of these recommendations will require updating of the SGSR Constitution.

The overall intent of the following recommendations:

- to enhance the role of the SGSR in the decisions of the University
- to streamline the work of the SGSR
- to align the structures of the SGSR more closely with the structures of Faculty offices
- to engage the Faculty offices more closely with the work of graduate studies and to develop closer connections with the Faculty offices
- to locate interdisciplinary program growth & support within the SGSR
- to find an appropriate home for the schools (SPS and SURP) outside of the SGSR
- to consider locating the responsibility for post-doctoral fellows within the SGSR

Recommendation #1

The creation of a Graduate Studies Executive Council (GSEC)

- Membership:
 - Dean of SGSR
 - Associate Deans of SGSR (2)
 - A senior staff representative from the SGSR
 - Associate Deans of the Faculties (6)
 - Chairs of the Graduate Councils (4)
 - SGPS president or delegate (1)
 - SGPS (graduate Student Senator) (1)

Role of the Graduate Studies Executive Council

- Responsible for reviewing and revising the regulations of the School of Graduate Studies and Research
- makes recommendations to Graduate Councils regarding new programs
- appoints sub-committees to deal with issues related to graduate studies as needed
- advises the Dean or Associate Dean on matters affecting graduate studies
- consider matters referred to it by the Dean or Graduate Councils -Review and approve decisions made at Faculty Councils

Decisions made by the Graduate Studies Executive Council are forwarded to Senate as required by SGSR or university regulations.

Rationale:

The purpose of the Executive Council would be to replace the existing Council and Steering Committees of the SGSR with a more streamlined, effective body, which also embraces the participation of the Faculties in its decision making and discussions.

The GSEC would have representation from all Faculty offices (through their Associate Deans) and from all Graduate Councils (through their Chairpersons). This combination of expertise and representation would make the body highly effective and well-informed in its decision-making.

This structure keeps the administrative work of graduate studies within the SGSR but with significant Faculty representation. A streamlined centralized decision-making body is necessary to the effectiveness of any strategic planning of graduate studies at Queen's.

Recommendation #2

The existing Divisional structure be replaced by Faculty-based Graduate Councils. For departmentalized Faculties, membership in these Councils would be comprised of the following:

- all graduate coordinators of graduate programs within the Faculty,
- an Associate Dean of the Faculty assigned by the Faculty office,
- an Associate Dean of the SGSR assigned to that Faculty
- SGPS graduate student from the Faculty
- A senior staff representative from the SGSR

Role of the Faculty-based Councils

The business of the Faculty Graduate Councils would roughly parallel the current work of Division, and would probably include tasks such as the following:

- Shall formulate council specific regulations for approval by Graduate Studies Executive Council (GSEC)
- shall present calendar submissions to GSEC
- shall recommend to the GSEC, for degrees, those who have fulfilled the requirements
- shall make recommendations to the GSEC on any matters referred to them by the Council
- shall have the authority to recommend to the GSEC that a student be required to withdraw from the School on academic grounds
- shall make recommendations to GSEC on the introduction or termination of graduate courses proposed by Departments
- shall elect representatives to Senate, the Fellowship Committee and the Academic Appeal Board
- may make recommendations to the Council concerning matters of policy and degree programs
- may make recommendations to Departments concerning members of supervisory committees

In the case of the Faculty of Arts & Science, two Graduate Councils are recommended: one for Humanities and Social Science programs, one for Natural and Physical Sciences. As is the case for current Divisions, where appropriate (for example Geography, or Kinesiology and Health Studies) a program may have representatives on two Graduate Councils. The same Associate Dean from the Faculty would attend both the Faculty of Arts and Science Humanities and Social Sciences Graduate Council and the FAS Physical Sciences Graduate Council.

Each Faculty Graduate Council shall elect a Chair, an Associate Chair and shall appoint two members to Fellowship Committee and two members to the Appeals Board

For the non-departmentalized Faculties, the work of the former applicable Division should become part of the normal work of the Faculty, ideally by a Graduate Committee. As these Faculties would no longer consult with Divisions (as is current practice), there would be a new proviso that all changes (to curriculum, to program, to student requests for additional time-to-completion, etc.) must be approved by the assigned Associate Dean of the SGSR and the Registrar or Assistant Registrar of the Graduate School.

Each non-departmentalized shall appoint a member of Fellowship Committee and a member to the Appeals Board.

