

BYLAWS OF ASSEMBLY
(Incorporating amendments up to May 2009)

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BYLAWS OF ASSEMBLY
(Incorporating amendments up to May 2009)

A. ASSEMBLY MEETINGS

- (1) Assembly normally shall meet every month from September to June.
- (2) Notice of meetings of Assembly will normally be given in writing, with a proposed agenda, seven days before the date of the meeting.
- (3) In the absence of the Chair, a chair shall be selected for the meeting by the Executive Committee from its membership.
- (4) A petition from five Assembly members to Assembly Executive shall be sufficient to bring about a special meeting of Assembly.
- (5) In the case of dispute, resolutions shall be effected by appeal to Bourinot's Rules of Order.

B. QUORUM AND VOTING PROCEDURES

- (1) A quorum for ordinary matters shall be 12 members, with a simple majority of those present deciding issues. For extraordinary matters of business, according to the Statutes, a quorum is a number equal to 50% of College Fellows.

For the purpose of determining the number that shall count for special meetings of Assembly, the term "Fellows" shall be interpreted to exclude (a) all Retired Fellows, (b) those Fellows on leave of absence, and (c) those Fellows who do not normally maintain an office at the College.

These extraordinary items are:

- (a) The election of College Officers;
- (b) The proposal of changes in the Statutes or Bylaws;

- (c) The admission to Fellowship of faculty members, and all other matters concerning College Fellowships;
- (d) The passage of the annual budget.

Other matters may be placed in this category.

C. **STANDING COMMITTEES OF ASSEMBLY**

There shall be seven standing committees of Assembly:

Executive

Finance and Administration

Religious Affairs

Scholarships

Student Affairs

Membership

Visiting Speakers and Canadian Studies

Standing committees are responsible to, and report to Assembly, as appropriate. A quorum for committees shall be a simple majority of the committee membership. Each committee shall appoint its own chair and recording secretary. The Warden shall by right of office be a member of all standing committees.

(1) Executive Committee

There shall be an Executive Committee of eight consisting of the Chair of Assembly, who will act as chair; the Warden; the Dean of Studies; the Dean of Theology; and four members elected by Assembly for three-year or lesser terms. At least one of the members elected by Assembly shall be a student.

The function of the Executive Committee shall be:

- (a) To prepare the agenda of Assembly;
- (b) To act on matters between Assembly meetings when necessary, subject to the final approval of Assembly;
- (c) When directed by Assembly, to act as a nominating committee of Assembly and officers of Assembly.

(2) Finance and Administration Committee

The Finance and Administration Committee is a joint committee of Council and Assembly. It shall consist of nine members, in addition to the Chancellor and Vice-Chancellor.

Membership shall include the Bursar, the Dean of Studies, the Dean of Theology, three members elected by and from Assembly and three members elected by but not necessarily from Council, for a three-year or lesser term. The terms of the Assembly representatives shall be staggered such that one Fellow shall be elected in each year. In the event of a resignation or retirement by a Fellow, Assembly shall elect a replacement to complete the term of that Fellow.

The chair shall be appointed by the members of the committee and the Assistant Bursar shall act as recording secretary.

The duties of the Committee shall include:

1. reviewing and recommending the annual College budget to Assembly
2. overseeing college investments, including reviewing at least quarterly, the financial statements of the College, and of the Trust Funds
3. recommending to Council the appointment of Investment Manager(s) and monitoring the performance of the Manager(s).
4. recommending to Council the budget parameters for the annual operating budget
5. recommending the audited statements to Council for approval
6. recommending to Council the appointment of the Auditor
7. recommending capital expenditures to Council
8. recommending to Council on employment policies referred to it by the Warden

9. receiving reports on the state of buildings, equipment and services from the Administration and making recommendations to Assembly and Council, as appropriate, regarding upkeep and replacement
10. recommending to Assembly new facilities and projects requiring financial support
11. recommending to Assembly and Council, as appropriate, the purpose, terms and conditions of trust endowments, excluding those in support of scholarships, bursaries or awards
12. recommending to Council and Assembly on any other matters which are referred to it by those bodies.

(3) Religious Affairs Committee

This committee shall consist of six members, including the Chaplain, the Dean of Theology, one Theology student, one other student, and two members of Assembly. The function of this committee shall be to advise the Warden on the religious life of the College and to develop programmes to enhance the spiritual life of the College.

**(4) Scholarship Committee
(approved September, 2005)**

The Committee shall consist of eight members, including the Warden, the Dean of Studies, the Registrar, one member elected by the Faculty of Theology, and four Fellows elected by Assembly. The

Awards Clerk and Development Officer shall be non-voting members of the Committee; the Awards Clerk shall act as secretary to the Committee.

The duties of the Committee shall include:

1. selecting, on behalf of Assembly, the recipients of Awards, Bursaries, Fellowships, and Prizes awarded by St John's College, and reporting these names to Assembly

2. recommending to Assembly the terms and conditions of Awards, Fellowships, and prizes

(5) Student Affairs Committee

This committee shall consist of six members including three students, one member of Assembly, the Dean of Studies, the Registrar, and the Vice-Stick *ex officio*. The function of this committee shall be:

- (a) To consider the relationship between students and faculty, students and administration, students and staff; to make recommendations to Assembly or the proper committee of Assembly in regard to ways that these relationships may be improved;
- (b) To investigate the needs of students of St John's College from a broad and flexible perspective, and to make recommendations to Assembly about how identified problems might be solved;
- (c) To discuss and initiate programmes for the social, cultural and academic benefits of students, in co-operation with the Student Council and Assembly.

(6) Membership Committee

The function of this Committee will be:

- (a) To assess the College's needs and recommend to Assembly the areas in which College Fellows are to be sought;
- (b) To seek out and consider suitable candidates for the positions of Senior, Junior, Research, Visiting and Retired Fellows;
- (c) From time to time recommend to Assembly the duties and responsibilities of Senior, Junior, Research, Visiting and Retired Fellows;
- (d) To advise the Administration of the College on the use of College office space;

- (e) At the discretion of Assembly, to take such action with regard to membership as Assembly deems necessary.

(7) Visiting Speakers and Canadian Studies Committee

The function of this committee will be to arrange, co-ordinate, or assist with symposia, conferences, visiting speakers, debates, visiting scholars and the like.

- (b) at least 3 other College Fellows, each appointed for a 3-year term

- (c) one student, selected by the St John's College Student Council

- (d) the Warden and the Dean of Studies, ex-officio

D. OTHER COMMITTEES OF ASSEMBLY

Assembly may from time to time appoint specialist committees. Included would be:

(1) Archives, College Press and Library Committee

The function of this committee will be:

- (a) To facilitate the communication of mutual concern between the officers of the College Library and its primary users, as represented by the College Assembly, paying particular attention to ensuring that
- (b) the needs of Diocesan clergy and laity are met, that the collection is developed appropriately and that use of the Library by College members is promoted;
- (c) To assist the Administration in ensuring that College records are properly preserved;
- (d) To consider matters brought forward to it by Assembly or by the Administration with respect to the St John's College Press.

(2) Art, Music and Social Committee

(1) The members of this committee shall be:

- (a) the Art Fellow and the Music Fellow (if such positions are filled)

(2) The duties of this committee shall include:

- (a) To arrange, coordinate, or assist with the curating and public display of the SJC art collection;
- (b) Where possible, to arrange exhibitions of works (including appointing a curator for the exhibition, ensuring security, and other responsibilities as deemed necessary by the committee);
- (c) To ensure that the catalogue of works owned by the College is properly maintained;
- (d) At least once every five years, to conduct an audit of the SJC art collection, including confirming the presence and location of all works in the College catalogue;
- (e) To oversee the maintenance and renewal of musical instruments in the collection of the SJC;
- (f) To arrange and coordinate the major social events of SJC including dinners and special seasonal events;
- (g) To take such action for art, music and social events with respect to booking space, booking entertainment, menu planning, purchase of gifts, rental of equipment, the recruiting and assigning volunteers for events, and other responsibilities as deemed necessary by the committee.

