



## MEMORANDUM

**To:** Faculty Council

**From:** Professor Emeritus Phil Byer  
Chair, Task Force to Review Constitution

**Date:** February 8, 2013 for February 14, 2013 Faculty Council Meeting

**Re:** **Task Force to Review Constitution: Update**

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## REPORT CLASSIFICATION

This is an update for Council's information and discussion.

## BACKGROUND

In September 2012, a Dean's task force was struck with the mandate to review the Faculty's constitution, including the membership composition of Council, and present recommendations on the:

1. appropriate constituency groups represented on Council
2. number of representatives per constituency group
3. terms of office of members of each constituency group
4. methods for nomination and election of members
5. responsibilities of members
6. implementation of any changes to Council and the Constitution

## STRUCTURE

Members of the task force are:

Phil Byer, Professor Emeritus, Department of Civil Engineering (Chair)  
Chris Damaren, Vice-Dean, Graduate Studies  
Sara Dolcetti (MIE 0T9), Alumna  
Greg Evans, Professor, Department of Chemical Engineering & Applied Chemistry  
Matthew Lattavo (CivE 1T4), VP Academic, Engineering Society  
Barbara McCann, Faculty Registrar  
Caroline Ziegler, Faculty Governance Officer (Secretary)

## **PROCESS / CONSULTATION**

The task force held numerous meetings between October and November, discussing issues and drafting models of a representative, elected Council. Consultation meetings were held in December and January involving Chairs and Directors, teaching staff, administrative staff, professors emeriti, alumni members, and graduate and undergraduate students.

A proposed model of a smaller, representative and elected Council is presented in the attached report for discussion, together with recommendations regarding associated changes in the Constitution and Bylaws, and implementation.

A final report will be issued to the Dean, and a motion based upon the report (in its entirety or in modified form) will be submitted to Faculty Council for approval as a special motion in April.

Members are invited to submit comments on the draft report and its recommendations to the task force via Caroline Ziegler at [caroline@ecf.utoronto.ca](mailto:caroline@ecf.utoronto.ca) by Friday, February 15.

## **DRAFT**

# **REPORT OF THE TASK FORCE TO REVIEW THE CONSTITUTION OF THE FACULTY OF APPLIED SCIENCE & ENGINEERING**

February 8, 2013

## **INTRODUCTION**

The Council of the Faculty of Applied Science and Engineering is the highest academic decision-making body in the Faculty. It has oversight and authority over the Faculty's undergraduate and graduate programs, including the establishment of policies and practices for undergraduate admissions, curricula and examinations, and for graduate education. It is therefore important that it properly carries out its responsibilities. Most of the work of the Council is carried out by its eight Standing Committees. However, Council itself, which is composed of all teaching staff and student, administrative staff and alumni representatives, oversees and approves much of this work.

While the Committees have worked well, there have been significant concerns about the workings of the Council itself. The problems, which are interrelated, can be summarized as:

1. Attendance is often low, sometimes creating difficulties in achieving quorum of 45 of the nearly 350 members.
2. Relatively few faculty members other than those in administrative positions attend Council meetings, and at some meetings there are no "regular" faculty members from some departments.
3. Participation on Council is seen as neither valued nor recognized.
4. There is often inadequate background information provided for decision-making.
5. There is often limited interest and discussion of issues at Council meetings.

As a result, Council tends to be neither representative nor effective in exercising its important authority and oversight role over academic matters.

Because of these concerns, and as reported to Council in September 2012, the Dean struck a Task Force to construct a proposal for a smaller, more active Council. The Task Force includes representation from faculty, undergraduate and graduate students, alumni, professors emeriti, administrative staff and the Dean's Office. The members of the Task Force are listed in Appendix A.

## **TERMS OF REFERENCE**

The Task Force was charged with developing a proposal that includes a full description of the proposed membership composition of Council, any associated changes to how Council will operate, and steps required to reach the new governing system. Particular points to be addressed in the proposal include:

- i. Number of representatives per constituency group (faculty, students, etc.),
- ii. Method for nomination and election of councilors,
- iii. Appropriate representation of distinct "groups" e.g., Engineering Society; Leaders of Tomorrow; Chairs, Directors and Associate Chairs; Standing Committees of Council; etc.,
- iv. Term of Office of members of each constituency group, and
- v. Responsibilities of each member, and obligations for consultation with constituents.

The basic task was therefore to focus on proposing a new composition for a smaller Council and associated changes to enhance its effectiveness and efficiency. The current composition of Council is shown in Table 1. Since all teaching staff are currently members and the other constituencies have elected or appointed representatives, a new representative body would have fewer teaching staff and an associated reduction in representatives from the other constituencies. By having fewer elected members, each might feel a greater responsibility than if they were only one of many.

