Report on Senate Reform

At its meeting of August 2014, the Executive Committee of Senate agreed that, in light of the ongoing University-wide efficiency review, and since a review had been last conducted ten years earlier, it would be timely to undertake a comprehensive review of Senate and its committees.

At its meeting of October 14, 2014, Senate considered and endorsed the composition and Terms of Reference proposed by Senate Executive for an ad hoc committee on Senate reform (See Appendix A). The review by this committee would include the structure, operation, and types of committees of Senate.

An interim report was received and endorsed by Senate at its meeting of May 12, 2015.

Structure: Composition of Senate

With the introduction of a decanal model at the Grenfell Campus, Senate membership will increase by three ex-officio members and six elected academic staff members. This growth provides an opportunity to revisit the composition of Senate.

Elected Academic Staff Members

At present, the elected constituency representatives of the Senate are distributed as follows:

(a) The number of seats are divided into the total number of full-time electors in all constituencies. The figure obtained is then divided into the number of electors in each constituency to determine the number of representatives to which each constituency is entitled.

(b) Each constituency whose numbers do not warrant election of a single senator (using the formula above) shall, nevertheless, be entitled to elect one representative. The number of seats to which the remaining constituencies are entitled shall then be recalculated, omitting from the recalculation the number of electors of the constituencies entitled to a representative under this clause and the number of seats so taken.

Appendix C illustrates four scenarios for the allocation of the number of seats for election in each constituency.

1. Use the current allocation model, described above.
2. Assign each constituency a minimum of two seats. Since the number of elected seats is twice the number of ex officio seats, and since each Dean is an ex officio member of Senate, this assigns the elected seats associated with the Dean to his/her constituency. The Faculty of Humanities and Social Sciences is an exception as it is comprised of two constituencies.
3. Assign each constituency a minimum of one seat, but cap the number of seats assigned to any constituency at six seats. Caps reduce the possibility of any constituency having a number of seats disproportionate to other faculties.
4. Assign each constituency a minimum of two seats, but cap the number of seats assigned to any constituency at six.

Feedback on these four options has been received from Senate and it was agreed that consultation with the Councils of the constituencies was necessary before a final recommendation was submitted to Senate for consideration.

The Senate Committee on Elections and Committees has been tasked with undertaking this consultation, with a view to making recommendations when presenting to Senate its annual report on allocation of elected seats.

Student Representation on Senate

The membership of Senate includes thirteen members from students in attendance at the University, including at least one student from the Grenfell Campus, one student from the Marine Institute and one graduate student, with all student members to be chosen in a manner approved by the Board.

At present, there are one student from the Grenfell Campus and from the Marine Institute, three graduate students and eight undergraduate students from the St. John’s campus.

As the number of students on Memorial’s campuses increases and as the ratio of undergraduate to graduate enrolment shifts, it is timely to consider a ratio-derived number of seats for student representatives.

Using 2015-16 enrolments and the formula presently used to assign elected seats to constituencies, of the thirteen student seats, one would be allocated to each of Grenfell and the Marine Institute, three to graduate students and eight to undergraduate students at the St. John’s campus. At this time, then, the seats are distributed equitably.

While ex officio members of Senate can send a delegate with voting privileges, student representatives do not have that opportunity.

Recommendation One: Where a student is a senator by virtue of an executive position on a student union, such senators be permitted to send a delegate with voting privileges. Additional student senators selected by their student union would be treated as elected senators and would not have such privilege.

Operation: Senate Delegation

In the past, Senate has rarely delegated its authority. The Senate Committee on Academic Appeals has been delegated Senate’s authority to render a final decision on academic appeals, in large part due to the court decision in Dunne vs. Memorial University. The Senate Committee on Undergraduate Studies has been delegated authority to approve new and revised courses, although these still are brought to Senate on the Consent Agenda.
Recommendation Two: That Senate not delegate further authorities.

The Consent Agenda works well in allowing Senate to review and approve routine business and should continue to be used.

Senate Committees

At present, there are eighteen standing committees of Senate, some formed as early as 1978 and one as recently as two years ago. Academic staff members who are tenured or beyond their first year in the University are eligible to serve on Senate committees, as are retirees who were eligible to serve at the time of retirement. The term of appointment is typically three years, and is subject to renewal.

A list of the standing committees, the year the committee was established and the committee’s terms of reference as of 2016 July, is attached (See Appendix B).

For the past several years, the Committee on Elections and Committees has struggled to fill seats on Senate committees, as too few volunteers/nominees come forward. Given the lack of participation and the fact that a comprehensive review of standing committees has not occurred in some time, the ad hoc Committee on Senate Reform considered the current relevance of the Terms of Reference of the committees and their level of activity based on monthly reports to Senate. Attention was given to reducing the number of committees where feasible, absorbing tasks of some committees into others to create a venue for more robust and contextualized discussion. At the same time it was recognized that all Senate committees and their members have contributed to University governance.

