

Senate Operations Review Committee Interim Report on the Composition of Senate April 22, 2010

Background

SORC met April 12 to consider the matter referred by Senate to the Senate Operations Review Committee, as noted in the following excerpt from November 26, 2009 Senate minutes:

Composition of the Senate – Referral back to committee
Moved by Senator Oosthuizen, seconded by Senator Ceci, that Senate formally refer the matter of the composition of the Senate back to SORC for further consideration and for the committee to report back to Senate.

SORC would like feedback from senators on issues that would assist SORC in determining “guiding principles” for an appropriate composition for Senate. To prepare for such discussion, SORC refers senators to the following background documents attached to this document:

- The Functions of the Senate;
- The History of the Composition of Senate (abbreviated);
- Excerpts from Senate minutes relating to Senate composition
- The Proposal from SORC on the Composition of Senate presented at the September 24th, 2009 meeting and subsequently referred back to SORC
www.queensu.ca/secretariat/senate/Sep24_09/SORCRpt.pdf

Questions for Informal Discussion

SORC will ask members of Senate to discuss, in an informal session, at the *September 23 2010* meeting of Senate, the following four questions:

1. If a guiding principle is that Senate is a participatory as opposed to a representative body, then how should Senate ensure this principle is upheld?
2. In 1967, Senate agreed that the upper limit of Senate should be set and maintained at 50 members. Current Senate membership is 71. What size of Senate would be conducive to achieving the “Functions of the Senate” as amended in 1982 (see below)?
3. Should Senate maintain, as its guiding principle, proportionate composition as directed by Senate in 1996? Those proportions are as follows:
 - Faculty members never be less than 54%;
 - Ex-officio members never be more than 19%;
 - Student members never be less than 23%
 - Staff members never be less than 4%
4. Should student and faculty participation continue to be based on a full-time enrolment formula, with faculty numbers reflecting variations caused by interdisciplinary education?

Respectfully submitted,

J. Stairs (Chair)	T. Lin
J. Brien	A. Stevens
E. Culham	G. MacAllister (Secretary)
S. Goodspeed	

FUNCTIONS OF THE SENATE

(as amended November 1982)

www.queensu.ca/secretariat/senate/function.html

1. To determine all matters of an academic character which affect the University as a whole, and to be concerned with all matters which affect the welfare of the University.
2. To participate in planning the development of the University.
3. To establish, subject to the ratification of the Board of Trustees, any faculty, school, institute, department, or chair.
4. To approve, on the recommendation of the respective Faculty Boards and Schools and the Queen's Theological College, all programs of study leading to a degree, diploma, or certificate, together with the conditions of admission thereto and the qualifications and standards required.
5. On the recommendation of the respective Faculty Boards, Schools and the Queen's Theological College to publish the University calendars.
6. On the recommendation of the respective Faculty Boards, Schools and the Queen's Theological College to conduct examinations, and to decide finally all matters relating thereto.
7. To establish the terms of all fellowships, scholarships, medals, and prizes; and to award all fellowships, scholarships, medals and prizes which are offered in open competition throughout the University.
8. To grant all honorary degrees, and to grant on the recommendation of the respective Faculty Boards, Schools, and the Queen's Theological College, all earned degrees, diplomas, and certificates awarded by the University.
9. To review the main elements of the approved operating budget of the University so as to advise the Principal on its consistency with the general needs and interests of the University and on any considerations for future budgeting.
10. To advise the Board of Trustees through the Principal as to what buildings and other capital facilities are required to meet the needs of the University and in what order of priority.
11. To have responsibility for the well-being of students and to have final responsibility for their discipline including the power to dismiss students for cause. The Alma Mater Society of Queen's University and the Society of Graduate and Professional Students share responsibility for, and have the right to promote, the well-being of their members. In the discharge of its disciplinary power, the Senate shall have regard to the initial responsibility of the Alma Mater Society of Queen's University and the Society of Graduate and Professional Students for the discipline of students in non-academic matters; the Senate may review the decisions of the Alma Mater Society of Queen's University and the Society of Graduate and Professional Students with respect to the discipline of students, and may take such action as it deems appropriate.
12. To establish the procedures to be followed in the appointment of members of the academic staff, vice-principals, deans, and heads of departments, and to establish policies and procedures concerning the conditions under which, in the case of academic staff, promotions shall be given, tenure granted, appointments terminated and sabbatical or other leave granted.¹
13. To establish university policy governing the central academic services of the University such as the library system and the computer system.
14. To share with the Board of Trustees the responsibility for the selection of the Principal through a committee composed equally of members of the Senate and the Board and instructed to recommend to the Board a virtually unanimous choice.