**Table 1: Current Composition of Council**

<b>Constituency</b>	<b>Current Number*** (%)</b>
Teaching Staff	238
Chairs of Standing Committees**	Included above
Dean**	Included above
First Year Chair, Vice- and Associate Deans**	Included above
Chairs and Directors**	Included above
<b>Total Teaching Staff:</b>	<b>238 (71%)</b>
<b>Professors Emeriti:</b>	<b>16 (5%)</b>
Undergraduate Students	38
President and Vice-President, Engineering Society**	2
<b>Total Undergraduate Students:</b>	<b>40 (12%)</b>
Graduate Students	14 (4%)
<b>Total Students:</b>	<b>54 (16%)</b>
Administrative Staff	12
Registrar**	1
<b>Total Administrative Staff:</b>	<b>13 (4%)</b>
Alumni	14
President, Engineering Alumni Association**	1
<b>Total Alumni:</b>	<b>15 (4%)</b>
<b>TOTAL</b>	<b>336</b>

\*\* Members of Executive Committee

\*\*\* Without ex officio UofT (up to 15)

## **PROCESS**

The Task Force met numerous times over a two-month period to discuss and develop alternative models for the composition of Council and other ways to promote its effectiveness. In doing so, it reviewed the compositions of Faculty Councils of other Faculties at the University of Toronto and several other engineering schools. Key issues were the overall size of Council, the balance of powers amongst

constituencies and whether members of the Executive Committee<sup>1</sup>, which approves proposals before they proceed to Council, should be voting members of Council. The Task Force also considered the general expectations of elected members to prepare for, attend, and participate in Council meetings, and identified ways to encourage this.

The Task Force then sought input from various individuals and groups, including undergraduate and graduate student leaders; administrative staff members of Council; Chairs of the Faculty's Standing Committees; the Dean and Chairs and Directors of Departments/Institutes/Divisions; Professors Emeriti; and the Director of Alumni Affairs. In addition, all faculty members were invited to two open meetings held in early January.

The strong, though not unanimous, views received are summarized as:

1. Council meetings are currently poorly attended and not interesting or useful. It is a "rubber stamp" on decisions that have been made by Standing Committees and then the Executive Committee, and it is difficult to have meaningful discussion of issues.
2. There is support for a much smaller Council since it could be more effective.
3. The members of the Executive Committee should be voting members of Council.
4. Non-administrative faculty should be the largest voting constituency at Council.
5. Students should have a significant vote at Council.
6. Administrative staff, professors emeriti and alumni should also have voting representatives.
7. Making Council a smaller, representative body will not on its own make it effective. It also requires other changes, such as providing more information about proposals and guidance to new members about their role and responsibilities.

Based on those consultations, the Task Force developed the set of proposed changes that are summarized in this draft report, the purpose of which is to seek input from Council. The Task Force will then revise and refine the recommendations, as necessary, and issue a final report to the Dean, who may then bring the recommendations (in their entirety or in modified form) to Faculty Council for approval by special motion on April 18.

## **RECOMMENDATIONS**

The Task Force's recommendations are presented in the following subsections:

1. Composition of and Membership on Council
2. Nominations and Elections
3. Responsibilities of Members
4. Associated Changes
5. Other Changes to Enhance Effectiveness
6. Implementation

### **1. Composition of and Membership on Council**

Council should be large enough to have a range of views, but small enough to have meaningful discussions and not require too many people, who are already busy with their normal work. Given the size of our

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<sup>1</sup> The Executive Committee consists of the Dean, Vice- and Associate Deans, Chair of First Year, Chairs and Directors of Departments/Institutes/Divisions, Chairs of Standing Committees, and representatives of undergraduate and graduate students, administrative staff and alumni.

Faculty and the number of departments and institutes and undergraduate and graduate programs, an appropriate size should be in the range of 40 to 70 voting members.

This must then be divided amongst different constituencies to achieve an appropriate balance among them. Since every member of the teaching staff has a “home” department in which they have their sole or primary appointment, and they often teach across program lines, the most logical constituencies for teaching staff are the Faculty’s eight departments and institutes, as well as the Engineering Communication Program. Since teaching staff have the primary responsibility for academic policies and practices, they should also have the largest number of members. Students should continue to have a strong voice at Council, and representing them by program makes the most sense since that is their familiar cohort. The Task Force also felt that administrative staff, alumni and professors emeriti should continue to have Council representation.