Twelve recommendations were included in the Interim Report to Senate by this Committee. The following recommendations/actions have arisen from the endorsement of the interim report by Senate and the further work of the Committee.

Actions

I. To address the issue of irregular and incomplete reviews of the Terms of Reference of Senate committees, the Terms of Reference of the Committee on Elections and Committees have been updated to include “Annually, invite all Senate committees to review their Terms of Reference and forward any changes.” (See Appendix B)

II. In the interim report, it was recommended that the Executive Committee of Senate be a true Executive (all voting members must be senators). It was also noted that, while the Executive no longer hears appeals, it does rule on some administrative parts of the academic appeals process (considers requests for an extension to the time limit in which Notices of Appeal must be submitted to the Committee on Academic Appeals), which was not reflected in the Executive’s Terms of Reference. The membership and Terms of Reference of the committee have been updated accordingly (See Appendix B).
III. The Terms of Reference of the Committee on Honorary Degrees and Ceremonial have been updated to note that the awarding of the title of Professor Emeritus is recommended by Senate to the Board of Regents for approval (See Appendix B).

IV. The Terms of Reference of the Committee on Undergraduate Studies have been updated to include the duties of the Advisory Committee on the University Timetable (See Appendix B).

V. Two years ago, the University Planning and Budget Committee divested itself of its responsibility for Academic Program Review, recommending to Senate the creation of the Academic Unit Planning Committee. The Planning and Budget Committee has since reviewed its Terms of Reference and membership, with a view to increasing its focus on supporting Senate’s involvement with strategic matters; the updated Terms of Reference have been approved (See Appendix B).

Recommendations

Recommendation Three: That the Advisory Committee on the Bookstore be dissolved as the operation of a for-profit business on campus is not a consideration of Senate. The Bookstore is now the responsibility of Ancillary Services, within the portfolio of the Deputy Provost; the Director of Ancillary Services can be asked to consider the value of an Advisory Committee within his/her structure. Any such committee should have student representation mirroring that on Senate committees.

Recommendation Four: That the Advisory Committee on the Library be dissolved, as the Academic Council of the Library, which already fulfils a similar mandate, has pan-university faculty/school representation as well as Senate representation. Additionally, consideration of library matters as they impact the academic mission of the University will be included in the mandate of the Committee on Research and the proposed Committee on Teaching and Learning.

Recommendation Five: That the Advisory Committee on the University Timetable be dissolved, as its duties have been absorbed by the Committee on Undergraduate Studies.

Recommendation Six: That the Committee on the University Calendar be dissolved, as the Committee has little business and the Calendar Editor can seek advice from the University community, including the Executive Committee of Senate and Secretary of Senate, as needed.

Recommendation Seven: That the Committee on Educational Technology be disbanded. Its Terms of Reference address technology as it supports teaching and learning; this discussion can be had in a broader context by the proposed Committee on Teaching and Learning. Administrative technology matters do not
fall within the purview of Senate but within the portfolio of the Chief Information Officer. He/she can be asked to consider the value of an Advisory Committee within that structure; any such committee should have student representation mirroring that on Senate committees.

Recommendation Eight: That the Committee on Copyright be disbanded, and its mandate be absorbed by the Committee on Research.

Recommendation Nine: That a new Teaching and Learning Committee be created.

Membership:

- An appropriate number of Teaching and Learning Chairs
- An appropriate number of additional academic staff members
- University Librarian, or delegate
- University Registrar, or delegate
- Director of the Centre for Institutional Analysis and Planning (CIAP), or delegate
- Director of the Centre for Innovation in Teaching and Learning (CITL), or delegate
- Manager, Teaching and Learning Supports, CITL
- Three undergraduate students, one appointed by the Memorial University Students’ Union, one by the Marine Institute Students’ Union, and one by the Grenfell Campus Student Union
- One graduate student, appointed by the Graduate Students’ Union

Terms of Reference:

- to monitor and support the recommendations of the Teaching and Learning Framework and Plan;
- to undertake, every five years, a review of the strategic framework and plans related to teaching and learning;
- to receive regular updates from the Centre for Innovation in Teaching and Learning (CITL) on innovations in teaching and learning, and to advise Senate on such matters;
- to act in an advisory, consultative and supporting capacity to the University Librarian and to the Senate on all library matters which affect the teaching and learning at the University;
- to review qualitative and quantitative data on student engagement and the student educational experience, and to make recommendations to Senate based on such data;
- to maintain close liaison with the Senate Committee on Course Evaluation.

Recommendation Ten: That the Terms of Reference of the Committee on Course Evaluation be updated to include “to maintain close liaison with the Senate Committee on Teaching and Learning”.

