

Canadian Journal of Higher Education

Résumé

'HV VXLWHV G¶XQH pWXGH VHPEODEOH UpDOLVpH HQ O¶D

RI 8QLYHUVLWLHV DQG &ROOHJHV RI &DQDGD \$8&&)RUWV
 SDUWLFLSDWHG LQ WKH VXUYH\ 7KH VHFRQG SKDVH LQYR
 Q RI SDUWLFLSDWLQJ LQVWLWXWLRQV IURP DFUR
 GDWD DV ZHOO DV LQIRUPDWLRQ DERXW WKH ZRUN OHYHO
 IHFWLYHQHV RI WKH VHQDWHV \$ WRWDO RI YRWLQJ VH
 UDWLH ZDV 7KH FRPSRVLWLRQ RI UHVSRRGHQWV WR WK
 PHPEHUV DGPLQLVWUDWRUV VWXGHQWV VWD RWKHUV
 VLWLRQ RI VHQDWHV DV FROOHFWHG IURP WKH VHQDWH VH
 H[FHSW IRU D QRWLFHDEO\ VPDOOHU UHSUHVHQWDWLRQ RI
 TXHVWLRQV LQ WKH VXUYH\ ZHUH DVNHG XVLQJ WKH V
 WKRXJK ERWK SKDVHV RI WKH ODWHU VXUYH\ ZHUH DXJPH
 dressing emerging issues and themes related to collegial governance. Quantitative data
 L H UHVSRRQVHV WR FORVHG HGGHG TXHVWLRQV ZHUH D
 VHOI JHQHUDWHG E\ WKH RQOLQH VXUYH\ LQVWUXPHQWV
 L H UHVSRRQVHV WR RSHQ HGGHG TXHVWLRQV ZHUH FRGH
 SRVHG E\ 3DWWRQ WR ¿QG HPHUJLQJ WKHPHV DQG SD

7DEOH
 Composition of Senates by Membership Category as Reported by Senate Secretaries
 (Phase 1) and by Responses to the Senate Survey (Phase 2)

0HPEHUVKLS &DWHJRU\	3KDVH	3KDVH
)DFXOW\	48	47À p@X€ P@ è\° 0

7 KLV SDSHU IRFXVHV RQ UHVSRQVHV WR WKH VXUYH\ V¶ R
DQG SUREOHPV IDFLQJ VHQDWHV DV UHSRUWHG E\ VHQDWH

PDWWHUV LQFOXGLQJ JRYHUQDQFH WR DFDGHPLF PDQDJH
RI WKH GD\ WR GD\ DGPLQLVWUDWLRQ DQG PDQDJHPHQW F

LQIRUPDWLRQ LV URXWLQHO\ KHOG EDFN RU ³V SXQ´ E\ WKI
D VXJJHVWLRQ WKDW WKH DGPLQLVWUDWLRQ HPSOR\HG W
PDWWHUV WR WKH VHQDWH RU HQJDJHG LQ IDOVH FRQVXO
SXW 7KH UHVXOW DFFRUGLQJ WR RQH UHVSQRVH ZDV ³DC
WKH H HFWLYHQHV RI FROOHJLDO JRYHUQDQFH
7KH FRPPHQWV DERXW WKH DGPLQLVWUDWLRQ UHODWHG
LVWUDWLYH DFWLYLW\ WKH UROH RI VHQLRU DGPLQLVWUI
WKH UROH RI VHQLRU DGPLQLVWUDWRUV DV PHPEHUV RI V
VSRQVHV VKRZHG D SHUFHSWLRQ E\ VRPH UHVSQRQGHQWV V
PRUH KHDYLO\ UHSUHVHQWHG RQ WKH VHQDWH DOWKRXJK
QXPEHUV ZKLFK VKRZHG QR VWDWLWVWLFDOO\ VLJQL¿FDQW
WKH SDVW GHFDGH FRPSDUH WKH VHQDWH FRPSRVLWLRQ
ZLWK WKDW UHSRUWHG LQ 3HQQRFN HW DO S :
WRUV LQ WKHLU