Rationale:

The work of reviewing course changes, program changes, program development, etc. is best done by the graduate coordinators who are closest to these programs and best able to appreciate the impact of any changes or decisions that are made.

The proposed structure closely aligns these Graduate Councils with the existing Faculty structure, enhancing the participation of the Faculty in graduate programs of the Faculty, through representation by an Associate Dean from the Faculty office. The Associate Dean would play a pivotal role in informing the graduate coordinators of matters taking place at the Faculty level that are relevant to their work (for example, decisions taken regarding flow-through of growth funding, or about areas of new hiring). S/he would also be able to report back to the Dean, Associate Deans, and other relevant bodies at the Faculty regarding graduate issues generally and any decisions taken by this Council.

While it would be possible for this work to be done at Faculty Boards, the maintenance of Councils specific to graduate studies, serves to streamline this work and maximize the involvement of graduate coordinators in the work.

The existence of these Graduate Councils also makes possible discussion of issues specific to the Graduate School and to graduate studies generally that would not be as relevant at Faculty Board (e.g. discussions ranging from supervisory issues to research ethics questions to time-to-completion problems to strategies for recruitment.) Graduate coordinators form, among themselves, a community of expertise that can be drawn on in these meetings.

Recommendation #3

The continuation of Fellowship Committee and Appeals Board with modification to the membership of these as described in Recommendation #1

Rationale:

The work of these two committees is ongoing, very important to the functioning of graduate studies at Queen's, best managed centrally and through SGSR. It also requires representation from the various faculties – here done through appointments made by the Faculty Grad Councils (of departmentalized Faculties) and the Faculty Graduate Committees (of non-departmentalized Faculties)

Recommendation #4

Locate the responsibility, authority, accountability and resources for interdisciplinary programs within the SGSR:

- The Office of the VPA will provide funding to the SGSR for distribution to programs.
- Faculty deans must provide support and direction to their departments such that the Heads engage in the negotiations to provide additional TA opportunities at agreed upon discounted rates for qualified students enrolled in interdisciplinary programs.
- A new template for the reporting of faculty activities will be developed that calls for explicit enumerating of activities undertaken as a consequence of a faculty member's engagement in multiple programs and/or departments.

- A directive will be developed that outlines expectations for Heads in the evaluation of service work –defined more broadly than that which occurs specific to the unit. Much like credit which is given for work as Journal Editors, faculty members engaging in significant administrative work within the university, but outside their home department should receive appropriate recognition.
- Program directors will submit a report on the evaluation of service to the appropriate department head, line dean and dean of the SGSR in cycle with the annual review process.
- Interdisciplinary programs also to be represented in relevant Graduate Councils or at meetings of Graduate Committees of non-departmentalized Faculties. When interdisciplinary programs cross faculty boundaries, program related proposals and requests will be taken to GSEC through the SGS and not through Faculty Graduate Councils.

Rationale:

Interdisciplinary programs have been and can be successful in attracting the best and brightest graduate students to Queen's University. However, the existing governance structure could not easily encompass or encourage creation of interdisciplinarity. If Queen's is to develop interdisciplinary (and interfaculty) programs, the Graduate School must therefore take a lead role, at least for the foreseeable future, and must initiate the consideration of the development of such programs, and must foster engagement with the relevant Faculty deans, and departments. Since such programs often experience administrative and financial constraints particular to any program that spans more than one established structure, the Graduate School shall be responsible for recognizing and explaining that, on a case-by-case basis, there may need to be especial financial or administrative considerations made in order to launch, develop and sustain these programs.

Faculty members who are engaged in teaching in these programs would continue to 'belong' to existing programs/departments and maintain their relationship to their home Faculty. Work completed in the interdisciplinary program must be acknowledged and recognized by the home Faculty.

Students enrolled in these programs, and not in departments directly must be afforded the same protection and rights as departmentally housed students. The SGSR should take a substantive role in the provision of this type of environment.

Interdisciplinary program representation on appropriate faculty graduate councils (for interfaculty programs) is provided to facilitate information sharing. These representatives will be non-voting members of the implicated faculty councils.

Recommendation #5

That the Schools of Urban and Regional Planning, and Policy Studies, are decoupled from the School of Graduate Studies and are housed in the Faculty of Arts & Science.

Rationale:

Placement of the Schools in the Faculty of Arts and Science will end the problems that exist since the SGSR plays the dual role of Faculty office and SGSR for these schools, without a clear path to the resources (both for SGSR and to distribute to the programs themselves) of other Faculty offices at Queen's. The research done in these Schools and the graduate programs delivered by

the Schools are a good fit with Arts and Science, and Arts and Science has experience dealing with a “graduate only” department, through the Art Conservation program.