E. COLLEGE FACULTY MEMBERSHIP

(1) Honorary Fellows

An Honorary Fellow is one:

- (a) Whom the College wishes to recognize as a distinguished contributor to the Church, the country, or to College and University life in general, but who receives no emoluments and has no share in College governance as a result of honorary Fellowship;
- (b) Who has a right to be informed of all major College events and ceremonies, and to take whatever place at them that may be provided for Honorary Fellows;
- (c) Who has been nominated to the Honorary Degrees Committee of Assembly, which shall advertise annually among College members and friends the opportunity and form of nomination, and the criteria for election;
- (d) Who is elected by Assembly upon nomination of the Honorary Degrees Committee, at a meeting deemed to be extraordinary; and
- (e) Who ceases to be an Honorary Fellow by reason of actions reflecting gross discredit upon College as recognized by two-thirds vote of Assembly at a meeting deemed to be extraordinary.

(2) College Fellows

(a) A Senior Fellow is one:

- (i) Who is a member of the College engaged in teaching, and/or research, and who hold a year-round or permanent appointment, or a post-retirement appointment, in St John's College and/or the University of Manitoba;
- (ii) Who is obliged to:
 - (a) Take part in College governance by attendance at Convocation and Assembly meetings, and by service on such committees as he/she may

reasonably be asked to join;

- (b) Initiate or support such social, cultural and academic programmes as are appropriate to the College;
- (c) Teach as many of his/her classes in the College as is appropriate;
- (d) Participate so far as possible in such distinctive College academic programmes as are approved by Assembly;
- (e) Normally, locate his/her main office in the College;
- (f) Advise the College Library concerning acquisitions and holdings; and
- (g) Acknowledge his/her College membership in all publications and academic consultation.

(iii) Who is entitled to:

- (a) Such remuneration as the governing body of the College may from time to time decide;
- (b) Occupancy of an office and reasonable use of support services in the College;
- (c) Use of such amenities as the governing body of the College may from time to time provide.

(iv) Who is elected to Assembly upon nomination of the Membership Committee in light of the following criteria:

- (a) Commitment to the principle that Colleges are a desirable element within the larger University;
- (b) Excellence in teaching and scholarship;
- (c) Expressed willingness to accept the obligations set out in (2) above.

- (v) Who ceases to be a Senior Fellow upon resignation, termination of appointment at the College and/or the University, or by reason of actions reflecting gross discredit upon the College as recognized by two-thirds vote of Assembly at a meeting deemed to be extraordinary.

(b) A Junior Fellow is one:

- (i) Who is a member of the College engaged in teaching and/or research, who holds a sessional or temporary appointment in St John's College and/or the University of Manitoba;
- (ii) Whose obligations are as for Senior Fellows;
- (iii) Whose entitlements are as for Senior Fellows;
- (iv) Who is elected by Assembly for a term not to exceed three years, upon nomination by the Membership Committee, in light of the criteria which apply to the nomination of Senior Fellows;
- (v) Who is eligible to apply for re-election at the expiry of his/her term;
- (vi) Who ceases to be a Junior Fellow by expiry of term, or by resignation, termination of appointment at College and/or University, or by reason of actions reflecting gross discredit upon the College as recognized by a two-thirds vote of Assembly, at a meeting deemed to be extraordinary.

(c) A Research Fellow is one:

- (i) Who is a full-time graduate student or post-doctoral fellow at the University of Manitoba;
- (ii) Whose obligations are as for Senior Fellows;
- (iii) Whose entitlement are as for Senior Fellows;

- (iv) Who is elected for a term of one year, upon nomination of the Membership Committee in light of the following criteria:

- (a) Willingness and ability to contribute to and benefit from membership;
- (b) Academic standing deemed sufficient by Assembly; and
- (c) Expressed willingness to undertake the obligations set out above;

- (v) Who is eligible to apply for re-election for a maximum of two further one-year terms;
- (vi) Who ceases to be a Research Fellow by expiry of term, by resignation, or by reason of actions reflecting gross discredit upon the College as recognized by two-thirds vote of Assembly, at a meeting deemed to be extraordinary.

(d) A Visiting Fellow is one:

- (i) Who is not a Fellow under any other designation of these by-laws, but is elected to a fellowship in College for reasons deemed appropriate by Assembly;
- (ii) Whose obligations are as for Senior Fellows;
- (iii) Whose entitlement are as for Senior Fellows;
- (iv) Who is elected by Assembly for a term not to exceed one year, upon nomination by the Membership Committee, on account of his/her fitness for community with those in College, on the basis of academic interests or other relevant considerations;
- (v) Who ceases to be a Visiting Fellow by expiry of term, by resignation, or by reason of actions reflecting gross discredit upon the College as recognized by two-thirds vote of Assembly, at a meeting deemed to be extraordinary.

(e) A Retired Fellow is anyone:

- (i) Who is a former Senior Fellow and who is no longer engaged in full-time teaching or research; and
- (ii) Who becomes a Retired Fellow either at such time as he/she is no longer engaged in full-time teaching or research, or on the date of his/her retirement from all College and/or University appointments;
- (iii) Who has no specific obligations to the College;
- (iv) Who is entitled to attend Convocation, Assembly and other College functions open to Fellows, and to make use of such amenities as the governing body of the College may from time to time decide. Such amenities may include the use of an office. If a Retired Fellow wishes to apply for an office, he or she shall apply before 31 January and include a brief (two-page) description of an academic project on which he/she intends to work and for which office space at St John's College would be of value. The office would be made available for a term not exceeding two years. The Retired Fellow may reapply, again submitting a proposal for an academic project. In each year, the Membership Committee would determine the number of offices available for the use of Retired Fellows;
- (v) Who is eligible for appointment to College Council under Part IIA, section 1, subsections (h) and (i) of the of the Statutes; but
- (vi) Who shall have no vote in meetings of Assembly;
- (vii) Who ceases to be a Retired Fellow upon resignation, or by reason of actions reflecting gross discredit upon the College as recognized by a two-thirds vote of Assembly, at a meeting deemed to be extraordinary.

(f) Successive Terms

Normally no person shall be elected to successive terms as Junior Fellow, Research Fellow and/or Visiting Fellow totaling more than seven years.

F. ELECTIONS

- (1) Except for student representatives, elections for the Chair of Assembly, vacancies on Council and the Assembly Executive, and membership on all other committees of Assembly shall take place annually, in the month of May, to take effect on 1 June in that year.
- (2) Elections to any other office, such as Esquire Bedells, shall take place at the same time if these posts are vacated in that year.
- (3) Assembly Executive shall act as nominating committee, and shall proceed as follows:
 - (a) Nominations, including self-nominations, for all vacant positions shall be solicited from all;
 - (b) Eligibility for election to the position of Chair of Assembly, member of Council or the Assembly Executive shall be restricted to those who have not served a normal term in that capacity for at least three years;
 - (c) The Dean of Studies and the Librarian shall not be elected unless Assembly deliberately requires it. A single nomination shall be presented by the Executive, with a motion that nominations close. If this motion be defeated, nominations shall remain open for a further seven days and an election shall be held;
 - (d) All elections shall be by secret, mailed ballot, so that all eligible voters shall have an opportunity, but not an obligation, to vote. A simple procedure shall be devised to reassign or weigh votes where there are more than two candidates. The Registrar shall be returning officer, and two scrutineers appointed by Assembly. The distribution of votes shall remain secret, and ballots shall be destroyed after the election;
 - (e) When a mail ballot is held, electors shall be

instructed to vote for any number of candidates not exceeding the number of positions to be filled. The candidates receiving the largest number of votes shall be declared elected. The Chair of Assembly shall have a tie-breaking vote;

- (f) In the case of elections of representatives to Council for different terms, the term of each elected candidate may be determined by random selection. (approved May 1986, April 1998)

APPENDIX A

OFFICE OF THE DEAN OF STUDIES

The Dean of Studies is the senior academic officer of the College, and the chief representative of the Fellows and academic staff in the College Administration.