Recommendation Eleven: That the Membership of the Committee on Research include “University Librarian or delegate” and update its Responsibilities to be [additions underlined]:

Responsibilities
a) to encourage and promote research in co-operation with the Office of Research and academic units at Memorial University by identifying areas in which to improve our success with Tri-Council (SSHRC, NSERC and CIHR) and other major funding agencies or organizations;
b) to present proposals and recommendations for consideration to the Senate on:
   (i) existing University research policies,
   (ii) the development and implementation of new University research policies, including commercialization and knowledge transfer,
   (iii) scholarly communication, including open journals,
   (iv) the implications of major proposals that might affect established academic priorities, and
   (v) the prioritization of research initiatives for the disposition of discretionary research funds accruing to the University;
c) to act in an advisory, consultative and supporting capacity to the University Librarian and to the Senate on all library matters which affect research at the University;
d) to make recommendations on copyright-related issues involving researchers, such as Open Access and intellectual property;
e) to recommend to the President:
   (i) faculty members for the President’s Award for Outstanding Research,
   (ii) faculty members to serve on the Selection Committee for the University Research Professorships.

Recommendation Twelve: That the Membership and Terms of Reference of the University Committee on Admissions be updated to reflect current practice, as follows:

   Membership:
   a) University Registrar or delegate, normally from the Academic Advising Center
   b) An Assistant Registrar – Admissions, who will serve as convenor
   c) Senior Academic Advisor or Associate Dean, Faculty of Humanities and Social Sciences
   d) Senior Academic Advisor or Associate Dean, Faculty of Science
   e) An appropriate number of faculty members; insofar as possible, the Committee shall have balanced representation from the faculties/schools that offer direct entry to applicants who are new to post-secondary studies
   f) At least one of the members from c, d or e shall be a senator
   g) Director, Blundon Centre or delegate
   h) Director, Counselling and Wellness Centre or delegate
   i) An undergraduate student appointed by the Memorial University Students’ Union

   Terms of Reference
   a) To review applications for admission from undergraduate applicants who are new to post-secondary studies, who are seeking admission to the University to study at a campus other than the Grenfell Campus and who are requesting admission to the University under the regulations governing Applicants Who Are Requesting Special Admissions. Requests from
those seeking admission to study at the Grenfell Campus will be considered by the Grenfell Admissions Committee.

b) To review applications for admission under, but not limited to, the following situations:
   a. Special Circumstances. Current high school students or graduates providing evidence of special circumstances beyond the applicant’s control, including personal, family or health issues, which have interfered with the applicant’s academic performance in the final year of high school. Decisions will be based on an assessment of the applicant’s academic readiness for post-secondary studies.
   b. Flexible Admission. High school students or graduates from outside the province lacking courses in up to two subject areas that are specified in Memorial’s admission requirement but have a slate of courses that adequately prepare them for their declared program.
   c. Concurrent Studies. Applicants seeking admission under the concurrent studies category wishing to take more than one course per semester.
   d. Mature Applicants. Applicants seeking admission under the mature student category providing evidence of personal growth since high school.
   e. English Proficiency. Applicants not meeting the English proficiency requirements.

Decisions of the Committee are final and no further appeal is possible.

c) To delegate as appropriate, to the Office of the Registrar the authority to waive aspects of the general admission requirements in specific circumstances.

d) To provide guidance to the Office of the Registrar on the interpretation of how general admission requirements may be met for a category of applicant.

e) To invite guests to meetings as appropriate to provide insight and expertise.

Recommendation Thirteen: That the Membership and Terms of Reference of the Grenfell Campus Committee on Special Admissions be updated to reflect current practice, as follows:

Membership:
   a) Associate Vice-President Grenfell Campus (Academic), or delegate
   b) Registrar (Grenfell Campus), or delegate
   c) Manager, Academic Advising (Grenfell Campus) or delegate
   d) Grenfell Campus Faculty member or alternate as elected by the Grenfell Campus Nominating Committee
   e) An undergraduate student appointed by the Grenfell Campus Student Union.

Terms of Reference
   a) To review applications for admission from undergraduate applicants who are new to post-secondary studies, who are seeking admission to the University to study at the Grenfell Campus and who are requesting admission to the University under the regulations governing Applicants Who Are Requesting Special Admissions.
   b) To review applications for admission under, but not limited to, the following situations:
      a. Special Circumstances. Current high school students or graduates providing evidence of special circumstances beyond the applicant’s control, including personal, family or health issues, which have interfered with the applicant’s academic performance in the final year of high school. Decisions will be based on an assessment of the applicant’s academic readiness for post-secondary studies.
health issues, which have interfered with the applicant’s academic performance in the final year of high school. Decisions will be based on an assessment of the applicant’s academic readiness for post-secondary studies.

b. Flexible Admission. High school students or graduates from outside the province lacking courses in up to two subject areas that are specified in Memorial’s admission requirement but have a slate of courses that adequately prepare them for their declared program.

c. Concurrent Studies. Applicants seeking admission under the concurrent studies category wishing to take more than one course per semester.

d. Mature Applicants. Applicants seeking admission under the mature student category providing evidence of personal growth since high school.

e. English Proficiency. Applicants not meeting the English proficiency requirements. Decisions of the Committee are final and no further appeal is possible.

c) To delegate as appropriate, to the Office of the Registrar the authority to waive aspects of the general admission requirements in specific circumstances

d) To provide guidance to the Office of the Registrar on the interpretation of how general admission requirements may be met for a category of applicant

e) To invite guests to meetings as appropriate to provide insight and expertise.