15. To appoint such committees as it may deem desirable and to specify, consistently with the functions enumerated above, the terms of reference of any such committees.

¹ The Collective Agreement between Queen's University and Queen's University Faculty Association supercedes the provisions of Function 12 that apply to members of the academic staff and heads of departments covered by the Agreement. Function 12 applies to clinical faculty.

History of the Composition of Senate

Excerpted from "The Queen's University Senate Evolution of Composition and Function 1842 - 1995" by Margaret Hooey, March, 1996

<http://www.queensu.ca/secretariat/senate/evolutio.html>

1967

The Committee's recommendations on composition were approved by the Senate on October 30, 1967 and, with some minor changes, implemented the following year. The reconstituted Senate was 51 strong and included:

17 *ex officio* members-

the Principal,

the Vice-Principals (4),

the Principal of Queen's Theological College,

the Deans of Arts and Science, Applied Science, Medicine, Law, Education, Graduate Studies and Research, Business, Nursing

the Dean of Student Affairs

the Chief Librarian, and

the Registrar;

30 members elected from the faculty-

9 from Arts and Science,

5 from Applied Science,

4 from Medicine,

3 from Law,

3 from Business,

4 from Graduate Studies,

1 from Education, and

1 from the Theological College; and

4 members elected by the students on a campus-wide basis.

"the Senate should have power to add to its numbers, but that, if it is not to become an unwieldy body, an upper limit should be set and maintained in the neighbourhood of fifty."

The Committee also considered for the first time, the nature of individuals' membership in the Senate. It concluded that

"The first principle of Senate membership is *participation* as opposed to *representation*."

1970

In terms of Senate composition, the result of this review was the addition of 10 student senators and a change to election of student senators on a faculty and school basis. The President of the AMS was added as an *ex officio* member and the Registrar removed. Total membership of the Senate increased to 62, with 17 *ex officio* members, 31 senators elected by the faculty and 14 senators elected by the students.

Concern was expressed at this time about the increase in the size of the Senate beyond the upper limit of 50 that had been recommended in 1968. It was justified in the Report of the Joint Nominating-Operations Committee as following from the changes to Senate functions: "If the Senate is seen as the overall planning body, then a larger size may permit more adequate expression of varying points of view."

1984

... "in order to maintain the balance, it would be preferable, rather than to remove *ex officio* members, to add two further faculty members."

With respect to the inclusion of the President of the Faculty Association as an *ex officio* member the Committee commented

"that placing 'political' appointees on the Senate was not in line with the general functioning of the Senate."

The change was justified, however, by the precedent of the *ex officio* membership of the President of the AMS and

"the special relationship existing at Queen's between the Faculty Association and the University."

1993

In its May, 1993 Report, *Review of Senate Operations - A Discussion Paper*, the Operations Review Committee reflected on the issues, noting that

"If the idea of non-academic membership on Senate is adopted, the question of the number of representatives remains..." This becomes problematic, since any increase in *ex officio* positions would eliminate the faculty majority provision. In order to preserve the faculty majority, the Senate would have to grow in size. It is the Committee's view that the current Senate size is already too large for maximum effectiveness, and this general observation led the Committee to a review of *ex officio* membership.

1994

In 1994, the Senate agreed to the addition to its membership of 2 senators to be elected from the non-academic staff of the University. **Total membership rose to 71**-18 *ex officio* members, 36 members elected by the faculty and 15 members elected by the students, in addition to the 2 members of staff.