TXHVWLRQV UHODWLQJ WR WKHVH FRXQFLOV WKDW EHWWH
DQG UROHV QRW RQO\ DFURVV JRYHUQLQJ ERGLHV EXW ZLW
RI WKH UHVSRRGLQJ XQLYHUVLWLHV IDFXOW\ FRXQFLOV D
RI DFDGHPLF PDWWHUV ZLWKLQ WKH YDULRXV IDFXOWLHV I
WKHVH IDFXOW\ FRXQFLOV LV LQFRQVLVWHQW LQ DERXW
VKLS DQG UROH LV QRW VSHFL¿HG E\ SURYLQFLDO OHJLVOD
QR XQLYHUVLW\ FRQVWLWXWLRQDO GRFXPHQWV RU E\ ODZ
UROHV DQG RU UHVSRRVLELOLWLHV RI WKH IDFXOW\ FRXQ
RI WKH IDFXOW\ FRXQFLOV DUH FRQVWLWXWHG XQGHU WKH
VWLWXWHG E\ ERDUGV RU RWKHU ERGLHV DQG VHQDWH PD
WKHLU E\ ODZV DQG RU PHPEHUVKLS 1RWZLWKVWDQGLQJ
LQ DFDGHPLF PDWWHUV RQO\ RI LQVWLWXWLRQV UHSR
UHSRUWV WR WKH VHQDWH DQG LQ GHVFULELQJ WKRVH UH
DQG SKUDVHV VXFK DV ³RFFDVLRRQDO\ ´ ³DV QHHGHG ´ ³IU
³DV LVVXH V DULVH ´ *LYHQ WKH OHJLVODWHG DXWKRULW\
LV VHHPV WKHUH VKRXOG EH D PRUH ZHOO GH¿QH DQG U
IDFXOW\ FRXQFLOV DQG PRUH UHJXODU UHSRUWLQJ DV ZH
YDOXH LV RU FRXOG EH IRU VHQDWH WR SURYLGH XQLYHUV
decisions or recommendations coming from the faculties.

7KH PRVW VWULNLQJ HYLGHQF@QIPLDO

SURWHFW WKH XQLYHUVLW\¶V DXWRQRP\ DQG WR SOD\ D U
RI WKH XQLYHUVLW\²DQG WKH OHVV XQDQLPRXV EXW VWLC
WKH UHVHDFK PLVVLRQ ,Q PRVW SURYLQFLDO SRVW VHF
UROH²LQ rdsf W@re 4VV WR RYHUVHH WKH DFDGHPLF ZRUN RI W
LQJ LV WKH OHYHO RI GRXEW H[SUHVVHG WKDW VHQDWHV
UHVSRQGHQWV LQ PRVW FDVHV DQG IDU OHVV WKDQ KDO
QRW EHFDXVH WKH PDWWHU RI VHQDWH RYHUVLJKW RI DFD
PRUH FRPPHQWV RQ PDWWHUV UHODWHG WR TXDOLW\ FRQ
H[FHOHQFH LQ VHQDWH PHPEHUV¶ UHVSRQVHV WR WKH V
DQ\ RWKHU WKHPH 0DQ\ RI WKHVH FRPPHQWV H[SUHVVHG
IRU VHQDWHV WR EH SURDFWLYH UDWKHU WKDQ UHDFWLYH
QRW VLPSON\ EH GLVWUDFWHG E\ WKH GHWDLOV RI D FRXUV
ELJ SLFWXUH LQFOXGHG PDWWHUV VXFK DV DFFHVVLELOL
UHOHYDQFH RI SURJUDPPLQJ WR VRFLHW\ DV RQH UHVSRQ
PD[LPL]H RXU FRQWULEXWLRQ WR EXLOGLQJ D EHWWHU ZRU

Self-evaluation of the Senate

,Q JHQHUDO RXU UHVHDFK VXJJHVWV WKDW D KHLJKWH
WKH LPSRUWDQFH RI JRYHUQDQFH SDUWLFXODUON\ WKH LPS
RI LQVWLWXWLRQDO DFDGHPLF SHUIRUPDQFH KDV QRW QH
WKH VXUYH\ UHYHDOHG WKDW DFDGHPLF VHQDWHV LQ &DQD
KDQFH WKHLU JRYHUQDQFH H HFWLYHQHV²LQFOXGLQJ E\ O
WHH UHVWUXFWXULQJ QHZ PHPEHU RULHQWDWLRQ DQG W
PDMRULW\ GR QRW UHJXODUON\ UHYLHZ WKHLU RZQ SHUIRUP
WKDW WKH WRROV WR DFFRPSOLVK SHUIRUPDQFH UHYLHZ V
PDUNLQJ DQG PHDVXUHPHQW ULVN DQG VWDNHNKROGHU DQI
WKD
WDY UQDQFH WKDW WKD UQDQJ S@RFVHVVWI WQDQHUQLQL
WLQOHDQP
WRVWRWRHVV ´

