
Memorandum

Office of the Provost
James Administration Building
845 Sherbrooke St. West, Room 504

TO: Senate

FROM: Professor Anthony C. Masi, Provost and Chair of the Ad Hoc Committee to Review the Composition of Senate

SUBJECT: Report of the Ad Hoc Committee to Review the Composition of Senate

DATE: May 14, 2014

DOCUMENT #: D13-66

ACTION REQUIRED: INFORMATION APPROVAL/DECISION

ISSUE: The Report of the Ad Hoc Committee to Review the Composition of Senate contains recommendations for Senate's approval.

BACKGROUND & RATIONALE:

At the March 20, 2013 meeting of Senate, the Secretary-General, in response to a question regarding a review of Senate composition, indicated that a comprehensive review of Senate's composition was warranted given the time that had elapsed since its composition had last been examined comprehensively.

The establishment of an Ad Hoc Committee with terms of reference was approved by Senate in April 2013 and its membership was approved at Senate's subsequent meeting in May 2013.

In accordance with its terms of reference, the Committee was charged with conducting a full review of the current composition of Senate and possibly recommending changes that would require revisions to section 6.1 of the Statutes.

Recommendations contained in the report were developed based on the work of the Committee including consultation with Senators and members of the University community.

MOTION OR RESOLUTION FOR APPROVAL:

Be it resolved that Senate approve the Report of the Ad Hoc Committee Review the Composition of Senate and the recommendations contained therein.

PRIOR CONSULTATION:

Consultations with Senators and the McGill community.

NEXT STEPS:

Implementation of the recommendations contained within the Report through the Senate Nominating Committee as appropriate.

APPENDICES:

Appendix A: Report of the Ad Hoc Committee to Review the Composition of Senate

REPORT OF THE AD HOC COMMITTEE TO REVIEW THE COMPOSITION OF SENATE

14 May 2014

EXECUTIVE SUMMARY

The Ad Hoc Committee to Review the Composition of Senate was struck by the Senate Nominating Committee and was charged with reviewing the current composition of Senate and, if appropriate, recommending changes. Such changes would require revisions of section 6.1 of the *Statutes of McGill University*.

The Committee began its work by examining section 6.1.1 of the *Statutes of McGill University*, which outlines the current composition of Senate. During its deliberations on a variety of issues, the Committee considered and analyzed the following:

- a) the history of Senate's composition;
- b) the total number of Senators;
- c) the number and proportion of Senators from various constituencies;
- d) the distribution of elected faculty member Senators by Faculty;
- e) the distribution of student members among the four recognized student societies;
- f) the complement of the *ex officio* members; and,
- g) comparisons with peer institutions.

Once the data was transformed into usable information, it became apparent to the Committee that given the objectives of this governing body, the total number of individuals who serve, the representation of the University's various constituencies on Senate, and the composition of McGill's Senate was reasonably well-balanced, appropriately sized and the representation of the University's constituencies was in-line with representation on other U15 Senates, or equivalents.

The Committee also sought input from the University community to a set of principles and questions it had developed (see full report for details). It asked that members of the community provide input in two ways: written submissions submitted by email, and/or, appearing before the Committee during one of two consultation sessions.

Based on its comprehensive review, including feedback received from the University community, the Committee makes the following recommendations concerning Senate's composition:

1. The existing distribution of elected faculty representatives among the Faculties be modified to more closely reflect the relative proportion of the faculty complement in the unit:

- a. The Faculty of Agriculture and Environmental Science should be allocated three Senate seats (current allocation: four seats) ;
 - b. The Faculty of Education should be allocated two Senate seats (current allocation: four seats);
 - c. The Faculty of Arts' Senate representation should be allocation ten Senate seats (current allocation: nine seats);
 - d. The Faculty of Engineering's Senate representation should allocated 5 Senate seats (current allocation: four seats);
 - e. The School of Continuing Studies should be allocated one Senate seat (from amongst its faculty lecturers) (current allocation: none);
 - f. Three additional faculty members-at-large to be elected by and from all eligible faculty University-wide;
2. The Post-Graduate Students' Society should be allocated five Senate seats (current allocation: four seats) (The postdoctoral representative should be included in the total PGSS grouping or allocation in the Statutes);
 - a. Reference to medical residents should be deleted from section 6.1.1 of the Statutes;
 3. The University Registrar and Executive Director of Enrolment Services and the Director of Teaching and Learning Services should be added as ex officio members;
 4. Where there are two or more representatives to Senate from a Faculty/School, the terms of office should be staggered to provide for partial turnover in any year (as well as continuity);
 5. If a Faculty Senate seat is vacated before the normal end of term, the Faculty concerned should employ the following procedures:
 - a. if the remainder of the representative's term is for one year or less, the Faculty may appoint a replacement for the duration of the former member's term;
 - b. if the remainder of the representative's term is for greater than one year, the Faculty should elect a new member using its normal election procedure for the full Senate term of three years;
 6. If one of the six administrative and support staff seats is vacated before the normal end of term, the same procedure indicated in recommendation five should be used;
 7. A provision should be included in the Statutes to provide for regular review of Senate composition at least once every 10 years;
 8. A provision governing prolonged absenteeism for future appointments to Senate should be instituted as follows:
 - a. If a Senator does not attend three consecutive meetings of Senate, or five meetings in a governance year, s/he shall ipso facto forfeit his/her seat.