The College Statutes contain certain provisions regarding the office of Dean of Studies, namely:

1. Method of Appointment
The Dean of Studies shall be appointed by Assembly.
2. Term of Office
The term of office shall normally be for three years but may be renewed.
3. Duties and Powers
 - (a) To act as Coordinator of formal and informal programs of the College, including student affairs.
 - (b) To act as Chair of any Standing Committee of Assembly concerning program planning and development.
 - (c) To perform such functions as are designated by the agreement between the University and the College.
 - (d) To perform such duties appropriate to the position as Assembly may from time to time prescribe.

The 1970 agreement between the University and the College provides for the following functions to be assumed by the Dean of Studies:

5. The Dean of Studies of each College shall be an ex officio member of whatever committee is established within the Faculty Council of Arts and Science to deal with matters affecting the attendance, progress and academic status of students in the Faculty. In the event that the Head or the Dean of Studies of a college is unable to attend meetings, he shall be entitled to appoint a delegate.
10. The Programme of studies of College students in the General Course shall be approved by the Dean of Studies of the College or his representative.
12. Where it has been agreed that a vacancy exists in a department of the University and that such vacancy should be filled by a person who will be acceptable to the College as a member thereof, the Dean of Studies of the College, after consultation with the Department Head, shall have the right to search for a suitable staff member and to recommend his appointment to the head of the department and the Dean of Arts and Science.
14. Recommendations for the advancement in salary or rank of academic staff who are members of the College will normally be made by the Head of the department to the Dean of Arts and Science. Before acting on such recommendations, however, the Dean of Arts and Science shall consult with the Dean of Studies of the relative College so as to obtain a proper evaluation of the contribution which the staff member is making through his membership and activities in the College.

Paragraph 5 has been interpreted to entail that the Dean of Studies is an *ex officio* voting member of the Course and Programs Approvals Committee and the Academic Regulations Appeals Committee of the Faculty of Arts.

RESPONSIBILITIES OF THE DEAN OF STUDIES

1. The Dean of Studies is responsible for maintaining liaison between the College Administration and the Fellows and other members of the academic staff.
2. The Dean of Studies is responsible for scholarships and other awards made to students. In this capacity, the Dean is responsible for recommending to the Scholarship Committee, and thence to Assembly, policy on student awards.
3. The Dean of Studies is responsible for the allocation of space to fellows and students. In this capacity, the Dean is responsible for:
 - (a) Recommending to Assembly policy on the allocation of student carrells;
 - (b) Monitoring the use of student carrells;
 - (c) Advising the Membership Committee of office availability each year; and
 - (d) With the assistance of the Bursar, assigning offices available each year to those persons elected to fellowships in the College.
4. The Dean of Studies is responsible for liaison between the College and University departments of College Fellows in matters concerning promotions, tenure and other matters concerning standing in the fellow's department or school.
5. The Dean of Studies is responsible for all credit or non-credit academic programs in the College not under the auspices of the Faculty of Theology.
6. The Dean of Studies is responsible for recommending, and

administering, the Academic Programmes budget of the College, and any College budgets (such as SSHRC grants) for faculty teaching and research.

7. The Dean of Studies is responsible for seeing to it that the distribution of course offerings which has been deemed by Assembly to be desirable is maintained in the College, so far as possible.
8. The Dean of Studies is responsible for receiving, acknowledging, and forwarding to the Membership Committee, applications for fellowships, and advising applicants on the outcome of their applications.
9. The Dean of Studies is responsible for the advising and registration of those students whom the College is entitled to register, except for those in Theology; and has editorial responsibility for the College Calendar.
10. The Dean of Studies is responsible for maintaining College representation on relevant University bodies as specified in the 1970 agreement and elsewhere, on the understanding that:
 - (a) He/she may designate a representative (provided that the designation is made known to the University), and
 - (b) The Assembly is free, on behalf of the College, to decline representation on any such body for a specific period of time.
11. The Dean of Studies has a principal, but not exclusive, responsibility for initiating the development of new academic programs in the College.
12. The Dean of Studies is responsible for the planning and co-ordination of academic and cultural events sponsored by the College, including academic conferences, visits of Scholars-in-Residence, the annual Marjorie Ward Lecture, presentations by visiting speakers, special lectures and symposia given by College fellows, publications by the St John's College Press, musical performances and art exhibitions, together with the associated social events.

13. The Dean of Studies is responsible for the annual solicitation of contributions to the College from the Fellows for the operating budget for academic programmes, and allocating monies contributed in response to this annual appeal.
14. The Dean of Studies is *ex officio* a member of all committees of Assembly. This is to be understood as an entitlement, but not an obligation, to attend meetings of all such committees.
15. The Dean of Studies is *ex officio* chair of the Programme, Planning and Development Committee of College Assembly (as required by the Statutes), and also chair of the Membership Committee and of the Speakers' Committee.

**AGREEMENT BETWEEN
ST JOHN'S COLLEGE
AND
THE UNIVERSITY OF MANITOBA**

THIS AGREEMENT made in triplicate as of the 11th day of June, 1970.

BETWEEN:

THE UNIVERSITY OF MANITOBA,
a corporation incorporated
by act of the legislature of the Province of Manitoba
(hereinafter referred to as the "university")

OF THE FIRST PART

-and-

ST. JOHN'S COLLEGE, corporation incorporated
by act of the legislature of the Province of Manitoba
(hereinafter referred to as "St. John's")

OF THE SECOND PART

-and-

ST. PAUL'S COLLEGE a corporation incorporated
by act of the legislature of the Province of Manitoba
(hereinafter referred to "St. Paul's")

OF THE THIRD PART

WHEREAS St. John's and St. Paul's are Colleges affiliated with the University under the provisions of Section 56 of The University Act;

AND WHEREAS the Colleges respectively own and occupy buildings situated on lands comprising part of the campus of the University leased by them from the University under the leases hereinafter referred to;

AND WHEREAS a committee designated the Committee on College Structure was appointed by The Council on Higher Learning of Manitoba to examine the basic principles upon which a community of colleges might be established on the campus of the University and the report of said Committee (herein referred to as the "Funt Report") was issued May, 1967;

AND WHEREAS the University and the Colleges respectively accepted the basic principles of the Funt Report;

AND WHEREAS to enable early implementation of the concept of the Funt Report pending the settlement of the terms of a more formal agreement between the parties, a Memorandum of Arrangement (herein called the "Arrangement") was executed by St. John's on March 27, 1968, by St. Paul's on March 28, 1968, and thereafter by the University;

AND WHEREAS the terms of the Arrangement have governed the relationship between the University and the Colleges since April 1, 1968;

AND WHEREAS the parties have now agreed upon the terms of a formal agreement to implement the basic principles of the Funt Report as interpreted or varied by the terms of the Arrangement;

