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Memo: To ALL FACULTY

From: Dr. P. D. McTaggart-Cowan  
President

Subject: University Administrative  
Re-organization

Date: November 6, 1967

Last summer on the recommendation of the Deans and Heads the President appointed an ad hoc committee on University administrative re-organization to study the general administrative organization of the University and recommend on changes for the future. The committee was composed of Dean MacKinnon as chairman, R. J. Baker, G. L. Bursill-Hall, A. B. Cunningham, C. L. Hamilton, C. D. Nelson, D. P. Robertson, and D. H. M. Ross. The committee's report was presented to and discussed by the Committee of Heads prior to being presented to the Board of Governors who, under the terms of the Universities Act (sect. 46d) must appoint, fix the salaries and define the duties of all senior members of the University. The Board has subsequently approved all the recommendations of the committee with only two changes on points of nomenclature. These recommendations, with the original committee wording and where applicable the changes approved by the Board and the action related to each, are enumerated below.

Recommendation 1. The position of Academic Vice-President be established immediately and steps be taken to fill the position as soon as possible.

The President's Advisory Committee has recommended and the President has agreed to the establishment of a search committee to fill this position. The search committee is to be composed of three Board members, and three full professors, one professor to be appointed from each faculty. Just as soon as the faculty members are named, the committee can begin its task. In the very near future, then, they will be asking faculty for names of possible candidates for this new position. The job of the committee will be to present a short list from which the final appointment will be made.

Recommendation 2. The position of Academic Deans be full-time line officers.

Terms of reference for each Dean have been approved by each Faculty and we now have or will have by January 1, a full time Dean in Education and Science respectively. The advice of the ad hoc committee that the Dean of Arts not be appointed until after the appointment of the new Vice-President, Academic, has been accepted so that the Vice-President can be a member of the University search committee for the Dean.

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Recommendation 3. The position of Director of Academic Services be established immediately and steps be taken to fill the position as soon as possible.

The supplementary recommendation that Academic Services include Physical Plant and Planning, Purchasing, Ancillary Services (Security, Residences, Food Services, Caretaking,) the Registrar's Office, Personnel, and Computing, has also been approved. The only change from the committee recommendation is that the position be named Vice-President, Administration. Steps to fill this position will be taken immediately.

Recommendation 4. The Bursar, as the financial officer of the University, should report directly to the President and should be a member of the President's Council.

Recommendation 5. The Committee of Deans should be renamed the President's Council.

The Board approved the change of name to that of "President's Advisory Committee" and the ad hoc committee agreed that this name was more suitable. Committee members are the President as chairman, the three Deans, the Bursar, the Registrar, who will be replaced by the Vice-President, Administration when the Director of University Affairs who will be replaced by the Vice-President, Academic when appointed, the Dean of Student Affairs (pro tem) and the Executive Assistant to the President as (non-voting) resource person to the committee. The committee functions as the top level advisory body to the President. It enables the senior academic and administrative people to come together to discuss with the President mutual problems.

Recommendation 6. The position of Director of Academic Planning be changed to an academic position concerned with Institutional Research.

The Board tabled discussion on this position until after the Academic Vice-President is appointed. The Board considered that the nature and purpose of this position should be considered with the Academic Vice-President in attendance. In the meantime this role is continuing to be performed by the Director of University Affairs.

Recommendation 7. The Committee of Heads to be renamed the Committee of Departments and to serve as a consultative body rather than a management committee.

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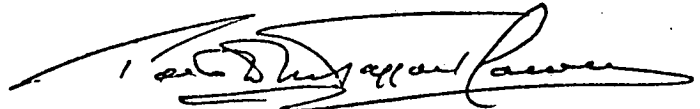
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Recommendation 8. The position of Dean of Student Affairs be given careful study.

The President's Advisory Committee recommended and the President has appointed an ad hoc university committee on Student Affairs which has been asked to consider the whole area of non-academic student services and to make such comments and recommendations for improvement and development as they see fit. The membership of the committee is: Dr. Charles Hamilton, chairman, the President of Student Council (Arthur Weeks), a representative of the graduate students, (Mr. Ian Spencer), two professors from the faculty of Arts (Dr. Charles Crawford and Professor F.M. Frazer were named by the Dean) one professor from the Faculty of Science (Dr. Konrad Colbow was named), one professor from the Faculty of Education (Dr. Arthur Elliott was named), the Registrar, the Dean of Student Affairs and the Executive Assistant to the President. This committee has already met twice and is about to announce a program of study which will include, in particular, soliciting student opinion regarding student services.

The full report of the ad hoc committee on re-organization is available in my office for anyone wishing to see it.

Finally, I would like to thank all those who served so well on the ad hoc committee and those who are or will be participating in the committees arising out of the recommendations. I especially hope that as many faculty and students as possible will take an active part in helping these committees in their very important tasks.



P. D. McTaggart-Cowan.