Full Report of the Ad Hoc Committee to Review the Composition of Senate

I. INTRODUCTION

This report summarizes the work of the Ad Hoc Committee to Review the Composition of Senate (“the Committee”) and its recommendations to Senate.

1. Background

On 16 November 2011, Senate considered a motion to amend *The Statutes of McGill University* (“the Statutes”) to add a new *ex officio* member of Senate, the University Registrar and Executive Director of Enrolment Services. At that meeting, Senate requested additional information about the current and historical composition of Senate and agreed to discuss this issue at a future meeting. At the 20 March 2013 meeting of Senate, the Secretary-General, in response to a question regarding a review of Senate composition, indicated that a comprehensive review of Senate’s composition was warranted given the time elapsed since its composition was last thoroughly examined. The Committee’s terms of reference were approved by Senate in April 2013 and its composition was approved at Senate’s subsequent meeting in May 2013.

In accordance with its terms of reference, the Committee was charged with conducting a full review of the current composition of Senate and possibly recommending changes that could require revisions to section 6.1 of the Statutes. The Committee’s terms of reference, which were approved by Senate on 17 April 2013, state:

Keeping in mind Senate’s statutory roles, the Committee shall:

1. undertake a review of the composition of Senate taking into account, but not limited to, the following considerations:
 - a. changes in the make-up and size of the University constituencies represented on Senate;
 - b. preserving the traditional majority of elected academic and librarian staff on Senate;
 - c. eligibility conditions and qualifications for appointment or election to Senate;
2. consider the appropriate composition of Senate including, but not limited to:
 - a. the total number of Senators;
 - b. the proportion and number of Senators from various constituencies;
 - c. the distribution of elected academic Senators among faculties;
 - d. the distribution of student members among the four recognized student societies;
 - e. the *ex officio* members of Senate.
3. consult with Senators and members of the McGill community as it considers appropriate;
4. report to Senate, in writing, with any recommended changes to Senate’s composition in Fall 2013.

The membership of the Committee – as approved by Senate on 15 May 2013 – was the following: Professor Anthony C. Masi (Chair); Mr. Adam Bouchard; Ms. Mary Jo McCullogh; Professor Philip Oxhorn; Ms. Cynthia Price; and Professor Edith Zorychta. The Secretary-General served as Secretary and the Secretariat provided administrative support to the Committee.

2. *Process and Methodology*

The Committee met on six occasions including two consultation sessions held on 3 April 2014 at which the Committee received input and comment from Senators and the wider McGill community on its proposed changes to Senate's composition.

During its deliberations, the Committee reviewed a series of documents, including:

- Revisions to section 6.1 of the Statutes since 1982;
- Final Report of the Tripartite Committee (April 1990);
- U15 Senate Comparisons;
- Current McGill Senate Composition and Constituencies;
- Existing McGill Senate Composition by Faculty;
- Figures for Contract Academic Staff (2012), Student Enrolment (1994 and 2012) and Staff Headcount (2012).

It also consulted the University community on a set of principles (see below) and on the following questions:

1. Given its current mandate and official functions, do you think that the size of Senate should be altered? If so, should it be increased or decreased?
2. Do you think that the current proportion and number of Senators from various constituencies is appropriate?
3. Do you consider the distribution of elected Senators from among Faculties, the administrative and support staff, and student societies appropriate? If not, what changes would you suggest?
4. In your opinion, is the current complement of ex officio members of Senate reasonable? If not, what changes would you suggest?
5. The Committee has heard that the Registrar should be added as well as the Director of Teaching and Learning Services, do you agree?
6. Should administrative and support staff Senate representation be extended to unionized employee groups?
7. Should other academic constituencies not elsewhere represented in Senate be included among constituencies and be permitted to elect Fellows? If so, what academic constituencies should be considered?