NOW THEREFORE THIS AGREEMENT WITNESSETH

1. In this agreement

- (a) "academic programme" means the programme referred to in sub-paragraph (b) of paragraph 3 as approved by the University;
- (b) "Board of Governors" means the Board of Governors of the University;
- (c) "College" means either St. John's or St. Paul's according to the context and "Colleges"; means both of said Colleges;
- (d) "College member" means a member of the academic staff of the University who has been admitted to membership in St. John's or St. Paul's, as the case may be;
- (e) "College student" means a student of the University who has registered at the University, who has stated he wishes to be classified as a student of St. John's or St. Paul's and who has been accepted by the relative College;
- (f) "Dean of Arts and Science" means the person who holds that office in the University and any person to whom the duties of that office have been delegated, and, in the event that the University shall establish both a Faculty of Arts and a Faculty of Science in substitution for the present Faculty of Arts and Science, means in respect of matters pertaining to the Faculty of Arts, the Dean of that faculty, of matters pertaining to the Faculty of Science, the Dean of that faculty, and of matters pertaining to both said faculties, the Deans of said faculties acting jointly;
- (g) "Faculty of Arts and Science" means that Faculty of the University, and in the event that the University shall establish both a Faculty of Arts and a Faculty of Science means, in respect of matters pertaining to

the Faculty of Arts, that Faculty, of matters pertaining to the Faculty of Science, that Faculty, and of matters pertaining to both of said Faculties, both those Faculties;

- (h) "Faculty Council of Arts and Science" means that Faculty Council of the University and in the event that the University shall establish a Faculty of Arts and a Faculty of Science, means both the Faculty Council of Arts and the Faculty Council of Science so established;

2. The community of colleges established April 1, 1968 on the campus of the University by the Arrangement and comprising, in the first instance, St. John's and St. Paul's and the University, is hereby continued in effect.

PRINCIPLES

3. The following principles are agreed upon as governing the basic relationship between the Colleges and the University, or any of them:
- (a) Instruction in the Arts and Sciences shall be offered by the University and the Colleges to students through the Faculty of Arts and Science of the University, and in the provision of such instruction the basic unit of academic organisation and instruction within the Faculty of Arts and Science shall be the Department.
 - (b) Each College shall select, with the approval of Department Heads (where there are such) and of the Dean of Arts and Science, both areas of emphasis in its academic programme based on long-term commitment in particular departments, and ancillary courses to meet the educational needs of its students.
 - (c) Insofar as resources permit, the University, at its cost and expense and through the relative Department of the University and through its academic staff, will conduct in each College the

academic programme selected by that College and approved as provided in subparagraph (b) of this paragraph 3, with such modifications thereof as are approved from time to time by the University and the College; provided that the University shall not be required to give instruction to more than about 1,000 College students in either College.

- (d) The University will assign to each College, in the manner hereinafter provided such academic staff suitably distributed as to academic rank may from time to time be reasonably required to conduct the academic programme in the College to the same standard as is maintained by the University in similar courses conducted in its own buildings.
- (e) The University has appointed to its staff the members of each College engaged at April 1, 1968 in an administrative capacity or in teaching at the same academic rank, if any, held in, and at not less than the salary paid by, each College on December 31, 1967.
- (f) Insofar as resources permit, the University and the Colleges will endeavour to maintain within each College (a) a balanced and flexible programme of studies, and (b) a teaching staff having an equitable distribution of ranks.
- (g) A member of the academic staff of the University shall not be a member of a College except with his consent, that of the College authorities, and the relative Department Head.
- (h) A member of a College who is a member of a Department of the University shall have the same rights and privileges as other staff members of the University, including, without limitation, eligibility for appointment or election to appropriate bodies in the University system of government.
- (i) When a member of the academic staff of the

University has been granted membership in a College, the University will make every effort to enable him to exercise his teaching functions within the College. Due regard shall be paid however, to the total teaching responsibilities of the Department and to exigencies arising from the timetable and from availability of classroom and lecture room space and no guarantee can be given that an academic staff member of a College will have all of his classes within the College building.

- (j) In the interests of the economic use of resources, the scheduling of Arts and Science courses and the arrangement of sections of classes taught in the Colleges will be the responsibility of the office of the Dean of Arts and Science. Before commencing work on the timetable, however, the Dean of Arts and Science will consult with the Dean of Studies of the relative Colleges with a view to alleviating, as far as circumstances permit, any difficulties which the timetable would cause in the College.
- (k) In so far as resources permit a College student shall have the opportunity to take in the College of which he is a member such of his courses as are available in the College.
- (l) The identity of each College in the University structure shall be preserved and the means to ensure it provided, except that in matters of finance affecting a College the University shall be entitled to take into account its resources and its other responsibilities as a University.
- (m) The basic principles of the Funt Report shall be applied in respect of all matters affecting the relationship between the Colleges and the University, or any of them, not in this agreement expressly or by necessary implication provided for.

GOVERNMENT AND INSTITUTIONS

4. Each College shall continue to maintain its corporate entity, structure, and its powers (except that instruction in Arts and Science is to be offered to College students within the departmental system of the Faculty of Arts and Science); have its own government; appoint its own Head and its own officers. Appointment to offices associated with the administration of the University (including the Head of College) shall follow consultation between the appropriate University and College authorities. Appointment to other offices proper to the College shall be at the discretion of the College authorities.
5. The Head of each College shall be an ex officio member of the Arts Council and the Science Council of the University; of the Faculty Council of Arts and Science; and of the Senate of the University. The Dean of Studies of each College shall be an ex officio member of whatever Committee is established within the Faculty Council of Arts and Science to deal with matters affecting the attendance, progress and academic status of students in the Faculty. In the event that the Head or the Dean of Studies of a College is unable to attend meetings, he shall be entitled to appoint a delegate.
6. Each College shall have full control of its internal discipline, but matters of discipline affecting both a College and the University shall be dealt with by agreement between the College concerned and the University.
7. There shall be an Inter-College Council, comprising the Head of each College and the President of the University, which shall monitor the general relationships between the University and the Colleges, having regard to the interests of the University and of the Colleges, and which, without limitation, shall deal with and attempt to resolve all difficulties arising out of matters not covered by this agreement or out of differences in the interpretation or application of the terms of this agreement and shall make recommendations to the parties hereto. It

shall meet semi-annually, and may meet at any time on request of any member.

8. Every College student shall be eligible for membership in the University of Manitoba Students' Union. The University will ensure that College students as members of the University of Manitoba Students' Union shall have self-government within such Union in respect of student facilities and activities carried on in the College building.

PROCEDURES

9. Registration of students who wish to become members of a College shall be initiated in the College.
10. The programme of studies of College students in the General Course shall be approved by the Deans of Studies of the College or his representative. The right of a student to select any course that satisfies the requirements of the Faculties of Arts and Science shall be respected.
11. Any course taught within a College not for University credit shall be the sole responsibility of the College and shall be provided for by the College out of the revenues other than those coming to the College through the budget of the University.
12. Where it has been agreed that a vacancy exists in a Department of the University and that such vacancy should be filled by a person who will be acceptable to the College as a member thereof, the Dean of Studies of the College, after consultation with the Department Head shall have the right to search for a suitable staff member and to recommend his appointment to the Head of the Department and the Dean of Arts and Science. If such a recommendation is not made by the College within a reasonable time after the vacancy occurs the Dean of Arts and Science, after notice to the College, may make a recommendation to the Board of Governors to fill the vacancy in the Department. A person not acceptable to a College shall not be a College member.