Finally, the Task Force agreed with the views expressed by others that members of the Executive Committee should be voting members; since they devote considerable effort to the work of the Faculty and would be expected to attend Council meetings, they should be accorded the right to vote. The exceptions are that the Dean’s Office would have a single voting member (the Dean), and the Engineering Society would be represented by only its President. (However, the Vice-Dean, Research and Vice-Dean, Graduate Studies would be voting members as Chairs of their respective Standing Committees, and the other Vice- and Associate Deans and Chair of First Year would be eligible for election by their home departments.) To achieve these objectives, the Task Force proposes the composition shown in Table 2.

**Table 2: Proposed Composition of Council\***

<b>Constituency</b>	<b>Voting Members</b>
Teaching Staff elected from departments and institutes	23**
Chairs of Standing Committees***	8
Dean**	1
Chairs and Directors**	8
<b><i>Total Teaching Staff:</i></b>	<b><i>40 (63%)</i></b>
<b><i>Professors Emeriti:</i></b>	<b><i>2 (3%)</i></b>
Undergraduate Students, one per program	9
President, Engineering Society**	1
<b><i>Total Undergraduate Students:</i></b>	<b><i>10 (16%)</i></b>
Graduate Students, one per graduate department	7 (11%)
<b><i>Total Students:</i></b>	<b><i>17 (27%)</i></b>
Administrative Staff	2
Registrar**	1
<b><i>Total Administrative Staff:</i></b>	<b><i>3 (5%)</i></b>
Alumni	1
President, Engineering Alumni Association**	1
<b><i>Total Alumni:</i></b>	<b><i>2 (3%)</i></b>
<b>TOTAL</b>	<b>64</b>

\* Based on current numbers of faculty, departments and programs

\*\* There would be 24 elected representatives, but since the Speaker does not vote, only 23 would be voting members

\*\*\*Members of Executive Committee

The number of elected teaching staff representatives from each Department and Institute would be based on the number of teaching staff in each unit, but should be capped at six to ensure that large departments cannot dominate Council.

As a result, the Task Force proposes the following amendment to the Faculty Constitution.

Recommendation 1: *The Faculty Constitution should be amended so the Council is composed of the following voting members:*

1. *Teaching staff (those who hold an academic appointment of 50% or more):*

a. *Between 1 and 6 members elected from and by each department or institute based on the size of the constituency according to the numbers below:*

<u>Number of Teaching Staff with 50% or more Appointment</u>	<u>Number of Elected Members</u>
<i>Less than 5</i>	<i>0</i>
<i>5 to 14</i>	<i>1</i>
<i>15 to 24</i>	<i>2</i>
<i>25 to 34</i>	<i>3</i>
<i>35 to 44</i>	<i>4</i>
<i>45 to 54</i>	<i>5</i>
<i>Greater than 54</i>	<i>6</i>

*plus one elected from and by the Engineering Communication Program.*

*Each constituency annually will determine the number of members it may have on Council the following year.*

b. *the Chairs of the Standing Committees of Council, ex officio;*

c. *the Dean of the Faculty, ex officio;*

d. *the Chairs and Directors of the Departments, Institutes and Divisions of the Faculty which enroll students in undergraduate and/or graduate programs (i.e. EDU:A and EDU:B), ex officio.*

2. *Professors Emeriti, two elected from and by Professors Emeriti who consent annually to continue as members of Council, for a period of up to five years from the time of appointment as Professor Emeritus;*

3. *Undergraduate students, one student elected from and by the undergraduate students in each program, plus the President of the Engineering Society, ex officio;*

4. *Graduate students, one elected from and by the graduate students in each Graduate Department associated with the Departments and Institutes of the Faculty;*

5. *Administrative staff, two elected from and by the administrative staff of the Faculty, plus the Registrar of the Faculty, ex officio; The two elected members must be from different administrative units of the Faculty;*

6. *Alumni, one selected by the Engineering Alumni Association Executive, plus the President of the Alumni Association, ex officio;*

*As non-voting members, designated University officers and representatives from appropriate Divisions of the University as invited by the Speaker, including:*

*The President of the University,  
The Vice-President and Provost, or designate,  
The Dean of the School of Graduate Studies, or designate.*

It is important to note that all members of the Faculty (members of constituencies) may attend Council meetings as guests, and may speak with permission of the Speaker.

Currently, the Speaker of Council is elected annually from and by the members of Council. It has often been difficult to find a candidate, and at least recently this person, who has always been a member of the teaching staff, has been acclaimed. The Task force proposes a change to specify that the Speaker must be one of the elected teaching staff members of Council. As is the current rule, the Speaker would not vote, and in the case of a tie vote, the motion before Council will be deemed to have been lost.