Composition of Senates, and Equivalents, across the U15

The Committee compared McGill's Senate to its counterparts at sister universities in the U15. In its review, the Committee concluded that the size of McGill's Senate is comparable to the average size of other Senates and equivalents in the U15, and that representation of the University's constituencies on Senate is consistent with representation at sister institutions. The comparison revealed the following:

- Overall size of Senate: Seven Senates, and equivalents in the U15, have a total number of Senators equal to or less than 90. An additional three Senates, including McGill, have a total membership of between 91 and 120 members. A further five Senates have a total membership which exceeds 121 members.
- *Ex officio* members: Ten Senates, and equivalents in the U15, including McGill, have an *ex officio* membership between 20% and 25% of the total membership of Senate, while four others have an *ex officio* membership over 25%.
- Faculty members: Six Senates, and equivalents in the U15, including McGill, have a faculty membership of at least 50% of the total membership of Senate. An additional six Senates have a faculty membership of at least 40%, while the remaining 3 Senates have faculty membership of 39.9% or under.
- Student members: Seven Senates, and equivalents in the U15, have a student membership of 15% or less of the total membership of Senate. Six Senates, including McGill, have a student membership of 15.1-20%. Two Senates have a membership of over 20%.
- Administrative and Support Staff members: Seven Senates, and equivalents in the U15, have no administrative and support staff representation on Senate. The remaining eight universities, including McGill, have an administrative and support staff membership between 1% and 5% of the total membership of Senate.
- Representatives of the Board of Governors: Eight Senates, and equivalents in the U15, have no Board of Governors representation on Senate. A further four Senates, including McGill, have Board of Governors representation amounting to between 1% and 3% of the total Senate membership, while an additional three Senates have Board of Governors representation over 3%.

Principles of Senate Composition

Based on extensive discussion, the Committee developed a set of principles to guide its deliberations on the composition of Senate, and consulted the University community on them. The principles are as follows:

1. The size of Senate should remain close to the existing.
 - Rationale: McGill's Senate, in comparison to institutions at sister universities, is reasonably sized in that it is neither amongst the largest nor the smallest Senate in the U15. Reducing the total number of Senators would negatively affect representation of the community's constituents, while a significant increase in the number of Senators could render Senate unwieldy and would be difficult to accommodate in the current Senate chamber.
2. The number of Senate representatives from each appointing constituency should approximate the existing proportion of total Senate members.
 - Rationale: It is important to have proportionality for each of Senate's constituencies.

3. The distribution of academic staff members by Faculty should be considered within existing parameters, rather than subject to a fixed ratio for all Faculties that would see the number of Senators rise.
 - Rationale: Strict proportional representation of Faculties based on size is not feasible as it would drastically increase the size of Senate, reducing its effectiveness.
4. Elected academic staff members (faculty and librarian staff) should constitute at least 50% + 1 of Senate's total membership.
 - Rationale: Senate's current composition is such that elected faculty members represent a majority of the seats on Senate. The Committee believes it is important to preserve this historical majority.
5. Where there are two or more academic staff representatives from a Faculty, the terms of office should be staggered to provide for continuity.
 - Rationale: In some instances, Senate representatives from a given Faculty currently have identical terms of service. This leads to an uneven turnover of representation to Senate, while potentially disrupting continuity of Senate representation from the Faculty concerned. Staggered terms would help address this issue.
6. The representation of student groups also should be approximately proportional to the respective sizes of the various constituencies, recognizing as appropriate, disproportionate rates of growth.
 - Rationale: Student representation on the McGill Senate is comparable to, and slightly higher than, student representation on Senate throughout the U15. Where disproportionate growth has resulted in relative underrepresentation of a particular student group, this should be corrected.
7. The complement of ex officio members of Senate should reflect responsibilities for the fulfilment of the mission of McGill's Senate.
 - Rationale: The Committee agreed that an *ex officio* membership on Senate of approximately 20% was reasonable and is consistent with *ex officio* membership on Senates across the U15.
8. In addition to Faculty-based members, academic staff should also have "at-large" representation.
 - Rationale: At-large members of Senate would provide for interdisciplinary representation of Senate.
9. Procedures for filling Senate seats which are vacated before the normal end of term should be standardized.
 - Rationale: This principle would ensure vacant seats are filled within a reasonable amount of time and would provide clarification to Faculties on how to fill vacancies.
10. The Senate Rules of Procedure governing the consequences of absenteeism must be clarified and strengthened.
 - Rationale: Currently, the Senate Rules of Procedure are insufficient to deal with habitual absenteeism.