13. The form of appointment to a Department of the University shall be processed according to usual University procedures. When an appointment has been approved by the Board of Governors, the Head of the College will be informed and will issue his own letter or document confirming the individual's membership in the College.
14. Recommendations for the advancement in salary or rank of academic staff who are members of the College will normally be made by the Head of the Department to the Dean of Arts and Science. Before acting on such recommendations, however, the Dean of Arts and Science shall consult with the Dean of Studies of the relative College so as to obtain a proper evaluation of the contribution which the staff member is making through his membership and activities in the College.
15. Termination of the College membership of a faculty member shall be at the discretion of the College with consultation of the University, but termination of his appointment with the University shall be at the discretion of the University with consultation of the College.
16. The annual budget of each of the Colleges to be financed by or through the University shall be prepared in a form prescribed by the University; shall include all the capital and operating requirements of the College other than those relating to matters referred to in paragraph 11 hereof and to provision, maintenance and operation of Chapels, residences and food services, and, subject to the approval of the President of the University, shall be included in that of the University for purposes of submission to the Universities Grants Commission.
17. Each such budget shall show separately the amount for library costs and the amount for administration costs for inclusion, but separately in the library and administration sections of the budgets of the University. In the preparation of each such budget there shall be consultation between those responsible for the preparation and submission thereof and full information

in respect thereof shall be given at the time of its final submission.

18. In the event that the Universities Grants Commission declines to pay the University the entire amount requested in its budget, then the amount by which the total of a College or the Colleges may be reduced shall be determined in an equitable manner between the parties hereto.

19. Monies allocated to the budget of a College shall be credited to it in the accounting records of the University and shall be disbursed by the University as directed by the Head of the College or his duly authorised representative.

Certain facilities and services were considered essential to the preservation of the identity of particular institutions and specific recommendations on these will be made in subsequent sections.

PROVISION FOR AND STATUS OF FACULTY

A member College as envisaged herein, should, in principle, be assured of a balanced staff. It is particularly important that the staff not be concentrated solely at the junior level, but that an appropriate mixture of junior and senior appointments be reflected in the College staffing. The members of staff should be related to the growth patterns outlined previously in section III.

As has been suggested in the Preamble, each College should be guaranteed adequate participation in the appointment and promotion of staff. It is visualised that the Colleges would do a substantial part of the search for their own staff members. Final decision in these matters should be in the hands of a committee of three, composed of the Dean of Arts and Science, The Head of the Department, and the Senior Academic representative of the College.²

To ensure adequate participation of the Colleges in the decision making processes of the University certain modifications in representation are recommended. These

modifications should be made with a view to establishing a Faculty Council of Arts and Science that will be fully co-ordinate with other Faculty Councils in its relation with the Senate. This end can be achieved by co-ordinating Departmental and Collegiate structures through a series of forums or courts in which the voices of the Colleges, or of College staff members will be heard. Thus:

- (a) at the departmental level, every member of the teaching staff, college or non-college, would be a member of the one University-wide department;
- (b) College staff would similarly be members of the Arts Council or of the Science Council, depending on their departmental membership;
- (c) They would also be members of the Faculty Council of Arts and Science;
- (d) It is to be understood that the Head of a Department may be a member of any of the Colleges in the University system;
- (e) College staff would be eligible, as members of the Arts Council or the Science Council, for election to the central Executive Committee of the Faculty of Arts and Science. Furthermore, a revision in the composition of the Executive Council of the Faculty

20. The University shall render to each College monthly a statement of the expenditures made in the preceding month out of the monies referred to in Paragraph 19 and shall render to the Head of each College annually on a confidential basis a statement of the salaries and the teaching and research responsibilities of each College member.

21. Classroom space and other facilities of the Colleges shall be available for the use of the University without payment of rent, with the consent of the relative College, whenever space demands require it or need arises.

LEASES

22. The lease dated May 1, 1957 between St. John's and the University, and the lease dated May 1, 1957 between St. Paul's College Limited (the predecessor of St. Paul's) and the University, are each hereby amended as follows:

- (a) By adding the following to subparagraph (m) of paragraph 2 of each such lease:

“(m) (i) To keep the buildings of the Lessee insured against all insurable risks usually insured against (other than flood damage) in such amounts as the University shall reasonably require, and to furnish to the University certified copies of such insurance.

(m) (ii) To carry public liability insurance with the same insurance companies as insure the Lessor against public liability and with the same coverage as the Lessor has under its liability policies so that the same insurers shall be involved in any claim made against either or both where it is uncertain which of the parties to this lease may be liable.”

- (b) By adding the following to subparagraph (h) of paragraph 6 of each such lease.

“Provided that in the event that on or after April 19, 1968, the Universities Grants Commission and the Government of the Province of Manitoba, or either of them, shall provide monies for altering or enlarging any of the buildings of the Lessee or for constructing new buildings on the demised premises or for otherwise in any manner improving the demised premises or any buildings or improvements thereon, then (i) if the value of the buildings, structures and improvements situated on the demised premises when this subparagraph (b) is applied shall have been increased thereby, there shall be deducted from the amount to be paid to the Lessee pursuant to this subparagraph (b) such portion of the value of all buildings, structures and improvements then

situated upon the demised premises as is fairly applicable to the alterations, enlargements, constructions or improvements made with the monies so provided and (ii) if the agreement dated as of June 11, 1970, between the University of Manitoba, St. John's College and St. Paul's College is terminated, then during the period that this lease or any renewal thereof remains in effect, the buildings, the monies for the construction of which have been so provided, shall be used only for the purposes set out in section (ii) of subparagraph (a) of paragraph 2 of this lease namely for conducting courses of study leading to a certificate, diploma or degree of the University in compliance with the requirements of the Senate of the University, and to the extent that such buildings are not in full and actual use by the College for those purposes they may be used by the University for its teaching purposes.

In all other respects, each such lease shall remain in effect according to its terms.

23. The conduct of courses of study pursuant to this agreement shall be deemed to be the conduct of courses of study complying *pro tem* with the provisions of subparagraph (a) of paragraph 2 of each such lease, and for the purposes of paragraph 4 of each such lease the University shall be deemed to be giving all courses in Arts and Science conducted in the Colleges.

GENERAL

24. For the purpose of determining liability of the parties for acts or neglect of employees of the parties hereto, or any of them, the following shall govern:

Every employee on the payroll of the University and not on the payroll of a College, shall be deemed in the performance of his work to be under the sole control and authority of the University.

Every employee on the payroll of a College and not on the payroll of the University, shall be deemed in the performance of his work to be under the sole control and authority of the College on whose payroll he is.

In the case of an employee on the payrolls of both the University and a College, the facts of the situation shall determine liability

25. The Colleges and the University shall each secure a waiver of subrogation against the others in all policies of insurance carried by them respectively.
26. Any College of or affiliated with the University may be admitted to membership in the community of colleges constituted by this agreement on the terms and conditions hereof, *mutatis mutandis*, or on such other terms and conditions as may be agreed upon by the parties.
27. This agreement shall be effective as and from June 11, 1970 and the Arrangement shall terminate as of that date.
28. The parties hereto may from time to time by writing in that behalf amend any of the provisions of this agreement.
29. Each party hereto shall have the right to terminate this agreement (other than paragraph 22 hereof) by giving to the other parties prior to March 31 in any year notice in writing that this agreement is to be at an end at midnight on March 31 in the succeeding year and such event this agreement (other than paragraph 22 hereof) shall come to an end at such time without affecting the rights and obligations of the parties respectively under the leases herein before referred to as hereby amended.
30. It is the intent of this agreement that each College is entitled to sufficient facilities to fulfill its responsibilities within the University, but the growth and development of the College is a joint responsibility shared by the College and the University. The initiative and recommendations

should come from the College within the context of the total University and should be commensurate with the needs and resources of the University.

31. This agreement shall be binding upon the parties hereto and enure to the benefit of the assigns of the University and the approved assigns of the Colleges respectively.

IN WITNESS WHEREOF the parties hereto have caused their corporate seals to be hereunto affixed, attested by the signatures of their respective proper officers in that behalf as of the day and year first above written.