Recommendation #6

That senior administration provide leadership to address the requirements and protection of Post-doctoral fellows during their tenure at Queen’s.

Rationale:

The Office of the VPA should lead a discussion on the development of an administrative structure that will address the requirement and concerns of PDF’s. This should be undertaken in consultation with the VPR.

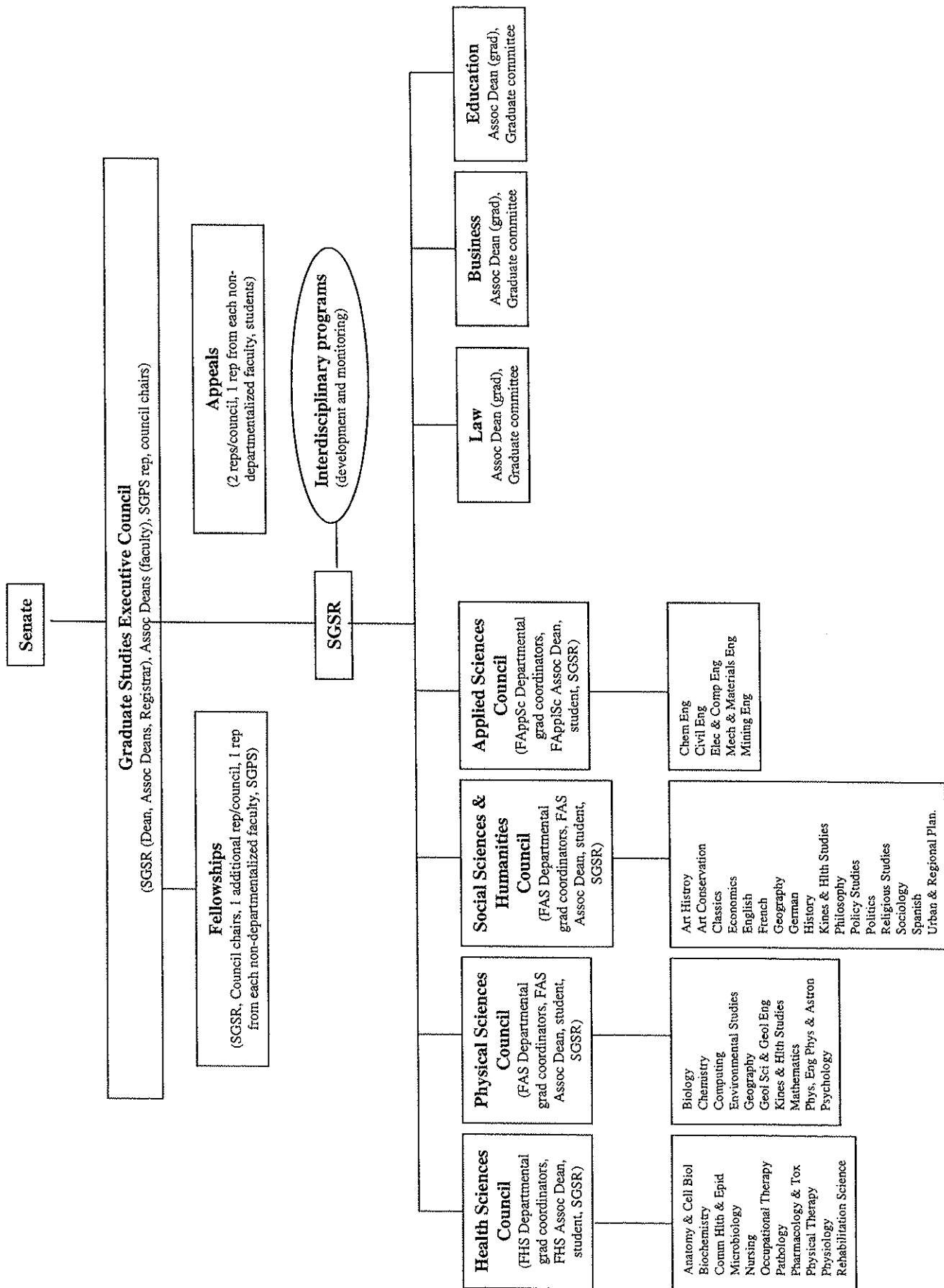
Recommendation #7

That the School of Graduate Studies and Research (SGSR), be renamed the School of Graduate Studies (SGS).