11. There should be a regular review of Senate composition.
 - Rationale: There should be a regular and periodic review of Senate composition. The Committee agreed that a more frequent review might be needed if there are significant changes to the demographics of Senate's constituencies.
12. Adjustments to the number of members of Senate from various constituencies should reflect changes to the underlying composition of the University.
 - Rationale: It is important to ensure that changes to the composition of the University community are reflected in Senate's membership.

II. COMMITTEE'S REVIEW OF ISSUES AND FINDINGS

The Committee considered various aspects of the composition of Senate and formulated recommendations on each of the components of its terms of reference including: the total number of Senators; the number and proportion of Senators from various constituencies; the distribution of elected academic Senators among Faculties; the distribution of student members among the four recognized student societies; and the *ex officio* members of Senate.

1. *The total number of Senators*

Senate is the University's governance institution which "shall exercise general control and supervision over the academic activities of the University"¹ and which includes representation of the University's main constituencies. The Committee carefully studied the total number of Senators, keeping in mind the need to have an effective academic governance body.

The Committee compared Senate's current size (107 members) to its counterparts at sister universities in the U15. The Committee determined that McGill's Senate, in comparison to institutions at sister universities, is reasonably sized in that it is neither amongst the largest nor the smallest Senates in the U15. In its comparative review, the Committee learned that smaller Senates in the U15 are less representative than McGill's Senate, while much larger Senates sometimes include external representation on Senate, as mandated by provincial legislation.

Based on its analysis, and feedback received from the community, the Committee agreed that reducing the total number of Senators would negatively affect representation of the University community's constituents. Conversely, a significant increase in the number of Senators could render Senate unwieldy and would be difficult to accommodate in the current Senate chamber. Therefore, the Committee established that, in principle, the size of Senate should remain in the vicinity of the existing number of members.

2. *The proportion and number of Senators from various constituencies*

The Committee discussed the proportion and number of Senators from various constituencies. Overall, the Committee felt that the current proportions of various constituencies on Senate are reasonable and well-balanced. Given the size of Senate and its constituencies, the Committee acknowledged that strict proportionality of representation on Senate is not feasible as it would significantly increase the body's size, potentially impeding its effectiveness.

¹ Section 6.3.2 of the Statutes of McGill University.

The Committee observed that Senate's current proportion of *ex officio* members is consistent with Senates at sister universities and is reasonably sized (further discussion below). Similarly, the Committee noted that the Board of Governors' representation on Senate was appropriately sized.

Regarding faculty representation on Senate, the Committee believed that the current distribution of Faculty representation was generally acceptable, though, a few revisions could be recommended (see below).

The Committee considered administrative and support staff representation on Senate and analyzed the "Final Report of The Tripartite Committee" from April 1990, which allocated six members of Senate to the administrative and support staff. The Committee noted that while some Senates at sister universities have no administrative and support staff representation, it was important to maintain such representation at McGill given that administrators are deeply involved in supporting the University's academic mission and are closely involved in academic matters facing the University.

The Committee also considered the restriction on administrative and support staff Senate seats to non-unionized staff (i.e. M-staff employees). The University community suggested that the administrative and support staff representation should include unionized members of the administrative and support staff. Members of the community asserted that many unionized employees have close interaction with students and faculty members, and work to fulfill the University's academic mission. The Committee contended that should unionized members of the administrative and support staff run for Senate positions, the election procedures should stipulate that there be no involvement by unions in the process, including no endorsement of candidates by a union.

Regarding student representation, the Committee determined that students are reasonably well represented on Senate (see discussion below).

3. The distribution of elected academic Senators amongst Faculties

The Committee weighed the need to have representation of academic staff on Senate and the desire not to significantly increase the total size of Senate. Given Senate's oversight over academic matters at the University, and since faculty representation on Senate has exceeded 50% of Senate's total membership, the Committee believed that 50% of Senate's total membership + 1 should be the minimum threshold for faculty representation on Senate.

Article 6.1.1 of the Statutes states that faculty representatives "shall be elected for a term of three years...the electorate to be all professors, associate professors, assistant professors, and full-time faculty lecturers appointed to the faculty by the Board of Governors."² The Statutes currently distribute Faculty representation to Senate as follows (see Appendix 1):

- "Seven from the Faculty of Arts
- Three from the Faculty of Agriculture and Environmental Sciences
- One from the Faculty of Dentistry

² Section 6.1.1 of the *Statutes of McGill University*.