THE UNIVERSITY OF MANITOBA
By: *M.J. Arpin*, Chairman. Board of Governors
W.J. Condo, Vice-President and Comptroller

ST. JOHN'S COLLEGE
By: *D.R.C. Bedson*, Chairman of College Council
J.R. Brown, Warden and Vice-Chancellor

ST. PAUL'S COLLEGE
By: *John E. Page, S.J.*, President
C.H. Kanavy, S.J., Secretary

² Careful consideration must be given to the many possibilities of conflict between the needs and valid interests of a Department, and the needs and valid interests of a College. It is quite possible for a College and a Department Head to propose two possible appointees between whom a decision must be made. In arriving at this decision, the total academic strength of the Department and of the University Faculty in general must be maintained.

**AGREEMENT BETWEEN
ST JOHN'S COLLEGE
AND
THE UNIVERSITY OF MANITOBA,
AMENDING THAT OF JUNE 11, 1970**

THIS AGREEMENT made in triplicate as of the 20th May and amended July, 1970

BETWEEN:

THE UNIVERSITY OF MANITOBA,
a corporation incorporated
by act of the legislature of the Province of Manitoba,
(hereinafter referred to as the "University")

OF THE FIRST PART

ST. JOHN'S COLLEGE, a corporation incorporated
by act of the legislature of the Province of Manitoba
(here in after referred to as 'St. John's')

OF THE SECOND PART

ST. PAUL'S COLLEGE a corporation incorporated
by act of the legislature of the Province of Manitoba
(hereinafter referred to as "St. Paul's")

OF THE THIRD PART

WHEREAS the parties hereto entered into an agreement dated as of June 11, 1970 (hereinafter referred to as the "Agreement");

AND WHEREAS questions have been raised by the Universities Grants Commission as to the adequacy of the provisions therein dealing with use and ownership of new buildings and structures and additions thereto constructed on lands leased by the Colleges or either of them from the University through monies provided by the Universities Grants Commission and/or the Province of Manitoba.

AND WHEREAS the parties have agreed to execute these presents;

NOW THEREFORE THIS AGREEMENT WITNESSETH

1. Words of definition in this agreement shall have the meanings attributed to them by the Agreement and in the leases referred to in the Agreement.
2. Subparagraph (b) of paragraph 22 of the Agreement is revoked and the following is substituted therefor:

“22 (b) By adding the following to subparagraph (b) of paragraph 6 of each such lease:

Provided that in the event that on or after April 19 1963 the Universities Grants Commission and the Government of the Province of Manitoba, or either of them, shall provide monies for altering or enlarging any of the buildings of the Lessee, or for constructing new buildings on the demised premises, or for otherwise in any manner improving the demised premises, or any buildings or improvements thereon, then

- (i) if the value of the buildings, structures and improvements situated on the demised premises when this subparagraph (b) is applied shall have been increased thereby, there shall be deducted from the amount to be paid to the Lessee pursuant to this subparagraph (b) such portion of the value of all buildings, structures, additions of buildings and structures and improvements, excepting thereout any buildings, structures, additions to buildings and structures that have become the property of the Lessor pursuant to the immediately following paragraph (ii), then situate upon the demised premises as is fairly applicable to the alterations, enlargements, constructions or improvements made with the monies so provided; and
- (ii) if the Lessee terminates the agreement dated as of June 11, 1970 between the University, St. John's College and St. Paul's College, with respect to the

Lessee, pursuant to and insofar as is permitted by paragraph 29 of the said agreement, as amended, then, unless otherwise agreed upon in writing between the Lessor and the Lessee, with the concurrence of the Universities Grants Commission, upon the date the said termination becomes effective buildings and structures additions to buildings and structures situated on the demised premises, the monies for the construction of which have been provided by the Universities Grants Commission and/or the Government of the Province of Manitoba (which buildings, structures and additions are hereinafter referred to as “new college buildings”) shall become the exclusive property of the Lessor, without the Lessee being entitled to any compensation therefor and with the following rights to the Lessor, namely:

- (a) To use the leasehold lands upon which the new college buildings are situated, and the lands necessarily used in connection therewith, as the site thereof during the remainder of the term of the lease thereof and of any renewal thereof.
- (b) To maintain and use all steam lines, condensate return lines, water lines, sewer lines, gas lines, electric lines and electric equipment located on the demised premises which, at the time the new college buildings become the property of the Lessor pursuant to this section (ii) are used in connection with the use of such new college buildings; provided, however, that the Lessor shall provide and install meters to determine the consumption of steam, water, gas and electricity in the new college buildings and reimburse the Lessee for the cost of what has been recorded by said meters if the Lessee has been charged therefor by the suppliers thereof.
- (c) Right of ingress to and egress from the new college buildings by the Lessor, its officers, servants, agents, and students over and upon the demised premises by such ways and means

as may be reasonably available, provided that the Lessee, its officers servants, agents and students, shall at all times have right of ingress to and egress from all portions of the demised premises over the portions thereof upon which the new college buildings are situated.”

3. Paragraph 29 of the Agreement is revoked and the following is substituted therefor:

“29. The University shall have the right to terminate this agreement (other than paragraph 22 hereof) with respect to itself and one or both of the other parties and either of the Colleges shall have the right to terminate this agreement (other than paragraph 22 hereof) with respect to itself and the University, in any case by giving to the other parties prior to March 31 in any year notice in writing that this agreement is so to be terminated on March 31 in the succeeding year and in such event this agreement (other than paragraph 22 hereof) shall be so terminated at such time with respect to the parties affected without affecting the rights and obligations of the parties respectively under the leases herein before referred to as hereby and in the agreement amended.”

IN WITNESS WHEREOF the parties hereto have caused their corporate seals to be hereunto affixed, attested by the signatures of their respective proper officers in that behalf, as of the day and year first above written.

THE UNIVERSITY OF MANITOBA

By: *M. J. Arpin*, Chairman Board of Governors
W.J. Condo, Vice-President and Comptroller

ST. JOHN'S COLLEGE

By: *D.R.C. Bedson*, Chairman of College Council
J.R. Brown, Warden and Vice-Chancellor

ST. PAUL'S COLLEGE

By: *John E. Page, S.J.*, President
C.H. Kanavy, S.J., Secretary

A REPORT OF THE COMMITTEE ON COLLEGE STRUCTURE TO THE COUNCIL ON HIGHER LEARNING (KNOWN AS THE “FUNT REPORT”)

INTRODUCTION

This report is not intended to present complete details of operation, but rather to present basic principles upon which a community of colleges on the Fort Garry Campus might be established.

THE COMMUNITY OF COLLEGES

The committee was instructed to explore the merits, if any, or the suggestion of a community of colleges as representing a viable arrangement within the university. It was also suggested that some common elements of function be delineated in order to determine the extent to which functions which were not essential for the preservation of the identity of any particular institution could be shared on a university-wide basis.

The comments and recommendations which follow, while leading inevitably to some reduction in the autonomy of the church-related colleges, nevertheless are intended to preserve the identity of these colleges within the overall framework of the college pattern.

PREAMBLE

It is agreed that this identity can best be ensured only if the colleges are able to teach a balanced program of studies proper to the objectives of colleges. The colleges should have the right to search for new staff members and to recommend to staff members for acceptance promotion and tenure, the right to control the internal discipline of the college as it effects both students and staff, the right to choose and appoint its own Head and senior academic representatives the right to have its own governing body and structure of internal government.

Furthermore, the colleges ought to have sufficient freedom in the selection of areas of emphasis (as described below) to permit experimentation and new approaches to courses, adequate facilities for effective teaching of the approved program of courses, a voice in the decision making processes of the University where such decisions affect the operation or the future

of the college, a reasonable rate of growth dependent upon the demands and needs of the University and of the people whom the college serves.