*Recommendation 2:* *The Faculty Constitution should be amended to specify that the Speaker of Council shall be an elected teaching staff member of Council.*

Currently, student, administrative staff and alumni representatives on Council serve one-year terms. Students should continue to have terms of one year. However, to allow other members time to become acquainted with Council and to reduce the administrative burdens of holding elections, three-year terms are appropriate for all other elected members. There would be no limit on the number of terms a member may have. In addition and to the extent possible, where there is more than one member from a constituency, the terms of these members should be staggered. The term of the Speaker is currently one year. The Task Force believes that given the three-year terms for elected teaching staff, the Speaker, who would be one of those elected teaching staff members, should have a term of two years, and be limited to three consecutive terms in order to ensure some changes over time.

*Recommendation 3:* *The Faculty Constitution should be amended so that:*

- a. The term of membership is one academic year for all elected undergraduate student members and graduate student members. There is no limit on the number of terms a student may be a member.*
- b. The terms of membership for all other elected and selected members is three years starting at the beginning of an academic year. There is no limit on the number of terms a person may be a member. Where there is more than one member from a constituency, the terms of these members should be staggered to the extent possible.*
- c. The term of the Speaker shall be two years and the Speaker may be re-elected to a maximum of three consecutive terms, as long as the Speaker remains a member of Council.*

Since members of Council, whether teaching or administrative staff or students, have busy schedules, provision should be made to allow members to have someone else attend and vote at Council meetings on their behalf if they are not able to attend. The Task Force therefore proposes that the Faculty Constitution and Bylaws be amended to allow for this and set out when the Secretary of Council would be informed of the names of the alternates. These provisions would not preclude members from changing their alternates during their terms.



*Recommendation 4: The Faculty Constitution should be amended to include the following provision: Each member may name another person from the same constituency who can attend meetings and vote on the member's behalf if the member is not able to attend. The member may change their alternate during their term.*

*Recommendation 5: The Faculty Bylaws should be amended to include the following provision: Each member is to inform the Secretary of Council of the name of their alternate at least one week in advance of the first meeting of Council in the academic year.*

One of the obligations of members is to attend the meetings of Council, or to ensure that their named alternate attends on their behalf. If a member or alternate does not attend, or a member has resigned or become ineligible, their constituency is denied proper representation and should have the right to have a new representative. The Task Force therefore proposes that the seat of a member be declared vacant if the elected member or his or her named alternate is absent for two meetings in an academic year, or if the member ceases to be a member of the constituency that elected the member.

*Recommendation 6: The Faculty Constitution should be amended to include the following provisions:*

- a. The seat of an elected member will be declared vacant if the member or his or her designated alternate is absent for two meetings in an academic year, or if the member ceases to be a member of the constituency that elected the member.*
- b. Where the seat of an elected member other than a student member has been declared vacant, a new member will be elected by the constituency to fill the vacant seat for the remainder of the term of membership. The member who previously held the seat may not be a candidate in the election. Until a new member is elected, the previous member's named alternate may serve as the member of Council.*
- c. Where the seat of an elected undergraduate student member has been declared vacant, the Engineering Society will determine whether the member's named alternate will serve the remainder of the term of membership or an election will be held to fill the vacant seat.*

## **2. Nominations and Elections**

All members of Council should be elected before Council's first meeting of the academic year. Given that there is little change in teaching or administrative staff between the end of the Winter term and the beginning of the following Fall term, and since the beginning of a new academic year is a busy time for staff to be engaged in elections, non-student representatives should be elected before the end of the Winter term. However, in order to allow first year students to participate in the elections, and allow for other changes such as eligibility that may occur over the summer, the election of student members might need to take place in September.

*Recommendation 7: The Faculty Bylaws should be amended to include the following provisions:*

- a. The election of new members other than student members shall be held before the end of the Winter term of the previous academic year.*
- b. The election of undergraduate student members and graduate student members should be held before the first meeting of Council in the academic year.*

The effectiveness of Council is dependent on the qualities of its members, including their commitment, judgment and perspectives. It is therefore important to find appropriate nominees and recognize service on Council as is now done for service on other committees.