Recommendation Fourteen: That the University Committee on Admissions and the Grenfell Campus Committee on Special Admissions undertake a review of the procedures for hearing appeals for admissions, considering the procedures of the Senate Committee on Academic Appeals and the principles of natural justice. The procedures should be included in the Handbook of Senate By-Laws and Procedures.

Recommendation Fifteen: That, instead of monthly reports, standing committees provide an annual written report, as currently required in the Senate By-Laws, and make an annual presentation to Senate.

Two additional possible committees were considered but rejected:

1. Considering an Academic Space Committee, members of the ad hoc Committee met with the Vice-Presidents’ Space Committee. After learning of their activities and issues, it was decided that a more appropriate course of action is to invite the Associate Vice-President (Facilities) to present to Senate on an annual basis.

2. Considering a Committee on Enrolment Management, it was felt that such a group would more appropriately report to the Provost, although there is room for joint discussion with the Committee on Teaching and Learning. The proposed Terms of Reference for the University Planning and Budget Committee also will serve to provide Senate with information on the progress around the Enrolment Plan as it seeks regular updates from the custodians of the
Technology Driven Communication

Meeting Space

**Recommendation Sixteen:** That Senate adopt the use of videoconferencing to allow Grenfell Campus senators and remote guests unable to attend in person, to attend meetings of Senate and its committees. CITL has agreed to prepare a proposal regarding the installation, cost, timeframe, et cetera, of equipping the Senate meeting room with conferencing capabilities.

Meeting Software

The Office of the Secretary of Senate is engaged in a project with Information Technology Services to implement Share Point as a software collaboration tool for Senate, with a view to also using it for Senate Committee meetings. Share Point, with a friendly user interface, will be used to receive documents related to agenda items, to provide electronic access to Senate agendas, to maintain an indexed file of Senate documents, et cetera, in a secure environment.

Orientation

**Recommendation Seventeen:** That Senate introduce annual general orientation for newly elected senators. This orientation could be held towards the end of the Spring semester before the start of the new academic year in September. It would be open to all senators but designed for the newcomer and delivered by an experienced senator, in consultation with the offices of the Secretary and Chair of Senate.
Appendix A

Ad hoc Committee on Senate Reform

Membership

a) President and Vice-Chancellor (Chair of Senate)
b) Provost and Vice-President (Academic)
c) Secretary of Senate
d) Dean of Graduate Studies
e) A representative of the remaining Deans
f) One undergraduate student to be recommended by MUNSU, one undergraduate student to be recommended by GCSU, and one undergraduate student to be recommended by MISU
g) One graduate student to be recommended by GSU
h) Eight (8) academic staff members, including 4 Senators, one representative from Grenfell Campus, and one representative from the Marine Institute

The Committee will be co-chaired by the President and Provost.

Terms of Reference

Consistent with the compositions, duties, and powers of the Senate and the duties and powers of the Board of Regents as defined by the Memorial University Act, the ad hoc Committee is charged with the following responsibilities:

a) To consider procedures that will facilitate more efficient consideration of requests to Senate for routine course approvals and regulation revision approvals.

b) To consult with Senate Committees and/or Academic Councils that regularly submit requests for course or regulation approvals to Senate and to consider the recommendations coming from these bodies.

c) To consult with faculty and academic councils and to consider the recommendations coming from those councils.

d) To consult with administration units (e.g. Registrar’s Office) that are involved in the implementation of decisions related to course or regulation changes and to consider the recommendations coming from these units.
e) To consult with administrative units (e.g. Computing and Communications) that may be able to provide advice regarding appropriate technology that may be employed to improve the efficiency of considering routine approval requests and to consider the recommendations coming from these units.

f) To examine and make recommendations on any other matter deemed by the Ad-hoc Committee to be relevant to its principal task.

g) To present a report on Senate Reform, including the presentation of alternative procedures for improving the efficiency of routine requests for Senate approval, to Senate at a future meeting, but within 6 months from the date of approval of these Terms of Reference.

h) To review the recommendations that were adopted following the review of Senate conducted in 2004 and determine the success of the implementation of those recommendations.

i) To examine the current membership composition and allocation of Senate seats.
Appendix B

Current Senate Standing Committees

Academic Unit Planning Committee (2014)

Terms of Reference

(a) The Committee shall monitor the administration of the academic unit planning (AUP) process and related procedures, in accordance with the Senate Policies and Procedures for the Review of Academic Units, with a modified process for professional units and programs with accreditation processes.