Since, however the colleges will function within the departmental structure of the University the responsibilities of Department Heads in relation to the colleges must not be overlooked. These would include the responsibility of ensuring that a satisfactory standard of scholarship is maintained in courses taught at a college, the approval of college staff members teaching in their departments, the right to question college nominees for appointment to their departments, the right to require of college staff members that they take an adequate share of the workload of the department, a voice in the assessment of college staff members in their departments for purposes of promotion, salary and tenure, the right to be consulted about courses taught and course changes envisaged by a college, and to recommend transfer of students or of an entire section of a course to a college with the consent of the college where space is available and space demands require it.

1. AREAS OF EMPHASIS

As it is impossible for any college to excel in all of the academic disciplines characteristic of a modern multi-faceted university, it was agreed that each college should specialise in certain areas of Arts and Science. This would entail the selection by each college of specific subjects in the Social Sciences and Humanities as areas of emphasis, offering other subjects as ancillary areas so as to present a reasonably balanced program of studies. The choice of areas of emphasis must be made on a long term basis and will of necessity define the academic character of the particular institution. Such a choice should not be dependent on the vagaries of year to year staffing, but should mould the nature of the staffing for the college. Nevertheless, a provision for periodic review should be incorporated so that a college would not find itself saddled with obsolescence in programs, or bound to continue with unsuitable programs.

Although the detailed statement of course offerings must evolve after discussions with Heads of Departments and members of the college and university staff, the initial choice

of subjects for the colleges can be predicted with some confidence.

An area of emphasis was considered work that might be carried through to the major. Ancillary areas can be considered as representing anything less than the major. It was generally agreed that "excellence" represented work which the colleges would carry forward into a graduate and honours level, and that this might be restricted to a small segment of the total offering of a department. In the initial stages it would not be economically feasible for the colleges to offer their full complement of selected subjects to the major level. Thus, the possibilities of offering joint majors between two colleges, and forms of co-operation in the presentation of advanced courses were considered.

Essentially, the colleges would continue offering courses in subjects in which they currently hold competence. The academic development of the colleges in the future would be guided by the areas of emphasis and excellence which they had chosen, and the rate of growth of staff in some of these subjects would be much greater than in others.

To illustrate this concept St. Paul's is currently offering, or immediately envisages offering:

- a. Majors in English, French, History, Mathematics, Philosophy, Political Science, Religious Studies, Sociology.
- b. Minors in Classics, Economics, Psychology, Chemistry.
- c. Service courses in General Science (Biology), German, Physics.

St. Paul's does not offer and in the foreseeable future will not and does not intend to offer Biological Sciences (e.g., Microbiology, Zoology, Botany), Earth Science (e.g., Geology, Geography, Mineralogy etc.), technical courses in Business Administration and Commerce. It does not teach and in all probability will never teach courses in Judaic

Studies; languages such as Icelandic, Polish, Spanish, Russian, etc., Near Eastern Languages and Literature.

This does not preclude the possibility of an individual teacher by reason of training and specialisation being available to teach some of these at the request of the Department concerned, but officially they would not be considered part of a total College program.

Essentially some selection will be made from the current offerings within the framework of the areas of emphasis concept. Similar considerations will apply to St John's. The selection will be predicated upon the provision of a balanced program. This would provide a hard core of an Arts program with sufficient variety and flexibility of choice to meet the needs of the majority of students, to provide the stimulus of differing disciplines, to provide for most professional requirements.

Recommendation I:

That each college select a small number of subjects as areas of emphasis in a balanced program and as part of a long term plan.¹

II. AGREEMENT ON A VIABLE UNIT

It is likely that the college structure which is foreseen can only be maintained with the intimacy and character expected, for a unit of about 1,000 students. If the colleges are not to grow beyond this size, it may be advisable for additional colleges to be established. Any eventual limitation on the ultimate size of the colleges should be determined by mutual agreement between the parties concerned.

Recommendation II:

That long term planning be based on the concept of a college with a membership of about 1,000 students.

III. RATE OF GROWTH

Not only the ultimate size of the college but the rate of growth should be defined. It is obvious that without such a limitation a college could grow too rapidly for orderly development. A guideline is therefore necessary to ensure the orderly growth and development of a college within the University Community. It was considered that an overall rate of growth approximately equal to that of the total university enrollment in Arts and Science should be projected for the individual colleges. This envisages a total planning objective in Arts and Science over a period of years, perhaps based on a five year moving average. However, within this over-all objective it is recognised that provision should be made for incremental growth which would be determined by the number of students serviceable by the facilities and staff of a particular college at a given time. These fluctuations notwithstanding, the over-all growth rate should represent over a period of years a growth rate comparable to that of the university community as a whole.

Recommendation III:

That there be established an overall planning objective for the growth of the individual colleges which would ensure an orderly development at a rate comparable to that of the total university enrolment in Arts and Science, and that special flexibility be provided to allow a college to accommodate its serviceable maximum number of students within this long term framework²

IV. SHARED FUNCTIONS

Approximately half the staff of the University, and a substantial portion of the total budget are devoted to services which probably do not affect the 'ethos' of a given institution. At present some of the services are provided by the University to the colleges. The economic advantages of a large scale operation can be obtained by the colleges and by the community at large in as many services as possible are provided centrally. Examples of such services are building maintenance,

office functions, purchasing, heating, and maintenance of roads and grounds.

Special attention must be given to the problem of libraries and library holdings by a special committee. Mechanical functions such as cataloguing, purchasing, and binding would be co-ordinated and performed on a university-wide basis. In general, special scholarly collections should be centralised in the main university library. However, provision should be made for the continuation of the college libraries and for the maintaining within each college of suitable collections of current material at the under-graduate level, pertinent to the areas of emphasis of the college.

Recommendation IV:

That, wherever possible, ancillary services should be provided on a university-wide basis.

A Council of Arts and Science is recommended. Provision should be made for enlargement of the Executive to include the Heads of Colleges or their nominees as ex officio members.³ The present membership of the Executive is as follows:

- the President (ex officio),
- the Dean and the two Associate Deans (ex officio),
- six members elected by the Arts Council,
- six members elected by the Science Council.

The combination of a more effective and direct method of representation in the existing governmental structure of the University together with the formation of an Inter-College Council (see below) should provide the colleges with both an adequate voice in university affairs and the guarantee of a Court of Appeal against infringement of contractual rights.

A college assembly of academic Staff should exist in each of the member colleges. For example, its roles could include:

- (a) the evaluation of students and their performance, and
- (b) the continual surveillance of areas of emphasis and the performance of students in these areas.

This assembly could report and recommend concerning changes in the future role of the particular college both to its College Board and to the Faculty Council of Arts and Science. The college assembly might also bring forward suggestions on contributions to university life in the overall university community.

Recommendation V:

- (a) That each college be assured, in principle, of an adequate staff establishment both as to total numbers and as to distribution of ranks within the framework of the preceding recommendations;
- (b) That each college be assured of an adequate voice in the selection, appointment and promotion of staff;
- (c) That final decisions in matters of staff appointment and promotion be in the hands of a committee of three composed of the Dean of Arts and Science, the Head of the Department, and the Senior Academic representative of the college;
- (d) That all academic staff be full members of the appropriate Department and of the Faculty Council of Arts and Science;
- (e) That the Executive Council of the Faculty Council of Arts and Science be reconstituted to provide ex officio places for college membership;
- (f) That each college have the right to form an assembly of academic staff for the management of its internal affairs.

VI. MEMBERSHIP

The question of membership in a college community is crucial in determining the character of the college unit. There is full agreement by all concerned that membership must in all instances be voluntary and that any compulsion to direct an individual to join a college is a course of action doomed to failure.

Student members of a college would, in the first instance indicate their desire to join a college. The college in turn would evolve the criteria by which college membership would be determined, and the candidates thus selected would become members of the college. Similarly staff appointments to a college would, in the first instance, stem from members of faculty who express a wish to join a particular college unit. The college would in every instance have complete authority in decisions regarding college staff membership.