- Four from the Faculty of Education
- Four from the Faculty of Engineering
- Two from the Faculty of Law
- Nine from the Faculty of Medicine
- Two from the Faculty of Music
- Two from the Faculty of Management
- One from the Faculty of Religious Studies
- Seven from the Faculty of Science
- Nine from the electorate at large as determined by Senate.”³

In practice over a number of years, the nine Senate representatives from the faculty-at-large have been allocated to Faculties which were believed to be underrepresented on Senate. The allocations of these seats have been as follows:

- Two members to the Faculty of Arts
- One member to the Faculty of Agriculture
- Four to the Faculty of Medicine
- Two to the Faculty of Science.

The Committee analyzed the number of tenure-track academic staff and compared this with each Faculty’s representation on Senate. The Faculty of Religious Studies, the smallest Faculty with 12.5 tenure-track academic staff, has one elected member on Senate, whereas the Faculty of Medicine, the largest Faculty with 570 tenure-track academic staff, has thirteen. If the ratio for Religious Studies were applied, the Faculty of Medicine would be assigned 46 elected Senate representatives. Given the substantial increase to Senate’s size if the lowest ratio were applied, the Committee acknowledged that fair representation, but not strict proportionality, should guide the distribution of Senate academic staff members from the Faculties.

The Committee agreed that each Faculty/School should have at least one representative on Senate with the remaining total of elected Faculty representatives to be allocated to Faculties in relation to their size. The ratios of current academic staff members of Senate to the total tenure-track complement of each Faculty ranged between 1:13 (Faculty of Religious Studies) and 1:44 (Faculty of Medicine). The mean ratio was 1:32 (see Appendix 2). The Committee reviewed these ratios and identified a few adjustments in the existing distribution based on the fluctuations in the number of tenure-track faculty in certain Faculties over the past ten years.

In its analysis, the Committee noted that the Faculty of Agriculture was overrepresented in Senate, and proposed a reduction of one Senate member. Similarly, the Faculty of Education was also overrepresented and a reduction of one Senate member was identified. Pending the relocation of the School of Information Studies to the Faculty of Arts, subject to Senate approval, a further reduction in the number of faculty members in the Faculty of Education would warrant a corresponding reduction to its Senate representation of one further member. The Faculty would have a similar number of tenure-track academic staff members as the Faculty of Management, and thus, would also have an identical number of representatives on Senate.

The relocation of the School of Information Studies to the Faculty of Arts (pending Senate

³ Section 6.1.1 of the *Statutes of McGill University*.

approval) will increase that Faculty's tenure-track complement. To ensure a relatively similar representation to Faculties, the Committee recommends that the Faculty of Arts' representation on Senate be increased from nine to ten members.

The Faculty of Engineering is currently underrepresented relative to others and an additional Senate member is proposed. Although the Faculty of Medicine is relatively underrepresented on Senate, the Committee agreed that no additional representation from the Faculty is required. Thirteen Senate representatives, in addition to the Dean, are sufficient for the Faculty to have an effective voice at Senate.

Currently, the School of Continuing Studies is represented on Senate only by its Dean, and although it has no tenure-track academic staff, it has a complement of twenty-one non-tenure-track full-time academic staff holding the rank of Faculty Lecturer. The Committee agreed that the School of Continuing Studies should be allotted one elected representative of its full-time academic staff since it is similar to a Faculty, is headed by a Dean, and fulfills a distinctive academic purpose within the University.

The Committee agreed that having some Senate members elected by and from the faculty-at-large would provide an opportunity for interdisciplinary representation on Senate. The Committee proposed that three members elected from the faculty-at-large would address this need. Elections for these members would be organized by the Secretariat, with all academic staff members University-wide comprising the pool of eligible nominees and voters.

Based on the discussion above, the Committee recommends the following distribution of academic staff representatives among the Faculties and Libraries (see Appendix 3):

- Small Faculties:
 - Dentistry – One member
 - Law – Two members
 - Religious Studies – One member

Sub-total: 4 members

- Large Faculties & Libraries
 - Agriculture and Environmental Sciences – Three members
 - Arts – Ten members
 - Education – Two members
 - Engineering – Five members
 - Libraries – Three members
 - Management – Two members
 - Medicine – Thirteen members
 - Music – Two members
 - Science – Nine members

Sub-total: 49

- One academic staff member from the School of Continuing Studies
- Three academic staff members from the faculty-at-large

Total: 57 elected representatives from amongst the Faculties, Libraries and the School of

Continuing Studies.

4. *The distribution of student members among the four recognized student societies*

The current student representation on Senate was first approved in November 1994. As a point of comparison, the Committee reviewed enrolment figures for undergraduate and graduate students for 1994-5 and 2012.