*Recommendation 8: Each constituency should establish procedures to nominate and elect new members as required. This should include ways to identify the characteristics sought in new members, and previous members of Council should help their constituencies seek nominees for the election of new members.*

*Recommendation 9: The Faculty should encourage the following practices related to the nomination, election and membership of teaching and administrative staff members of Council:*

- a. If a department or institute has more than one undergraduate program, it should seek to have at least one teaching staff representative who is active in each program.*
- b. Administrative leaders should support and recognize administrative staff and teaching staff membership on Council in performance reviews.*

### **3. Responsibilities of Members**

Council can only be effective if its members attend meetings and are actively engaged in Council business. There is currently a view that there is little interest in Council because decisions have been made before they get to Council and that Council meetings therefore make little difference. Council meetings are also not felt to be conducive to meaningful discussions, and even if concerns are raised, it is difficult to make changes.

Since most of the work of Council is done by its Standing Committees, and these committees carry out their work responsibly, it is appropriate that most proposals from Standing Committees should be approved with little debate. However, there are times when proposals are contentious, and Council needs to meaningfully discuss and come to a decision on the matter: whether to approve, reject or send the matter back for further consideration. Council also has other, important responsibilities that are not being met: as the highest intra-Faculty legislative and judicial authority, Council responsibilities include deciding on major policy and planning matters and providing advice to the administration. Members of Council should therefore be more active in raising and discussing issues and, where appropriate, directing its Committees to formulate proposals to address them, and in providing input on strategic matters.

To meet these responsibilities, members need to understand the purpose of Council and their responsibilities on Council, and to prepare for meetings, consult with constituents, attend meetings and participate in discussions. In order to properly represent their constituents, each member has a general obligation to understand their constituents' views. Although the degree and method of consultation should depend on the issue, as general practice, members should seek opportunities to report to and receive input from constituents, such as at departmental or Engineering Society meetings, or by the use of email. The Faculty can assist members in this.

*Recommendation 10: The Faculty, through the Dean's office, should assist members in meeting their responsibilities by:*

- a. Developing documentation explaining the role of Council, the role and responsibilities of members and the Speaker, rules of Council, etc.*
- b. Organizing an orientation and social gathering for all members at beginning of each academic year.*

One of the challenges of a representative Council is that non-members may not know about the role of Council and their representatives, or the issues that are being considered by Council unless someone, such as their representative(s), informs them. Even if a member does not consult with their constituents about a

matter, those constituents should still be informed so that they can express their views to their representative(s). The Council has a website under the Office of the Dean that has useful information; however, a more proactive approach would be useful.

*Recommendation 11: The Faculty, through the Dean's Office, should establish efficient means to inform non-members about upcoming Council meetings, Council agendas and reports to Council.*

#### **4. Associated Changes**

The changes in Council membership proposed above have an effect on other issues, including quorum, membership on the Executive Committee, and the calling of special meetings.

Quorum for Council meetings is currently set out in the Faculty Bylaws as 45 members. Given that members have a responsibility to attend meetings and have the ability of members to name alternates to attend in their place when they are not able to attend, the Faculty should expect a high percentage of members to attend in order for Council to proceed with its business. It is also important that there be present a significant number of members who are not on the Executive Committee. The Task Force therefore proposes that quorum be 60% of voting members. With the proposed 64 voting members, quorum would be 39 voting members.

*Recommendation 12: The Faculty Constitution and Bylaws should be amended to establish that the quorum for meetings of Council shall be 60% of voting members, including vacant seats.*

In addition to the Dean, Vice- and Associate Deans, Chair of First Year, Chairs and Directors, Chairs of Standing Committees, President of the Engineering Society and President of the Engineering Alumni Association, the Executive Committee of Council includes a second member of the Engineering Society executive, one administrative staff member, and one graduate student "as appointed by the Speaker from Faculty Council". In practice, the administrative staff member has been the Registrar, the second member of the Engineering Society executive has been its VP-Academic, and the graduate student has been nominated by the Speaker. The Task Force recommends that this be changed so that the Registrar is a named member, and undergraduate students and graduate students each have a single representative. For undergraduate students, this should remain the President of the Engineering Society; if he or she is not able to attend, then the VP-Academic or any other student the President chooses could attend as the named alternate. The graduate student representative should be one of the graduate student members of Council, chosen by those members rather than by the Speaker.

*Recommendation 13: The Faculty Constitution should be amended so that the membership of the Executive Committee shall include all Chairs and Directors of the Departments, Institutes and Divisions of the Faculty which enroll students in undergraduate and/or graduate programs, all Chairs of Standing Committees, the President of the Engineering Alumni Association, the President of the Engineering Society, the Dean, Vice-Deans and Associate Deans of the Faculty, the Chair of First Year, the Registrar of the Faculty, and one Graduate Student selected from and by the Graduate Student members of Council.*

The Bylaws of Council (section B6) sets out that a special meeting of Council may be called upon the request of the Executive Committee or upon the written request of at least thirty members of Council. With a reduction in the number of Council members, fewer members should be needed to request a special meeting. With 64 voting members, including 43 members who are not on the Executive Committee, an appropriate number to request a special meeting would be ten.