-1.5 -1.2 TdC[<573048004F00490010004800590044004F005800440057004C005200510003>26<005

UDWH DJHQGD ³&RUSRUDWL]DWLRQ´ RI XQLYHUVLWLHV LV D
ZULWWHQ DERXW LQ DFDGHPLF FLUFOHV LQ UHFHQW \HUV
IRU H[DPSOH \$PDUDO -RQHV .DUVHWK \$XVWLQ -R
7XUN :RRGKRXH ,W ZDV DOVR D ZRUG WKDV
DOZD\V LQ D QHJDWLYH FRQWH[W LQ VHQDWH PHPEHUV U
TXHVWLRQ 7KH YHU\ IDFW WKDW PDQ\ QHZ ³JRRG JRYHUQD
WKH FRUSRUDWH ZRUG PD\ EH VHHQ DV D UHDVRQ WR UH
7KLV UHVLVWDQFH PD\ DOVR EH H[DFHUEDWHG E\ WKH ODQ
HUV FRUSRUDWLRQV GLUHFWRUV DQG FXVWRPHUV WR EH
WHPSODWHV WKDW DERXQG LQ WKH ZRUG RI FRUSRUDWH
LQ PDQ\ ZD\V LV IRUHLJQ RU DQDWKHPD WR WKH DFDGHP\
DWHV KDYH EHHQ VORZ WR XQGHUWDNH UHYLHZV RI WKHLU
VLQFH RXU VXUYH\ VKRZV WKDW GHVSLWH WKH IDFW WKDW
QRW FRPPRQ\ SUDFWLFHG DQ RYHUZKHOPHQJ PDMRULW\
DWHV VKRXOG UHJXODUO\ DVVHVV WKHLU RZQ SHUIRUPDQF
\$QRWKHU SRVVLEOH UHDVRQ WKDW VHQDWHV DUH IDLOLQ
D PRUH SUDFWLFDO RQH DQG KDV WR GR p2ËO `H0P@ PRU

LQ SHULO :H EHOLHYH WKHUH FRQWLQXHV WR EH "KDUPRO
ment" &DPHURQ S :H DJUHH ZLWK WKH REVHUYDWL
WKDW "GHVSLWH LWV LQH FLHQFLHV DQG SUREOHPV >
DQ LPSRUWDQW FKHFN DQG EDODQFH ZLWKLQ WKH LQVWLW
WKHUH LV FOHDUO\ URRP IRU LPSURYHPHQW LQ WKH ZD\ D
&DQDGLDQ XQLYHUVLWLHV :H R HU KHUH D IHZ VXJJHVLWLR
IRU DGGUHVVLQJ WKH FRQFHUQV RXWOLQHG DERYH
2XU ;UVW VXJJHVLWLRQ ZRXOG EH WR IRFXV RQ DUHDV L
MXULVGLFWLRQ RI WKH VHQDWHV DQG LL ZKHUH WKHUH LV
VHH WKH VLJH DQG RU FRPSRVLWLRQ RI WKH VHQDWH DV D
WKHVH PDWWHUV DUH LQ PRVW FDVHV SUHVFULEHG E\ SURY
XQLYHUVLW\¶V GLUHFV FRQWURO 6HHNLQJ FKDQJHV WR OH
EH D ORQJHU WHUP SURMHFW

2Q WKH RWKHU KDQG WKH QHHG IRU VHQDWHV WR GR D
IRUPDQFH DQG WKH DFDGHPLF SHUIRUPDQFH RI WKH LQVW
WKH VHQDWH¶V SXUYLHZ DQG LW KDV WKH SRWHQWLDO W
in more appropriate committee structures, more focussed orientations, more engaged
PHPEHUV PRUH UHOHYDQW DJHQGD PDWHULDOV DQG PRU
SUDFWLFHV´ DQG WKH YDULRXV LQVWUXPHQWV RI H HFWLY
ERDUGV LQ UHFHQW \HDUV PD\ RU PD\ QRW EH ZHOO VXLWH
WKH\ VHUYH²SURGXFWLYH PHHWLQJV WUDQVSDUHQF\ LQ G
DQG PLWLJDWLRQ RI ULNV UREXVW PHDVXUHPHQWV RI S
ERG\ DQG GXH GLOLJHQFH²FDQ DQG VKRXOG EH PHW ZLW
VHQDWH DQG LWV PLVLRQ \$QG ZKR EHWWHU WKDQ DFDG
HGXFWDWLRQ DQG HYDOXDWLRQ²WR DUULYH DW WKH "PDGH
tive governance proposed earlier?