(b) The Committee will receive all completed reviews and any follow-up reports or updates and acknowledge receipt of same. The Committee will provide feedback to the Provost and Vice-President (Academic) or designate as to whether or not the review has been conducted in accordance with Senate Procedures, and if there are issues in the review that should be addressed. A copy of the Committee’s feedback will be provided to the academic unit.

(c) The Committee shall oversee and approve the schedule of reviews as developed by the Centre for Institutional Analysis and Planning (CIAP) in consultation with the academic deans or appropriate designates.

(d) The Committee shall provide direction regarding issues that may arise that are not addressed in the formal procedures.

(e) The Committee shall report to Senate regularly each year on the operation of the Senate Policies and Procedures for the Review of Academic Units, including advice on their possible revision.

(f) The Committee shall oversee a review of the Academic Unit Planning process and associated processes at least every ten years. The Committee shall develop terms of reference for the review; undertake university-wide consultation and, should the Committee feel it necessary, for a subcommittee to undertake or support the review process; review results of the consultation process and identify changes necessitated by the review process; prepare a final report for Senate outlining the results of the review process and make recommendations for change(s) should any arise as a result of the review.
Advisory Committee on the Bookstore (1983)

Terms of Reference

(a) To advise the Senate and the Deputy Provost (Students) and Associate Vice-President (Academic) Undergraduate Studies; the Associate Vice-President (Grenfell Campus) Administration and Finance; and the Associate Vice-President (Marine Institute) Academic and Student Affairs on matters relating to the policies of each of the Bookstores;

(b) To make representations to Senate and the Deputy Provost (Students) and Associate Vice-President (Academic) Undergraduate Studies; the Associate Vice-President (Grenfell Campus) Administration and Finance; and the Associate Vice-President (Marine Institute) Academic and Student Affairs on behalf of the Bookstores;

(c) To accept representations from students, staff, and faculty, in relation to matters of a policy nature, concerning the Bookstores;

(d) To make regular reports to Senate.

Advisory Committee on the Library (1978)

Terms of Reference

(a) To act in an advisory, consultative and supporting capacity to the University Librarian and to the Senate on all library matters which affect the academic processes of the University.

(b) To receive comments on these matters from all portions of the University and transmit them to the Librarian and to the Senate.

(c) To make representations on behalf of the Library as it deems necessary.
Advisory Committee on the University Timetable (1978)

Terms of Reference

(a) To advise the Vice-President (Academic) on academic matters pertaining to the preparation of the University timetable.

Committee on Academic Appeals (2010)

Terms of Reference:

(a) to consider appeals and make decisions on behalf of the Senate;

(b) an appeal shall be considered by an Appeals Panel that shall consist of five members of the Committee on Academic Appeals, including one student member, the Secretary of the Committee and three academic staff members. They shall be invited to be members of the panel by the Chair of the Committee on Academic Appeals, following consultation with the Secretary of Senate;

(c) none of the members of a panel shall have been involved in any prior decision making with respect to the matter under appeal or have any conflict of interest, bias or reasonable apprehension of bias;

(d) an Appeals Panel shall choose its own chair, who shall be responsible for arranging and chairing all sessions of the panel;

(e) the appellant may choose to make an appeal either through written submission and/or through an oral presentation; no inference will be drawn from the choice;

(f) a decision of the Appeals Panel shall be by majority;

(g) an Appeals Panel shall deliver written reasons for its decision;

(h) a copy of the report of the Appeals Panel will be retained in the Senate records.
Committee on Copyright (1980)

Terms of Reference

(a) To examine and report on copyright developments in Canada and internationally, particularly issues relevant to education such as (but not limited to) fair dealing and exceptions under copyright law.

(b) To advise and consult with Memorial administration on decisions or policies that relate to copyright issues in post-secondary educational institutions.

(c) To promote Senate discussions on copyright matters.

(d) To make recommendations on copyright-related issues involving the Memorial community such as Open Access and intellectual property.

Committee on Course Evaluation (2010)

Duties and Responsibilities

(a) The committee shall monitor the administration of the Course Evaluation Questionnaire (CEQ) and related procedures, including the release and publication of results, in accordance with the Senate *Student Rating of Courses and Instruction Administrative Policies and Procedures*.

(b) The committee shall prepare written guidelines providing information to students on the purposes of the rating procedure and on university policies for distribution and publication of results.

(c) The committee may, in cooperation with the Centre for Institutional Analysis and Planning, develop specific operational guidelines and protocols for efficient and consistent completion of the mandated student rating procedures.

(d) The committee shall receive reports of alternative methods of evaluation in courses for which the standard CEQ is not required. The Committee may comment to the academic unit concerning the appropriateness of such methods.