*Recommendation 14: The Bylaws of Council should be amended so that a special meeting may be called by the Speaker at any time, or, in the absence of the Speaker, by the Secretary, upon a written request of at least ten members of Council, or upon the request of the Executive Committee.*

## **5. Other Changes to Enhance Effectiveness**

The above recommendations are important and needed to make Council more representative and effective. They should, in particular, address the problem of attendance. Fewer, elected members with a proper understanding of their role and responsibilities are expected to actively represent their constituencies. However, this alone will not be sufficient to make Council effective in exercising its important authority and oversight role over academic matters. Other changes are needed to address the problems of inadequate preparation or background information and limited interest and discussion of issues at Council meetings. During discussions within the Task Force as well as during consultations with constituency groups, a number of suggestions were made to address this challenge. Many of these are practices used by other Councils.

These changes are grouped in four areas:

1. Provide better information to Council
2. Spend more time addressing important matters
3. Improve the number, timing and conduct of meetings
4. Review and clarify the role of the Executive Committee

Provide better information to Council: To exercise its authority and oversight, Council needs to have a proper understanding of the work of its Committees and of proposals that come to it for approval. This can be enhanced by:

1. Ensuring adequate background information in reports to Council. To promote a fuller understanding of proposals before Council and avoid unnecessary misunderstandings and questions, each proposal before Council should include explanations of both the origin of the proposal and prior approvals, and the consultation that has taken place on the proposal.
2. Standing Committees reporting more frequently to Council. Currently, Standing Committees must report to Council at least annually, which may be insufficient for Council to properly exercise its oversight role.
3. Providing Council with the minutes of the previous Executive Committee meeting, even if they are not yet approved. These could be provided as an item for information at each Council meeting to help inform Council members who are not on the Executive Committee about the views of the Executive Committee on items currently before Council, as well as on items that the Executive Committee did not forward to Council.

Spend more time addressing important matters: Council should give more attention to important intra-Faculty matters. Council currently spends most of its time on relatively trivial matters. Instead, Council agendas should include presentations and discussions of strategic issues, such as admission targets and program reviews, which currently get little attention. Either the Dean or other Council members should be able to suggest the most appropriate issues. Likewise, items that are not as appropriate for a representative body, such as the introduction of new teaching staff, retirements, and memorials, and are best addressed through other means such as department events or newsletters, should be shortened or not included on the agendas.

Improve the number, timing and conduct of meetings: Council meetings do not currently encourage participation and discussions. The following could help address this:

1. Have more frequent meetings. There is a current minimum of three meetings per academic year, though the usual practice is four meetings per year. With meetings being held so infrequently, members often feel that it is impractical to refer a matter back for further consideration since it might not come back to Council in time to meet a deadline for implementation the following year.
2. Hold meetings at times other than mid-day. Students, teaching staff and alumni are often busy in the middle of the day. Holding meetings in the late afternoon might be more convenient and allow more time for discussions.
3. Arrange Council Chamber to encourage participation. Discussion can be enhanced by members being closer to and facing each other, for example by having as many members as possible sit around the tables in Council Chamber. Also visitors should sit in designated areas on the sides to assist the Speaker and Secretary.
4. Have more assistance at Council meetings. The Speaker is currently assisted by the Secretary of Council, who both takes minutes and provides procedural advice. When the Council meeting is busy, this can be too much for one person. It should be arranged to have another person take minutes to allow the Secretary to focus on the agenda and procedures.
5. Consider the use of technology, e.g. live broadcast of meetings, so that non-members and absent members from Council may listen to the discussion. Members who listen in would still be considered absent and not allowed to vote on motions, since the purpose is to improve accessibility, not to provide a means for disconnected, conference-call-style discussion.

Review and clarify the role of the Executive Committee: One of the major complaints about Council is that it is considered to be a “rubber stamp” on decisions taken by the Executive Committee. In addition, there is concern that since most of the members of the Executive Committee are in administrative positions, it should be their role to implement rather than determine the policies and practices of the Faculty. There are two alternative roles for the Executive Committee when it receives reports from Standing Committees:

1. Review the reports only with respect to whether the reports are adequate for Council to make a decision and whether there are resource or administrative concerns that need further consideration by the Standing Committee. In this role, the members of the Executive Committee would not take a position on the substance of the report and its recommendations until the vote at Council.
2. In addition to reviewing the reports on their adequacy and administrative/budgetary implications as above, the Executive Committee takes a position on whether to support the recommendations. It is this view of the Executive Committee that leads members of Council to view Council as a “rubber stamp.”