Although both undergraduate and graduate student enrolment has grown since 1994, the Committee observed that thirteen Senators for undergraduate students represented by the Students' Society of McGill University provided for representation from all Faculties and for the broad representation of undergraduate students' opinions, comments and concerns at Senate. The significant growth in the graduate student population, however, has resulted in an imbalance between the size of the constituency and its representation on Senate. The Committee determined that an additional representative from the Postgraduate Students' Society (PGSS) is warranted. In addition, the Committee agreed that since postdoctoral students are PGSS members, it would be sensible to consolidate postdoctoral students with PGSS representation on Senate in the Statutes. Given that the nature of postgraduate studies differs from that of other graduate students, it is essential that postdoctoral students retain one representative on Senate.

The Committee concluded that the one Senate representative from the Macdonald campus Students' Society is sufficient in that s/he adequately represents the interests of undergraduate students at the Macdonald campus, and is proportional to the enrollment in the Faculty of Agricultural and Environmental Sciences. Similarly, the two Senate representatives from the McGill Association of Continuing Education Students provide an effective voice at Senate for continuing studies students.

Medical residents have historically not been actively involved in Senate and its activities. This is evidenced by the very few medical residents who have served on Senate and the difficulty PGSS has encountered in recruiting medical residents to serve on Senate. Therefore, it was proposed that medical residents be removed from the Statutes as a separate category of representation.

5. *The ex officio members of Senate*

Following analysis, deliberation, discussion, and based on input received from the University community, the Committee agreed that Senate's current proportion of *ex officio* members is consistent with Senates at sister universities and is reasonably sized. The Committee believed that *ex officio* members on Senate are important in that they often are responsible for bringing items of business forward and for providing information to Senate.

The University Registrar and Executive Director of Enrolment Services plays an active role in academic quality control, which is integral to the planning and support of the academic mission of the institution. As such, the individual who holds the position would bring an important perspective and voice to Senate on matters including: development and implementation of admissions policy; enrolment management; scheduling and invigilation of exams; fulfillment of degree requirements and the entitlement to graduate; integrity of students' academic records; and class scheduling. A number of sister universities across Canada, including the University of Toronto, the University of Alberta, the University of Saskatchewan and l'Université de Montréal, include the Registrar as a member of Senate. Therefore, the Committee recommends

that the University Registrar and Executive Director of Enrolment Services should be an *ex officio* member of Senate.

The mission of the Teaching and Learning Services unit is to promote and support the ongoing development and enhancement of teaching and learning at the University. The individual who holds the position of Director is an academic staff member from one of the Faculties. Given the relevance of the activities of the unit to the University's academic mission, the Committee recommends the Director of Teaching and Learning Services be an *ex officio* member of Senate. The Committee felt this addition to Senate is consistent with its counterparts in the U15, including the University of Ottawa and the University of Calgary, which include their heads of Teaching and Learning Services in their Senate membership.

III. RECOMMENDATIONS OF THE AD HOC COMMITTEE TO REVIEW THE COMPOSITION OF SENATE

Based on the above considerations, the Committee makes the following recommendations concerning Senate's composition:

1. The existing distribution of elected faculty representatives among the Faculties be modified to more closely reflect the relative proportion of the faculty complement in the unit:
 - a. The Faculty of Agriculture and Environmental Science should be allocated three Senate seats (current allocation: four seats) ;
 - b. The Faculty of Education should be allocated two Senate seats (current allocation: four seats);
 - c. The Faculty of Arts' Senate representation should be allocation ten Senate seats (current allocation: nine seats);
 - d. The Faculty of Engineering's Senate representation should allocated 5 Senate seats (current allocation: four seats);
 - e. The School of Continuing Studies should be allocated one Senate seat (from amongst its faculty lecturers) (current allocation: none);
 - f. Three additional faculty members-at-large to be elected by and from all eligible faculty University-wide;
2. The Post-Graduate Students' Society should be allocated five Senate seats (current allocation: four seats) (The postdoctoral representative should be included in the total PGSS grouping or allocation in the Statutes);
 - a. Reference to medical residents should be deleted from section 6.1.1 of the Statutes;
3. The University Registrar and Executive Director of Enrolment Services and the Director of Teaching and Learning Services should be added as *ex officio* members;
4. Where there are two or more representatives to Senate from a Faculty/School, the terms of office should be staggered to provide for partial turnover in any year (as well as continuity);