1995

The review of Senate composition continued and, in its June, 1995 *Report on the Composition of the Senate*, the Operations Review Committee recommended that the Senate be restructured so that its *ex officio* component include

"only the core academic administrators - the Principal, only two Vice Principals (Vice Principal Academic and Vice Principal Research), only the Deans of academic units (Faculties or Schools), and the principal of the Theological College. The rationale for this *ex officio* complement is that the smaller number allows for a smaller Senate and only those involved in direct academic decision-making are included...Senior administrators without *ex officio* status are welcome at Senate meetings in the role of guests and resource persons."

The Presidents of the AMS, GSS and QUFA were to be excluded from *ex officio* membership because

“the addition to the *ex officio* membership on Senate of the executive heads of particular groups to represent these groups’ interest appear[s] to be at odds with the basic Senate principle of participation not representation...and...the AMS, GSS and QUFA Presidents are necessarily in a conflict of interest situation.”

The Committee acknowledged that a cogent argument could be made to give *ex officio* status to any of the omitted administrative positions but added that this would defeat the purpose of trying to reduce the size of the Senate.

This proposal did not meet with the approval of the Senate.

1995/96

The Operations Review Committee presented a new proposal, commenting that the first, small model was “good but flawed” because of the *ex officio* positions it would exclude. The revised proposal recommended the inclusion of

“all the senior university administrators (the Principal, the Vice-Principals, Deans and the Principal of the Theological College, Chief Librarian) and the AMS President and the GSS President,”

and an increase in the number of faculty senators to accommodate the increased *ex officio*, student and staff components of the Senate. A further revision in December 1995 would have the effect of moving Society and Association Presidents to the elected membership.

It also recommended that the Senate adopt the following as a principle:

“*Ex officio* members of Senate will include all those persons at the Vice Principal and Dean levels (including the Chief Librarian) Furthermore, should a new position at these levels be instituted within the university, the incumbent will automatically become a member of Senate.”

that the Senate be constituted in the following proportions (Principle 3): 54% faculty 19% *ex-officio* 23% students (19% undergraduates; 4% graduates, both in proportion to full-time enrollments) 4% staff;

and, knowing that the number of senior administrative positions may change over time, that:

a) faculty members never be less than 54% b) *ex officio* members never be more than 19% c) student members never be less than 23 %; and d) staff members never be less than 4 %.

This proposal combines a number of factors and pressures that reflect the current University environment:

a desire for proportionate representation of all groups within the University community, the necessity of maintaining a faculty majority on the Senate, and the inclusion of all senior members of the administration as full voting members.

If the proposal is accepted by the Senate, its membership will increase from 67 to 84.

The proposal was rejected by Senate in March, 1996.

Excerpt from Minutes of Senate, September 24, 2009:

1. Operations Review (Appendix L, page 150)

a) Report on the Composition of the Senate

Senator Stairs, Chair of SORC, said that the report reflects the work of the Committee over the past year stemming from motions approved in 2003 but not enacted. In anticipation of a larger governance review, but wishing to ensure that the valuable work done by SORC was not lost, the report had been presented for information rather than action at this time.

Senator J. Welsh felt that the portion on reallocation of seats could and should go forward. He pointed out that 3000 graduate students were under-represented at the Senate.

Moved by J. Welsh

Seconded by A. Stevens and agreed (4 abstentions):

That Senate agree to receive Notice of Motion that the SORC report and recommendations will be presented at the November 2009 meeting for action by the Senate.

Senator Ceci questioned why the number of Arts and Science student senators was not increased from 5 to 7 in accordance with the calculated projected number of seats shown as 7.3 in the chart on p 153, Appendix L.

Senator Stairs said she would consult with SORC and respond. She hoped that, if SORC deemed it necessary to make a friendly amendment to its report, this would be acceptable to Senate under the approved Notice of Motion. Otherwise, SORC will clarify its rationale on the proposed number of student seats for the Faculty of Arts and Science.