Unfortunately, neither the Faculty Constitution nor Bylaws, nor discussions with members of the Executive Committee, provide clarity on which of these roles the Committee currently takes or should take. The role of the Executive Committee should be reviewed before the new Council takes effect, and the Constitution or Bylaws should be amended to clarify the role that it should have.

Recommendation 15: *The Faculty should address the following to enhance the effectiveness of Council:*

1. *Provide better information to Council*
2. *Spend more time on important matters*
3. *Improve the number, timing and conduct of meetings*
4. *Review and clarify the role of the Executive Committee*

## **6. Implementation**

While it would be desirable to have a new, revised Council in place by the beginning of the next academic year, it is likely not possible. If the Faculty approves the changes in April 2013, the revised Constitution would need to be reviewed and approved through University governance, which should occur by the end of June. It would then be difficult to arrange the proper nomination and election procedures for Council members before the first meeting next Fall. There are also other recommended actions that should be implemented before the new Council is in place. The Task Force therefore recommends that all of the steps needed to put in place an effective, revised Council be addressed over the next year so that elections for new members can start by the end of the Winter term 2014, and the new Council be in place in September 2014.

*Recommendation 16: The recommended revisions to the Faculty Constitution and Bylaw should take effect starting in the 2014-15 academic year, with steps toward this implemented over the coming year.*

*Recommendation 17: The Dean should strike an Implementation Group to guide the implementation of the recommendations in this report.*

## LIST OF RECOMMENDATIONS

### Composition of and Membership on Council

Recommendation 1: *The Faculty Constitution should be amended so the Council is composed of the following voting members:*

1. *Teaching staff (those who hold an academic appointment of 50% or more):*
  - a. *Between 1 and 6 members elected from and by each department or institute based on the size of the constituency according to the numbers below:*

<u>Number of Teaching Staff with 50% or more Appointment</u>	<u>Number of Elected Members</u>
<i>Less than 5</i>	<i>0</i>
<i>5 to 14</i>	<i>1</i>
<i>15 to 24</i>	<i>2</i>
<i>25 to 34</i>	<i>3</i>
<i>35 to 44</i>	<i>4</i>
<i>45 to 54</i>	<i>5</i>
<i>Greater than 54</i>	<i>6</i>

*plus one elected from and by the Engineering Communication Program.*

*Each constituency annually will determine the number of members it may have on Council the following year.*

- b. *the Chairs of the Standing Committees of Council, ex officio;*
  - c. *the Dean of the Faculty, ex officio;*
  - d. *the Chairs and Directors of the Departments, Institutes and Divisions of the Faculty which enroll students in undergraduate and/or graduate programs (i.e. EDU:A and EDU:B), ex officio.*
2. *Professors Emeriti, two elected from and by Professors Emeriti who consent annually to continue as members of Council, for a period of up to five years from the time of appointment as Professor Emeritus;*
3. *Undergraduate students, one student elected from and by the undergraduate students in each program, plus the President of the Engineering Society, ex officio;*
4. *Graduate students, one elected from and by the graduate students in each Graduate Department associated with the Departments and Institutes of the Faculty;*
5. *Administrative staff, two elected from and by the administrative staff of the Faculty, plus the Registrar of the Faculty, ex officio; The two elected members must be from different administrative units of the Faculty;*
6. *Alumni, one selected by the Engineering Alumni Association Executive, plus the President of the Alumni Association, ex officio;*

*As non-voting members, designated University officers and representatives from appropriate Divisions of the University as invited by the Speaker, including:*

*The President of the University,  
The Vice-President and Provost, or designate,  
The Dean of the School of Graduate Studies, or designate.*

Recommendation 2: *The Faculty Constitution should be amended to specify that the Speaker of Council shall be an elected teaching staff member of Council.*

Recommendation 3: *The Faculty Constitution should be amended so that:*

- a. *The term of membership is one academic year for all elected undergraduate student members and graduate student members. There is no limit on the number of terms a student may be a member.*
- b. *The terms of membership for all other elected and selected members is three years starting at the beginning of an academic year. There is no limit on the number of terms a person may be a member. Where there is more than one member from a constituency, the terms of these members should be staggered to the extent possible.*
- c. *The term of the Speaker shall be two years and the Speaker may be re-elected to a maximum of three consecutive terms, as long as the Speaker remains a member of Council.*