5. If a Faculty Senate seat is vacated before the normal end of term, the Faculty concerned should employ the following procedures:
 - a. if the remainder of the representative's term is for one year or less, the Faculty may appoint a replacement for the duration of the former member's term;
 - b. if the remainder of the representative's term is for greater than one year, the Faculty should elect a new member using its normal election procedure for the full Senate term of three years;
6. If one of the six administrative and support staff seats is vacated before the normal end of term, the same procedure indicated in recommendation five should be used;
7. A provision should be included in the Statutes to provide for regular review of Senate composition at least once every 10 years;
8. A provision governing prolonged absenteeism for future appointments to Senate should be instituted as follows:
 - a. If a Senator does not attend three consecutive meetings of Senate, or five meetings in a governance year, s/he shall ipso facto forfeit his/her seat.

APPENDIX 1 – PROPOSED REVISIONS TO 6.1 OF THE MCGILL UNIVERSITY STATUTES

(Note: additions are underlined and **highlighted in yellow**; deletions are denoted by ~~striketrough~~ text).

6.1.1. The Senate shall be composed of:

- a) The Chancellor;
The Principal and Vice-Chancellor;
The Chair of the Board of Governors;
The Provost;
The Deputy Provost;
The Vice-Principals;
The Deans of Faculties;
The Dean of Graduate and Postdoctoral Studies;
The Dean of Students;
The Dean of Continuing Studies;
The Director or Dean of Libraries;
The University Registrar and Executive Director of Enrolment Services;
The Director of Teaching and Learning Services.
- b) Three representatives of the Board of Governors, appointed by the Board for a period of three years each, at least two of whom shall be members of the Board, including at least one who is a member of the Board elected by the McGill Alumni Association;
- c) Three members, each of whom shall be elected for a term of three years, and shall be eligible for re-election, the electorate to be all librarians performing the function of librarian in the University's library system;
- d) Six members of the ~~non-unionized~~ administrative and support staff for a period of three years, namely:
 - i) Two representatives from the Faculties of Arts, Education, Law, Management, Music, and Religious Studies; School of Continuing Studies; and non-faculty administrative and support services reporting to the Provost, the Vice-Principal (Research and International Relations), the Principal, and the Secretary-General, following an election conducted by the Dean of Arts.
 - ii) Two representatives from the Faculties of Agricultural and Environmental Sciences, Dentistry, Engineering, Medicine, and Science; the University Libraries; and non-faculty administrative and support services reporting to the Deputy Provost, following an election conducted by the Dean of Science.
 - iii) Two representatives from non-faculty administrative and support services reporting to the Vice-Principals (Administration and Finance) and (Development and Alumni Relations), following an election conducted by the University Secretariat.
- e) The following members, each of whom shall be elected for a term of three years, and all of

whom may be re-elected, the electorate to be all professors, associate professors, assistant professors, and full-time faculty lecturers appointed to the faculty by the Board of Governors, or otherwise authorized by the faculty concerned:

~~Seven~~ **Ten** from the Faculty of Arts;
 Three from the Faculty of Agricultural and Environmental Sciences;
 One from the Faculty of Dentistry;
~~Four~~ **Two** from the Faculty of Education;
~~Four~~ **Five** from the Faculty of Engineering;
 Two from the Faculty of Law;
~~Nine~~ **Thirteen** from the Faculty of Medicine;
 Two from the Faculty of Music;
 Two from the Faculty of Management;
 One from the Faculty of Religious Studies;
~~Seven~~ **Nine** from the Faculty of Science;
One from the School of Continuing Studies elected from among its full-time faculty lecturers.

f) ~~Nine~~ **Three** from the electorate faculty-at-large as determined by Senate **elected by ballot conducted by the Secretariat.**

g) The following members, each of whom shall serve a one-year term:
 One student from the MCSS membership;
 Two students from the MACES membership;
~~Three~~ **Five** students from the PGSS membership, **including one member elected from among postdoctoral students;**
 Thirteen students from the SSMU membership; and
~~One student elected from among the medical residents or postdoctoral scholars.~~

The eligibility of students for membership on Senate at the time of their nomination or election, and while holding office is determined by the following conditions:

- 6.1.1.1 They are registered as graduate or undergraduate students in a degree or diploma program of the University and are taking not less than three year-long courses or eighteen credits or their equivalent; or,
- 6.1.1.2 They are registered as postdoctoral scholars or medical residents; or,
- 6.1.1.3 They are members of the executives of the Students' Society of McGill University or of the Macdonald Campus Students' Society, and are registered students of the University; or,
- 6.1.1.4 They are registered in the School of Continuing Studies.
- 6.1.1.5 Non-resident students and full-time members of the teaching staff are ineligible.
- 6.1.2.1 Suspension under the Student Disciplinary Code shall render a student ineligible for office where

such suspension is of all University privileges and is in force at the time of nomination or election. Such suspension during a term of office shall render a student member of the Senate ineligible to sit on Senate or its committees so long as the suspension lasts.