2XU UHVHDFK DOVR VXJJHVVWV WKDW WKHUH LV VLJQL;F
LW\ ZLWKLQ JRYHUQLQJ ERGLHV DQG LQ WKH EURDGHU XG
ERDUG VHQDWH DQG DGPLQLVWUDWLRQ 7KLV ZRUN VKRX
OHJLWLPDWH VSKHUHV RI DXWKRULW\ IRU HDFK EXW DOV
ZKHUH PDQGDWHV DQG LQWHUHVWV RYHUODS DQG DUULYL
WKH WKUHH HVWDWHV RI WKH SULQFLSOHV XQGHUO\LQJ H
OHQW ZRUN KDV EHHQ GRQH UHFHQWO\ WR HQXPHUDWH WK
HUQDQFH DV SDUW RI WKH RXWFRPH RI JRYHUQDQFH UHYL
UHSRUW RI WKH 8QLYHUVLW\ RI 7RURQRW¶V 7DVN)RUFH R
pentier, FRQWDLQV D JRRG GLVFXVLRQ RI ZKDW PDNHV
HQW IURP FRUSRUDWH JRYHUQDQFH DQG OLVWV D VHW RI
UHSRUW RI WKH ([WHUQDO *RYHUQDQFH 5HYLHZ &RPPLWWH
DO LQFOXGHV D OLVW RI HLJKW NH\ JRYHUQDQFH SUL
WKHVH SOD\ RXW LQ D XQLYHUVLW\¶V JRYHUQLQJ VWUXFWX
7KH VHQLRU OHDGHUVKLS RI WKH XQLYHUVLW\ FDQ SOD\
DWH WR DFKLHYH DQG PDLQWDLQ H HFWLYH SHUIRUPDQFH
VLRQ RI WKH XQLYHUVLW\ 7RR RIWHQ WKH ERDUG DQG WKH
XQLYHUVLW\ VHFUHWLULHV DW HDFK LQVWLWXWLRQ FDQ SO
WKLW SRVW IDFLOLDWHV WKH ZRUN RI ERWK WKH JRYHUQ

SRVLWLRQ WR LGHQWLI\ DQG HQFRXUDJH RSSRUWXQLWLHV
WR WLPH WR GLVFXVV DUHDV RI PXWXDO RU RYHUODSSLQJ
RSSRUWXQLWLHV IRU EULGJLQJ WKH JDS EHWZHHQ JRYHUQ
FRPPLWWHHV UHJXODU UHSRUWV IURP VHQDWH WR WKH E
ZLWKLQ WKH OLPLWV SUHVFULEHG E\ OHJLVODWLRQ FURV
3UHVLGHQWV DOVR KDYH DQ LPSRUWDQW UROH WR SOD\ I
LV WKH RQO\ SRVLWLRQ LQFOXGHG LQ WKH PHPEHUVKLS F
YDVW PDMRULW\ RI &DQDGLDQ XQLYHUV\ the chair of the senate. SUHVL
,W LV UHDVRQDEOH WR H[SHFW WKDW SUHVLGHQWV VKRXO
DQG FRPPLWPHQW WR WKHLU HQJDJHPHQW ZLWK VHQDWH

Notes

3XEOLVKHG LQ WKH VWXG\ RI -RQHV HW DO ZDV XQG
WR WKURXJKRXW WKLW SDSHU DV WKH VWXG\ '7
7KLV DQG VXEHTXHQW TXRWDWLRQV WKDW IROORZ VHF
PHPEHUV LQ UHVSRQVH WR WKH IROORZLQJ RSHQ HGGHG
DUH WKH PRVW LPSRUWDQW LVVXH V DQG SUREOHPV UHOD
VHQDWHV LQ WKH FRQWH[W RI XQLYHUVLW\ JRYHUQQDFH

Acknowledgements

7KH DXWKRUV DUH JUDWHIXO IRU WKH QDQFLDO VXSSR
6DVNDWFKHZDQ DQG WKH 2QWDULR 5HVHDFK &KDLU LQ 3
0HDVXUHPHQW

References

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.RRO 5 (G Academic governance 3.0: What could it be? How can we get

Contact Information

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