(e) The committee shall, upon request, approve alternative methods of administration of the CEQ for regular classroom courses, providing that such methods assure student anonymity and other principles in the normal procedures.
(f) The committee shall receive and respond to queries and comments from academic units, faculty members and students concerning the CEQ and student rating procedures.

(g) The committee shall deal with requests for access to unsummarized data from course evaluations archived by the Centre for Institutional Analysis and Planning.

(h) The committee shall provide direction to the Centre for Institutional Analysis and Planning and responsible staff members regarding responses to requests for supplementary questionnaire items or requests for special reports and analysis of data.

(i) The committee shall report to Senate in September or October each year on the operation of the Policies and Procedures for Student Rating of Courses and Instruction, including advice on possible revision of the Policies and Procedures and the Core Evaluation Questionnaire.

(j) The committee shall respond to queries from Senate, and may provide Senate with such other reports and recommendations as the Committee deems appropriate within its mandate.

(k) The committee shall carry out any other duties as described in the Senate Student Ratings of Courses and Instruction, Administrative Policies and Procedures.

(l) The Centre for Institutional Analysis and Planning will maintain a secretariat for the Committee.

(m) The committee shall oversee a review of the Course Evaluation form and associated processes at least every ten years. The committee shall review statistical summaries of previous CEQ data from current and previous results; discuss statistical summaries and make recommendations for adjustment; review issues, requests, and inquiries reported since the last major review to determine what elements to include in the review; develop terms of reference for the review; undertake university-wide consultation and, should the committee feel it necessary, for a subcommittee to undertake or support the review process; review results of the consultation process and identify changes necessitated by the review process; prepare a final report for Senate outlining the results of the review process and make recommendations for change(s) should any arise as a result of the review.

(n) The committee will recommend policies for evaluation of courses or course sections which may be exempt from using the CEQ.
Committee on Educational Technology (1978)

Terms of Reference

(a) With respect to information technology matters that may have an effect on teaching and learning at the university (“technology matters”), and

with respect to university bodies involved in the planning, selection, acquisition, delivery, or support of technology or other technology-related activity (“university bodies”), and

with respect to these technology-related activities, and

with the aim to provide a teaching and learning environment that reflects the core values and principles expressed in the university's Teaching and Learning framework, the Committee

• shall proactively examine technology matters and make recommendations to the senate or other university bodies, and

• shall proactively initiate awareness of and communication about technology matters in the university community, and

• may be consulted by senate or other university bodies on technology matters.

(b) The Committee shall receive, from senate and other university bodies, information on and/or make recommendations, to senate and other university bodies, relating to the following technology matters:

• technology projects and their benefits, risks and prioritization, with respect to their effect on teaching and learning at the university, and

• technology strategies and technology vision, with respect to their effect on teaching and learning at the university, and

• security, privacy, continuity, legal and other risks posed by technology with respect to their effect on teaching and learning at the university, and

• policies, programs, and processes with respect to technology and their effect on teaching and learning at the university, and

• identification of new technologies that may have a benefit or pose a risk to teaching and learning at the university, and

• identification of new opportunities for technology use that may have a benefit to teaching and learning at the university.
Committee on Elections and Committees 2011, an amalgamation of Committee on Committees (1978) and Committee on Senate Elections (1978))

Terms of Reference

(a) To make recommendations to Senate on the interpretation of the term “full-time members of the academic staff” in the approved procedures for the election of members of the academic staff to the Senate.

(b) To make recommendations to Senate for the selection of non-statutory ex-officio members of the Senate.

(c) To assume responsibility for the annual election of members of academic staff to the Senate.

(d) To recommend for Senate approval the structure and terms of reference of Senate standing committees, and any other committees as requested by Senate.

(e) Membership of Senate standing committees shall be recommended for the approval of Senate in accordance with the following procedures:
   (i) In January of each year, the Committee shall call for volunteers and nominations to fill vacancies on Senate standing committees. Nominations require the signatures of the nominee and one nominator, both of whom must be eligible electors or retirees who were eligible electors at the time of retirement, in accordance with Senate regulations. Volunteers, who must also be eligible electors or retirees who were eligible electors at the time of retirement, need only submit their own signature to be eligible for nomination by the Committee.
   (ii) The Committee shall forward its recommendations to Senate in time for its April meeting. The list of recommended committee members shall be accompanied by a statement of the number of candidates who volunteered or were nominated, including the number who are not being recommended by the Committee for appointment to a Senate committee.
   (iii) In the case of this Committee, the names of all volunteers and nominations will be forwarded to Senate without recommendation on membership. Senate will select an appropriate slate.
   (iv) If any committee slate proposed by the Committee is rejected at the April meeting, the Senate shall decide whether to hold an election or ask the Committee to revise its recommendations for presentation at the May meeting. If an election is held, nominations shall be accepted from the floor of Senate, provided that the nominee has given consent (in writing if the nominee is not present at the meeting).
(f) In nominating membership of Senate standing committees, the Committee shall observe the following guidelines:

(i) Terms of office for academic staff members on standing committees shall commence on 1 September following the candidate’s appointment unless the bylaws for individual committees specify a different date. Terms shall be for three years and shall be staggered so that one-third of the membership of each committee is renewed or replaced each year.