6.1.2.2 Whenever an elected member of the Senate resigns or ceases to be a full member of the University or of the member's constituency before the expiry of the term, the competent body shall elect a successor to complete the term. ~~Senate may from time to time lay down rules concerning the elections called for in this section.~~ If a Faculty Senate seat is vacated before the normal end of term, the Faculty concerned should employ the following procedures:

- i. if the remainder of the representative's term is for one year or less, the Faculty may appoint a replacement for the duration of the former member's term;
- ii. if the remainder of the representative's term is for greater than one year, the Faculty should elect a new member using its normal election procedure for the full Senate term of three years;

6.1.3 If one of the six administrative and support staff seats is vacated before the normal end of term, the same procedure indicated in section 6.1.2.2 should be used.

6.1.4 Senate shall undertake a comprehensive review of its composition at least once every ten years.

Appendix 2: McGill Senate Composition by Faculty

Constituency	Number of Senate Representatives*	Actual size of the constituency**	Representation per capita
<i>Small Faculties</i>	4 [5 (proposed representation)]	72 [93 w/Cont St.]	1:18 [1:19]
Continuing Studies	0 [1 (proposed representation)]	21***	0:21 [1:21]
Dentistry	1	20	1:20
Law	2	39.5	1:20
Religious Studies	1	12.5	1:13
<i>Large Faculties</i>	50 [49 (proposed representation)]	1621	1:32 [1:33]
Agriculture and Environmental Sciences	4 [3 (revised representation)]	92	1:23 [1:31]
Arts	9 [10 (with SIS)]	275 ^A [287 (with SIS)]	1:31 [1:29]
Education	4 [2 (without SIS)]	81 (with SIS) ^A [69 (without SIS)]	1:20 [1:35]
Engineering	4 [5 (revised representation)]	149	1:37 [1:30]
Libraries	3	58.5	1:20
Management	2	74.5	1:37
Medicine	13	570	1:44
Music	2	58	1:29
Science	9	263	1:29
Elected from the faculty-at-large	[3 (proposed representation)]	[1714 ^B]	n/a
Total Faculty members (total) - tenure track	54 [57 (proposed representation)]	1693 ^C	1:31 [1:30]

* Figures include the actual allocation of the 9 "faculty-at-large" members of Senate to individual Faculties as follows: 1 to FAES, 2 to Arts, 4 to Medicine, 2 to Science.

** Tenure-track faculty members

*** Not tenure-track faculty members

A. The relocation of the School of Information Studies to the Fac. of Arts is subject to Senate approval. This would increase the size of the complement from the Fac. of Arts to 287 and reduce the complement from the Fac. of Education to 69.

B. Source: University Staffing Report: Academic Year 2012. Total includes full-time faculty lecturers in the School of Continuing Studies.

C. Source: University Staffing Report: Academic Year 2012. Total does not include the 21 faculty members from Continuing Studies, as they are not tenure-track faculty.

Appendix 3: McGill Senate Composition by Constituency

Constituency	Current Number of Senate Representatives*	Recommended by the Ad Hoc Committee to Review the Composition of Senate
FACULTY MEMBERS (TOTAL)	54	57
Small Faculties/Schools	4	5
Dentistry	1	1
Law	2	2
Religious Studies	1	1
Continuing Studies	0	1
Large Faculties	50	49
Agriculture and Environmental Sciences	4	3
Arts	9	10
Education	4	2
Engineering	4	5
Libraries	3	3
Management	2	2
Medicine	13	13
Music	2	2
Science	9	9
Senators from the "electorate-at-large"	0	3

STUDENTS (TOTAL)	20	21
Undergraduates (SSMU)	13	13
MacDonald Campus (MCSS)	1	1
Continuing Studies (MACES)	2	2
Graduate students (PGSS)	4	5**

ADMINISTRATIVE & SUPPORT STAFF (TOTAL)	6	6
REPRESENTATIVES OF THE BOARD OF GOV.	3	3
EX OFFICIO MEMBERS OF SENATE	24	26

TOTAL NUMBER OF SENATORS	107	113
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*Figures include the actual allocation of the 9 "electorate-at-large" members of Senate to individual Faculties.

**Statutes will no longer make reference to medical residents and postdoctoral students will be included in the PGSS grouping.