Recommendation VI:

- (a) That student members of a college be selected by the college from those students who have indicated a desire to become members of it.
- (b) That the staff of a college be recruited from faculty who have indicated their wish to become college members and who have been accepted by the college and department for membership.

VII. AREAS OF AUTONOMY

The control and administration of certain facets of college life should be assigned to the colleges in order to preserve the identity and freedom of action of the college unit. Some examples are:

- (a) Special sources of funds;
 - (i) Contributions from alumni and friends of the college should be assigned to the college and be allocated completely to

its control within these limits set by its individual board. Such funds could be employed for any purpose designated, whether capital construction, furnishing or peripheral uses such as funding of public lecture series or attraction of distinguished visitors.⁴

- (ii) In addition it was deemed desirable that a reasonable sum be allocated to the Head of the college for internal administration and provision of some flexibility in matters such as travel, lecture series, and similar aspects of college life.

(b) Administration of student services;

- (i) In general student service officers such as Dons, Deans of Men, Chaplains and related officers should be chosen by the college for their respective positions.

- (ii) It is further suggested that the college residence, its cafeteria and other similar services impinging directly on the student's life be administered by the individual college.

(c) Theological courses;

Theological courses not provided through public funds should be controlled solely by the respective college.

Recommendation VII:

- (a) That college autonomy in the administration of funds obtained from private sources by the individual college should be preserved;
- (b) That colleges be given the right to appoint student service officers such as

Dons and Deans of Men and Deans of Women;

- (c) That colleges be granted considerable latitude and independence in the administration of student services such as residences and cafeterias.

VIII. INTER-COLLEGE COUNCIL

It was suggested that an Inter-College Council consisting of the Heads of the member Colleges in the University and the Vice-Chancellor, should be formed. This council would report to the appropriate governing or academic bodies on all matters contractual between the various participating institutions. In addition it would monitor all residual areas of responsibility.

Recommendation VII:

That an Inter-College Council be formed, consisting of the Heads of the Colleges and the President of the University, and that the terms of reference of this council should include the overseeing of the contractual rights of the Colleges with the University, and that this Inter-College Council should act as the Court of Appeal on matters involving the rights of the colleges as entities.

IX. PROVISIONS FOR TRANSITION

The transition from the existing pattern of University organisation with independent affiliated colleges to a modified structure will require co-operation and tolerance amongst all those concerned. There is an understandable feeling of insecurity in the staff of the Colleges and this would, no doubt, be allayed if certain principles were endorsed and made public to the staffs of the Colleges at the earliest opportunity.

1. The rank and salary of faculty members of the Colleges, as at December 31, 1966, should not be reduced, and their tenure should not be adversely affected when they become full members of University wide departments of Arts and Science. Ranks in the Colleges are now comparable with those in the University and the salary and the tenure provisions must be observed in terms of a moral if not a legal, commitment to staff members who have already served the University faithfully.
2. The academic status of administrative officials in the Colleges must not be changed if the administrative post is relinquished or modified. This is a general principle which is observed in this institution, and in many others, that the administrative position does not hold tenure, whereas the academic rank is protected by tenure and the professor's status remains unchanged when he returns to academic pursuits.
3. Where reorganisation of the administrative structure of a College is necessary it should be arrived at by common consent and mutual agreement. There is also the need to reaffirm that College academic members of the Faculty of Theology who also hold rank in the Faculty of Arts and Science will retain their ranks in the latter faculty under any modified system.

RECOMMENDATION IX:

- (a) That the rank and salary of faculty members of the Colleges should not be reduced, and their tenure should not be adversely affected when they become full members of the University wide departments in Arts and Science.

- (b) That administrative staff should retain their academic status.

X. CHANGES IN THE STRUCTURE OF SENATE AND COLLEGE BOARDS

It is foreseen that changes in the constitution of the individual boards might take place in the near future. Changes in the structure of the Senate should provide for representation of the colleges in the decision making process of the University.

RECOMMENDATION X:

The College Heads be ex officio members of the revised Senate.

CONCLUSION

Despite inevitable complications, the community of colleges pattern presents some very solid advantages. It creates one university-wide department, and thereby ends all the present tangle of multiple departments in uneasy relationships to one committee of examiners in a given subject. It matches the responsibility of a department head with some authority over all departmental appointments, and it ends the problem of divided responsibility. It provides for one Faculty Council, and thereby does away with the present impotence and low morale of each Faculty Council. It makes possible economics in operation and in capital expenditures. It opens to qualified college personnel the same rights to engage in advanced work as are open to persons of similar qualifications now on the university staff. Finally, it assists in making possible an effective Senate, in more effective relations with the University Board of Governors than would otherwise be possible and this advance would be of benefit not only to the Faculty of Arts and Science but to the entire university community.

SUMMARY OF RECOMMENDATIONS

1. That each college select a small number of subjects as areas of emphasis in a balanced program and as part of a long term plan.¹

2. That long term planning be based on the concept of a college with membership of about 1,000 students.
3. That there be established an over-all planning objective for the growth of the individual colleges which would ensure an orderly development at a rate comparable to that of the total university enrolment in Arts and Science, and that special flexibility be provided to allow a college to accommodate its serviceable maximum number of students within this long term framework.²
4. That, wherever possible, ancillary services should be provided on a university-wide basis.
5. (a) That each college be assured, in principle, of an adequate staff establishment both as to total numbers and as to distribution of ranks within the framework of the preceding recommendations;
- (b) That each college be assured of an adequate voice in the selection, appointment and promotion of staff;
- (c) That final decisions in matters of staff appointment and promotion be in the hands of a committee of three, composed of the Dean of Arts and Science, the Head of the Department, and the Senior Academic representative of the college;
- (d) That all academic staff be full members of the appropriate Department and of the Faculty Council of Arts and Science;
- (e) That the Executive Council of the Faculty Council of Arts and Science be reconstituted to provide ex officio places for college membership;
- (f) That each college have the right to form an assembly of academic staff for the management of its internal affairs.
6. (a) That student members of a college be selected by the college from those students who have indicated a desire to become members of it.

- (b) That the staff of a college be recruited from faculty who have indicated their wish to become college members and who have been accepted by the college and department for membership.
7. (a) That college autonomy in the administration of funds obtained from private sources by the individual college be preserved;
 - (b) That colleges be given the right to appoint student services officers such as Dons and Deans of Men and Deans of Women;
 - (c) That colleges be granted considerable latitude and independence in the administration of student services such as residences and cafeterias.
 8. That an Inter-College Council be formed, consisting of the Heads of the Colleges and the President of the University, and that the terms of reference of this Council should include the overseeing of the contractual rights of the Colleges with the University, and that this Inter-College Council should act as the Court of Appeal on matters involving the rights of the colleges as entities.
 9. (a) That the rank and salary of faculty members of the Colleges should not be reduced, and their tenure should not be adversely affected when they become full members of the University wide departments in Arts and Science.
 - (b) That administrative staff should retain their academic status.
 10. That College Heads be ex officio members of the revised Senate.

¹ It was agreed that development of areas of emphasis included the offering in a college of honours and graduate work as part of the normal honours or graduate program of

the department involved, but did not include the creation of a separate Faculty of Graduate Studies within the college.

² In order to compensate for past and present limitations on growth arising from the financial difficulties of St. John's College, it was noted that some latitude might be advisable in any application of these norms of growth in the early years.

³ The reference to the Heads of Colleges is meant, in this instance, to include the Provost of University College. In the reconstitution of the Executive, some consideration should also be given to increasing the number of elected members.

⁴ Further discussion and clarification is required concerning the ownership of additions to existing buildings or of new buildings which are erected with major government support.