(ii) With the exception of those committee members serving on a committee by virtue of their office, normally, no academic staff member shall serve more than six consecutive years on any one Senate standing committee.

(iii) With the exception of those committee members serving on a committee by virtue of their office, normally, no academic staff member shall serve on more than two Senate standing committees at one time.

(iv) The Committee shall strive to nominate members for standing committees with an appropriate balance among constituencies, if such balance is not more precisely specified in the bylaws governing the membership of the committee. Efforts shall also be made to include both male and female members, faculty from both junior and senior ranks, and members of target groups in accordance with the university’s equity policies. Unless exceptional circumstances prevent it, at least one-third of each standing committee’s membership shall be female and at least one-third shall be male.

(g) The Committee shall recommend membership of ad hoc committees and Senate representatives to other bodies as instructed from time to time by Senate.

(h) Annually, invite all Senate committees to review their Terms of Reference and forward any changes.

Committee on Honorary Degrees and Ceremonial (1984, an amalgamation of Committee on Convocations, Academic Dress and Ceremonial (1978) and Committee on Honorary Degrees (1978))

Terms of Reference

(a) To make recommendations to the Senate on the awarding of Honorary Degrees.

(b) To make recommendations to the Senate on the holding of Convocations, and on Academic Dress and Ceremonial.

(c) To receive suggestions and recommend to the Senate nominations for the title of Professor Emeritus for eventual approval by the Board of Regents.
Committee on Research (1981) [see Recommendation Four]

Responsibilities

(a) Encourage and promote research in co-operation with the Office of Research and academic units at Memorial University by identifying areas in which to improve our success with Tri-Council (SSHRC, NSERC and CIHR) and other major funding agencies or organizations.

(b) Present proposals and recommendations for consideration to the Senate on:
   (i) existing University research policies;
   (ii) the development and implementation of new University research policies;
   (iii) the implications of major proposals that might affect established academic priorities; and
   (iv) the prioritization of research initiatives for the disposition of discretionary research funds accruing to the University.

(c) Recommend to the President:
   (i) faculty members for the President’s Award for Outstanding Research; and
   (ii) faculty members to serve on the Selection Committee for the University Research Professorships.

Process

(a) The Committee will normally provide advice or recommendations to the Vice-President (Research) and to Senate, on items listed in (b).

(b) The Committee will normally consult on issues listed in (b) with:
   (i) Researchers, via their Dean; and
   (ii) Students involved in research activities, via the Undergraduate and Graduate student unions.

Committee on Undergraduate Scholarships, Bursaries and Awards (1978, originally named Committee on Scholarships and Financial Aid)

Terms of Reference

(a) To initiate and formulate policies for the awarding of scholarships, bursaries, medals and other distinctions for undergraduates for the approval of Senate.

(b) To create Calendar entries for Scholarships, Bursaries and Awards and to make changes to the Calendar entries on the behalf of Senate.
(c) To award scholarships, bursaries, medals and other distinctions on behalf of Senate.

(d) To advise the Deputy Provost (Students) and Associate Vice-President (Academic) Undergraduate Studies with regard to scholarships and bursaries.

(e) To receive reports from sub-committees as appropriate.

(f) To report annually to Senate on the activities of this committee.

Committee on Undergraduate Studies (1978)

Terms of Reference

(a) To propose minimum standards for the acceptance of undergraduate students into the University, their continuance in their programs and their readmission;

(b) To propose amendments to general University Regulations pertaining to undergraduate studies.

(c) To examine any proposed amendments to existing University Regulations on Undergraduate Studies and any proposed new regulations on Undergraduate Studies which originate elsewhere in the University before submission to Senate.

(d) To examine proposals for all new undergraduate programs and all extensions and changes in existing undergraduate programs before submission to Senate. The Committee will require units submitting such proposals to indicate in writing that sufficient material and nonmaterial resources are available to operate the proposal and the ways, if any, that existing programs may be affected. In the event that the Committee is not satisfied, it may request further information or refer the matter to the Office of the Provost and Vice-President (Academic) or the appropriate Vice-President for further consideration.

(e) To approve on behalf of Senate, all new undergraduate courses and changes in existing courses. On a regular basis, Senate will be informed of the courses so approved, the courses being listed by Department, course number and title.

(f) To advise Senate and the Provost and Vice-President (Academic) on all matters pertaining to Undergraduate Studies.
(g) To present a monthly report on Undergraduate Studies to Senate.