Carried 09-59

Senate Operations Review Committee
September 24, 2009

Report on the Composition of the Senate

Introduction

On March 29, 2001, Senate approved a recommendation directing the Senate Operations Review Committee (SORC) to monitor and review the composition of Senate on a regular basis given anticipated changes in enrolment over the next several years. Subsequently, on February 27, 2003 Senate approved the following Motions:

1. that Faculty seats in Senate be apportioned among the various Schools and Faculties at Queen's on the basis of each School's or Faculty's percentage of total full-time student enrolments;
2. that the enrolments be measured as three-year averages of the current year's enrolment and the planned enrolments for the two subsequent years;
3. that the distribution of Faculty seats in Senate be reviewed by SORC and approved by Senate every three-years.

Although these motions were approved, no action was taken to ensure that the composition of Senate adhered to these principles. In 2008-09 SORC agreed to undertake a thorough review of these past motions and the current composition of Senate.

Review of the Issues

The composition of the Senate was discussed at six meetings of the Senate Operations Review Committee between November 2008 and April 2009. Documents on the historical development of the Senate and the evolution of its composition were provided as background to the discussion. Also, a poll of Canadian universities was compiled to provide a snapshot of the composition of Senates at other institutions. In light of anticipated increased graduate enrolment, Senator Deakin, Associate Vice-Principal and Dean of the School of Graduate Studies and Ms. M. Corbett, Registrar, School of Graduate Studies, participated in the February, 2009 meeting of SORC. Chairs of Senate Committees, the Vice-Principal Academic and the Queen's University Librarian were consulted in the review process. SORC also noted the Queen's University Charter obligation regarding the Theological College's representatives to Senate.

Analysis and Discussion

SORC acknowledges that the composition of the Senate is somewhat an analogy of how Queen's is organized as an institution into faculties, schools and the Theological College. Early on in its discussions, SORC reaffirmed the historic principle that faculty should retain the majority voice on Senate. It also reaffirmed that the projected enrolment model approved in 2003 continues to be the best model because:

- Enrolment numbers are public and readily available;
- Using projected enrolment numbers allows for an action plan that is proactive;
- The University Registrar has a proven record for predicting enrolment;
- Factoring in part time enrolment or using FTEs does not have a material effect on the seat allocation.

When calculating allotted seats, SORC attempted to follow, as closely as possible the following proportions which were presented to Senate in March 1996:

- Faculty members never be less than 54%;
- Ex officio members never be more than 19%;
- Student Members never be less than 23%
- Staff members never be less than 4%

The following chart illustrates the current and proposed percentages

	Recommended %	Current %	Proposed %
Faculty	Never Less than 54%	50.7% (36)	50.6% (37)
Staff	Never Less than 4%	4.2% (3)	4.1% (3)
Students	Never Less than 23%	22.5% [18.3% undergrad + 4.2% graduate*] (16)	23.3% [17.8% undergrad + 5.5% graduate**] (17)
Ex Officio	Never More than 19%	22.5% (16)	21.9% (16)
TOTAL	SENATORS	71	73

* 3 graduate Senators – one each elected from SGPS, Theological College, Rehab Society

**4 graduate Senators – one elected by Theological College, 3 elected by the SGPS

Proposed Faculty Seat Allocation

Based on the formula approved by Senate in 2003, SORC calculated faculty seat allocations corresponding to each School's or Faculty's percentage of total full-time enrolment:

The following calculations are based on 2008-2009 enrolment figures and 2009-2010 and 2010-2011 projected enrolment figures.