Rationale:

The *School of Graduate Studies and Research* name was reflective of the jurisdictions over which the graduate school had responsibility and authority when it was established. Following the creation of the Vice-principal – Research (VPR) portfolio, the responsibility for all aspects of the research enterprise, exclusive of graduate student research was moved to the VPR. Insofar as the term *Graduate* modifies the noun *Research*, the name of the School remains accurate. However, in the interest of providing clarity for our students, faculty and the external community, it is the recommendation of the committee that the SGSR be renamed the School of Graduate Studies.

APPENDIX A



APPENDIX B

Senate Committee on Academic Development

Sub-Committee for the Review of the Governance Structure of the School of Graduate Studies and Research

Background

In 1943, the Senate constituted the Queen's University Board of Graduate Studies. This was reconstituted into the School of Graduate Studies ("the School") in 1963 and expanded to include the research component in 1971. In 1990, the increasing importance of research led to the creation of a joint position of Dean of Graduate Studies and Vice-Principal (Research). Until 1995, when a separate portfolio of Vice-Principal (Research) was established, the School of Graduate Studies and Research was responsible for making recommendations to the Principal and Senate on matters pertaining to University research policy, and for coordinating university-wide aspects of research administration.

The preamble to the Constitution of the School of Graduate Studies and Research indicates that the School "oversees the conduct of graduate studies throughout the University and is responsible for promoting and assisting research within the University". Furthermore, "its mandate is to support the achievement of the highest possible academic standards in graduate degree programs and to foster excellence in research." The work of the School has been carried out through its governing bodies: the Council, Standing Committees of Council and Divisions.

Just as there has been an evolution in responsibilities on the research side since the creation of a separate office for the Vice-Principal (Research), so too on the graduate studies side, there have been developments; for example, it has evolved that the Council now deals more with administrative matters than policy issues. All of this points to the need to undertake a thorough examination of the governance structure of the School of Graduate Studies and Research at this juncture.

Terms of Reference

The Sub-Committee for the Review of the Governance Structure of the School of Graduate Studies and Research at Queen's University will engage in broad consultation with students, staff and faculty members across the University community, and specifically with Faculties, Schools and Departments. A comprehensive analysis of the existing governance structure as set out in the Constitution of the School will be undertaken. The Sub-Committee is specifically charged with the task of assessing whether the current structure promotes efficiencies and locates responsibilities in the appropriate units and bodies. It will review alternative structures and report on the advantages and disadvantages of each model. In considering alternative structures, the

Sub-Committee will examine the resource implications, including any reallocation of tasks and responsibilities, connected with each option. As part of the overall review, the Sub-Committee will also examine additional organizational and administrative aspects of the School, in particular whether the School should have administrative responsibility for Postdoctoral Fellows, as well as the implications for the Schools and graduate programs that currently report directly to the School of Graduate Studies and Research.

The Sub-Committee will make recommendations to the Senate Committee on Academic Development (SCAD) regarding the governance structure of the School including any changes that would be necessary to incorporate efficiencies while accurately reflecting the functions and responsibilities of the School within the broader University organizational structure. The Sub-Committee will report to SCAD in the spring of 2004.

Membership

Patrick Deane (Chair), Vice-Principal (Academic)

Monica Corbett, Registrar, School of Graduate Studies and Research (SGSR)

Sandra Crocker, Associate Vice-Principal (Research) (as of June 2006)

Janice Deakin, Dean, School of Graduate Studies and Research (as of September 2006)

Tom Harris, Dean (other than the Dean SGSR), Faculty of Applied Science (as of June 2006)

Rosemary Jolly, Faculty Member-at-large, Professor, Department of English

Robert Lawson, Graduate Student-at-large, Ph.D. candidate, Department of Political Studies (to May 2006)

Brendan Lanagan, Graduate Student-at-large, LL.B. candidate, Faculty of Law

Eleanor MacDonald, Faculty Member-at-large, Associate Dean, SGSR and Associate Professor, Department of Political Studies

Kim McAuley, Representative of Division Chairs, Professor, Department of Chemical Engineering

Karilene Montgomery (Secretary), Senior Associate, Office of the Vice-Principal (Academic)

Sandra Olney, Faculty Member-at-large, Associate Dean, Faculty of Health Sciences and Director, School of Rehabilitation Therapy

Bob Silverman, Dean (other than the Dean SGSR), Faculty of Arts and Science (to May 2006)