(h) To act on matters delegated to it by Senate, in particular appeals and requests for waivers of regulations in accordance with procedures, policies and regulations approved by Senate.

(i) The Committee shall confirm that consultation regarding Calendar changes has been undertaken with the St. John’s Campus, the Grenfell Campus and the Marine Institute.

(j) Each semester, receive and review a report on grades considered to be anomalous and an explanation for those anomalies from faculties and schools, Grenfell Campus and the Marine Institute. To monitor grades, to flag grades considered to be anomalous, and to request from academic units, explanations for anomalies.

(k) To advise the Provost and Vice-President (Academic) on academic matters pertaining to the preparation of the University timetable.

Committee on the University Calendar (2006)

Terms of Reference

(a) develop for Senate approval (and update as necessary), an editorial policy and appropriate guidelines for use in writing Calendar submissions.

(b) work closely with academic and appropriate administrative units to clarify and simplify academic regulations and to present programs and regulations more clearly in the University Calendar.

Executive Committee of Senate (1978)

Terms of Reference

(a) To receive reports from standing and ad hoc committees of Senate.

(b) To act on matters delegated to it by Senate, in particular the following:

(i) To grant approval for the awarding of degrees, diplomas or certificates as recommended by various faculty and academic councils.
(ii) On the recommendation of the Committee on Elections and Committees, to appoint members to Senate Committees when Senate normally does not meet.

(c) To submit to Senate at each meeting a report consisting of an agenda, together with relevant documentation.

(d) To refer to various University Academic bodies any matters as deemed necessary to expedite the business of Senate.

(e) To consider requests to an extension of the time limit in which Notices of Appeal shall be submitted to the Senate Committee on Academic Appeals.

Grenfell Campus Committee on Special Admissions (1997) [see Recommendation Six]

Terms of Reference

(a) The Grenfell Campus Committee on Admissions shall review applications for admission from undergraduate applicants to Grenfell Campus not meeting the General Admission Requirements.

University Committee on Admissions (1985) [see Recommendation Five]

Terms of Reference

(a) The University Committee on Admissions shall review applications for admission from undergraduate applicants not meeting the General Admission Requirements and where there are clear extenuating circumstances.
University Planning and Budget Committee  (2000, an amalgamation of the Advisory Committee on the University Budget (1978) and the Senate Committee on Academic Planning (1978))

Terms of Reference - The activities of the committee will include the following four areas:

1. Planning. The committee will:
   a. advise the Senate on development of all university frameworks, plans and related documents, making recommendations for their approval by the Senate and the Board;
   b. monitor the progress of established plans, frameworks and related documents. The committee will seek regular updates from the custodians of these documents and provide an annual update to Senate on progress towards goals; and
   c. review and advise Senate regarding initiatives established to enhance institutional effectiveness and promote more efficient use of resources.

2. Budget. The committee will:
   a. advise senior administrators on matters related to budget issues, including the university’s budget submission to government on behalf of Senate as required;
   b. advise Senate and senior administration about the priorities and allocation strategies for the funding provided to the university from government and other sources; and
   c. advise Senate regarding major new initiatives that have significant implications for resources, including personnel, space and capital expenditures. The Committee shall assess these initiatives in light of the university frameworks and plans, institutional priorities, and the university budget.

3. Research Centres and Institutes. The committee will:
   a. oversee the policy and procedures associated with the establishment of research centres and Institutes at Memorial; and
   b. review proposals to establish research centres and institutes, and make recommendations for approval to Senate.

4. Special Meetings of Senate. The committee will recommend to Senate topics of strategic interest for special meetings to be held in the fall and spring of each year.

Reporting – The PBC will submit an annual report of its activities to Senate.
Appendix C

Possible Distributions of Senate Seats

<table>
<thead>
<tr>
<th>Constituency</th>
<th>Current Formula</th>
<th>Scenario 1</th>
<th>Scenario 2</th>
<th>Scenario 3</th>
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<tbody>
<tr>
<td>Business Administration</td>
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<td>3</td>
<td>2</td>
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<tr>
<td>Education</td>
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<td>2</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
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<td>2</td>
<td>4</td>
<td>3</td>
</tr>
<tr>
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<tr>
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<td>2</td>
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<td>Human Kinetics and Recreation</td>
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</tbody>
</table>

SCENARIO 1  Assign each constituency a minimum of two seats. Since the number of elected seats is twice the number of ex officio seats, and since each Dean is an ex officio member of Senate, this assigns the elected seats associated with the Dean to his/her constituency. The Faculty of Humanities and Social Sciences is an exception.

SCENARIO 2  Assign each constituency a minimum of one seat, but cap the number of seats assigned to any constituency at six seats. Caps reduce the possibility of any constituency having a number of seats disproportionate to other faculties.

SCENARIO 3  Assign each constituency a minimum of two seats, but cap the number of seats assigned to any constituency at six.