Recommendation 4: *The Faculty Constitution should be amended to include the following provision: Each member may name another person from the same constituency who can attend meetings and vote on the member's behalf if the member is not able to attend. The member may change their alternate during their term.*

Recommendation 5: *The Faculty Bylaws should be amended to include the following provision: Each member is to inform the Secretary of Council of the name of their alternate at least one week in advance of the first meeting of Council in the academic year.*

Recommendation 6: *The Faculty Constitution should be amended to include the following provisions:*

- a. *The seat of an elected member will be declared vacant if the member or his or her designated alternate is absent for two meetings in an academic year, or if the member ceases to be a member of the constituency that elected the member.*
- b. *Where the seat of an elected member other than a student member has been declared vacant, a new member will be elected by the constituency to fill the vacant seat for the remainder of the term of membership. The member who previously held the seat may not be a candidate in the election. Until a new member is elected, the previous member's named alternate may serve as the member of Council.*
- c. *Where the seat of an elected undergraduate student member has been declared vacant, the Engineering Society will determine whether the member's named alternate will serve the remainder of the term of membership or an election will be held to fill the vacant seat.*

## **Nominations and Elections**

Recommendation 7: *The Faculty Bylaws should be amended to include the following provisions:*

- a. *The election of new members other than student members shall be held before the end of the Winter term of the previous academic year.*
- b. *The election of undergraduate student members and graduate student members should be held before the first meeting of Council in the academic year.*

Recommendation 8: *Each constituency should establish procedures to nominate and elect new members as required. This should include ways to identify the characteristics sought in new members, and previous members of Council should help their constituencies seek nominees for the election of new members.*



*Recommendation 9: The Faculty should encourage the following practices related to the nomination, election and membership of teaching and administrative staff members of Council:*

- a. If a department or institute has more than one undergraduate program, it should seek to have at least one teaching staff representative who is active in each program.*
- b. Administrative leaders should support and recognize administrative staff and teaching staff membership on Council in performance reviews.*

### **Responsibilities of Members**

*Recommendation 10: The Faculty, through the Dean's office, should assist members in meeting their responsibilities by:*

- a. Developing documentation explaining the role of Council, the role and responsibilities of members and the Speaker, rules of Council, etc.*
- b. Organizing an orientation and social gathering for all members at beginning of each academic year.*

*Recommendation 11: The Faculty, through the Dean's Office, should establish efficient means to inform non-members about upcoming Council meetings, Council agendas and reports to Council.*

### **Associated Changes**

*Recommendation 12: The Faculty Constitution and Bylaws should be amended to establish that the quorum for meetings of Council shall be 60% of voting members, including vacant seats.*

*Recommendation 13: The Faculty Constitution should be amended so that the membership of the Executive Committee shall include all Chairs and Directors of the Departments, Institutes and Divisions of the Faculty which enroll students in undergraduate and/or graduate programs, all Chairs of Standing Committees, the President of the Engineering Alumni Association, the President of the Engineering Society, the Dean, Vice-Deans and Associate Deans of the Faculty, the Chair of First Year, the Registrar of the Faculty, and one Graduate Student selected from and by the Graduate Student members of Council.*

*Recommendation 14: The Bylaws of Council should be amended so that a special meeting may be called by the Speaker at any time, or, in the absence of the Speaker, by the Secretary, upon a written request of at least ten members of Council, or upon the request of the Executive Committee.*

### **Other Changes to Enhance Effectiveness**

*Recommendation 15: The Faculty should address the following to enhance the effectiveness of Council:*

- 1. Provide better information to Council*
- 2. Council give more attention to important matters*
- 3. Improve the number, timing and conduct of meetings*
- 4. Review and clarify the role of the Executive Committee*

### **Implementation**

*Recommendation 16: The recommended revisions to the Faculty Constitution and Bylaw should take effect starting in the 2014-15 academic year, with steps toward this implemented over the coming year.*

*Recommendation 17: The Dean should strike an Implementation Group to guide the implementation of the recommendations in this report.*

**APPENDIX A: MEMBERS OF THE TASK FORCE**

Phil Byer, Professor Emeritus, Department of Civil Engineering (Chair)

Chris Damaren, Vice-Dean, Graduate Studies

Sara Dolcetti (MIE 0T9), Alumna

Greg Evans, Professor, Department of Chemical Engineering & Applied Chemistry

Matthew Lattavo (CivE 1T4), VP Academic, Engineering Society

Barbara McCann, Faculty Registrar

Chirag Variawa, Graduate Student, Department of Mechanical and Industrial Engineering

Caroline Ziegler, Secretary of Council