Faculty/School	Percentage of Full-time enrolment	Calculated Seats	Current Senate Seats	Proposed Senate Seats
Applied Science	10.0%	3.6	5	4
Arts and Science	45.7%	16.4	13	16
Business	9.5%	3.4	3	3
Education	3.7%	1.3	3	1
Graduate Studies	18.4%	6.6	5	7
Health Sciences	9.8%	3.5	4	4
Law	2.6%	0.9	2	1
Theological College	0.3%	0.1	1	1
TOTAL	100%	36	36	37

- *As instructed by the University Registrar, 660 Life Science Students were removed from the Arts and Science enrolment numbers and allocated to Health Sciences;*
- *As instructed by the Faculty of Applied Science the enrolment for Applied Science was allocated .75 for Applied Science and .25 for Arts and Science, to reflect the teaching loads carried by the respective Faculties*

Proposed Student Seat Allocation

Based on the formula approved by Senate in 2003, SORC calculated student seat allocations corresponding to each School's or Faculty's percentage of total full-time enrolment. The following modifications were made:

1. The proposed number of student seats for Arts and Science remains at five. This allocation allows Arts and Science students to continue to have the largest number of seats and ensures that at least one seat can be allocated to all Faculty/Schools and the Theological College.
2. The reduction of Health Sciences seats from three to two reflects the change of the Rehabilitation program from an undergraduate to a graduate degree. The remaining two seats will continue to be distributed as one for Nursing students and one for Medical students.
3. The increase of graduate seats from one to three recognizes the growth in graduate studies at Queen's. The Society of Graduate and Professional Students (SGPS) has agreed to give first preference to a student from Rehabilitation Therapy to fill one of the three seats. However, if in any given year it is not possible to find a Rehabilitation Student the SGPS will employ other recruitment measures.

The following calculations are based on 2008-2009 enrolment figures and 2009-2010 and 2010-2011 projected enrolment figures.

Faculty/School	Percentage of Full-time enrolment	Calculated Seats	Current Senate Seats	Proposed Senate Seats
Applied Science	10.0%	1.6	2	2
Arts and Science	45.7%	7.3	5	5
Business	9.5%	1.5	2	2
Education	3.7%	0.6	1	1
Graduate Studies	18.4%	2.9	1	3
Health Sciences	9.8%	1.6	3	2
Law	2.6%	0.4	1	1
Theological College	0.3%	0.05	1	1
TOTAL	100%	15.95	16	17

- *As instructed by the University Registrar, 660 Life Science Students were removed from the Arts and Science enrolment numbers and allocated to Health Sciences;*
- *As instructed by the Faculty of Applied Science the enrolment for Applied Science was allocated .75 for Applied Science and .25 for Arts and Science, to reflect the teaching loads carried by the respective Faculties*

Ex Officio Membership

Consideration was given to the ex-officio membership of Senate and no change is recommended.

Length of Term for Faculty and Staff Senators

SORC discussed the optimal length of term for Senators. Taking into consideration workload issues and the frequency of Senators not being able to complete their three-year term because of sabbatical, parental or other leaves, SORC recommends that the length of term for Faculty and Staff Senators be reduced from a three-year term to a two-year renewable term.

Length of Term for Senate Committees and Review of Standing Committee Structure

Consideration was given to the optimal length of term for Senate committees and the current standing committee structure. At this point in time however, SORC has no recommendation on these issues and plans to continue its deliberation during the 2009-2010 academic year.

Conclusions/Recommendations

The following recommendations reflect the findings of SORC in May 2009. They are provided to the Senate for information and for the record. They are not proposed for action at this time pending the anticipated broad review of governance matters.

- 1) The Senate Operations Review Committee recommends that the number of faculty senator seats be increased from 36 to 37. The allocation will be: Applied Science 4; Arts and Science 16; Business 3; Education 1; Graduate Studies 7; Health Sciences 4; Law 1 and Theological College 1, effective September 1, 2010.
- 2) The Senate Operations Review Committee recommends that the number of student senator seats be increased from 16 to 17. The allocation will be: Applied Science 2; Arts and Science 5; Business 2; Education 1; Graduate Studies 3; Health Sciences 2; Law 1 and Theological College 1, effective September 1, 2010.
- 3) The Senate Operations Review Committee recommends that the length of term for faculty and staff Senators be a two-year renewable term, for those whose terms begin September 1, 2010 and beyond.

Respectfully submitted,
J. Stairs, Chair, SORC

COMMITTEE MEMBERS 2008-2009

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