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**Guiding Document for the**

**Ad Hoc Working Group on Graduate Governance**

**at the University of Saskatchewan**

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# Forward

CGPS is positioned as a college interwoven within the University of Saskatchewan’s graduate education, research intensity and infrastructure accountable to graduate students, postdoctoral scholars, and graduate faculty. Our guiding principles are to be collegial, accountable, and transparent. Our mission is to define and support excellence and leadership in research and professionally focused graduate education and the research, scholarly and artistic activities associated with it.

Universities are built on a foundation of strong collegial governance. Regular review of governance structures is healthy exercise to ensure the mandates, composition and delegated authorities meet the ever evolving and complex needs of a growing institution. Goal 10 of the CGPS Strategic Plan 2025 is to “Revise the CGPS Governance Structure” including creation of fresh college bylaws and empowerment of disciplinary colleges and schools in the management of programs, courses, and the student experience. CPGS has an array of governance structures to provide academic oversight including Graduate Faculty, CGPS Council, Council Executive and 10 standing committees. The goal is to without diminishing the role of each faculty member and graduate student in graduate governance, reconsider our decision-making framework and redefine it through the lens of representative and participative procedures which we need to avoid insularity in graduate governance.

The CGPS has analyzed organizational structures of graduate governance within the U15 Group of Canadian research universities and prepared the following information reflecting upon both the status and responsibilities of the graduate governing bodies in the graduate decision making. The main objective of this report is to demonstrate how other universities govern graduate policy and affairs and to inform the work of a working group on revision to CGPS academic governance. The significant focus is on bringing leadership and expertise of each faculty/school (delivering graduate programs) into a system of graduate governance to maximize the use of knowledge and scholarship across disciplinary boundaries.

The main outcomes of this report are:

* To improve the understanding of the relationships between the Graduate Council and the Graduate Faculty.
* To improve the understanding of the status and responsibilities of the Graduate Council and its standing committees and its subcommittees.

Today graduate studies are a dynamic growth area which requires cohesive and flexible in decision-making procedures. This report is a first step that creates a primary resource to undertake the task of revising our governance bodies to provide a supportive institutional environment for diverse and fast-changing graduate studies. Once we have established confidence in our governing bodies, we can begin to address the relationships with colleges and schools delivering graduate programs and the balancing of responsibilities for graduate programs – (Strategic Plan 2025 -Goal 11).



Debby Burshtyn

Dean, College of Graduate & Postdoctoral Studies  
University of Saskatchewan

# BACKGROUND: THE EVOLUTION OF CGPS AND ITS GOVERNING BODIES

In 1907 the University of Saskatchewan’s founders envisioned a world class university and created a university with an unprecedented combination of colleges. Walter Murray, the first president of the University, indicated the goal of the institution was ‘to hold an honorable place amongst the best’.

Initially a limited amount of graduate work was under the supervision of individual undergraduate colleges, with the first graduate degree being conferred in 1912.

From 1922 to 1945 graduate studies were administered by a University Council Committee on Graduate Studies. A graduate school was formed under the aegis of the Graduate School Committee by 1932 and later, the school became the College of Graduate Studies (CGS) in 1946. Two years later, the college was authorized to grant PhDs in select departments.

In 1970, CGS was renamed as the College of Graduate Studies and Research (CGSR), reflecting the College’s responsibility for research activities. In 1985 the head of CGSR was retitled Dean of Graduate Studies and Associate Vice-President (Research). In the late 1980’s, an external review strongly recommended the separation of the two titles, citing the heavy workload associated with the position of Associate Vice-President (Research). In 1990, the positions of Dean of the College of Graduate Studies and Research and Associate Vice-President (Research) were separated, as were the physical office spaces. However, the college retained the title of Graduate Studies and Research.

Important context to the evolution of our work, as the number of graduate programs increased, and programs grew in size and enrolments in graduate programs grew.

Image 1 Snapshot of College Name and Student Headcount Over The Years

A screenshot of a video game

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Milestones, Governance and Administrative Structures for Graduate Studies at USask according to “College of Graduate Studies and Research – A brief History” composed in 2008 (P.L. April 8/09)

1911 - Arts & Science adopts regulations for a master’s program

1912 - First graduate degree conferred MA in History

1922 - “Committee of University Council on Master’s Degrees” established

1926 - Committee name changed to “Council Committee on Graduate Studies” and uniform policies for Graduate Programs established.

1946 - Establishment of the College of Graduate Studies (CGS)

1948 - Creation of CGS Committee for PhDs – by case

1959 - Regina College becomes Regina Campus, master’s administered by School in Regina, oversight for PhDs remain at Saskatoon campus

1966 - Committee on Studies replaced by four disciplinary committees, PhD oversight by Executive Committee\*

College of Graduate Studies made recommendations directly to Senate

1970 – Name changed to College of Graduate Studies and Research

Membership expanded to include Executive Committees

20 faculty members from each campus and executive officers

1975 – USask and UofR split

University Commission creates Provincial Advisory Committee on Graduate Programs

1984 - University Commission disbanded

1992-96 – Establishment of Earned D.Litt. and Earned DSc.

1995 - External College Review

Establishment of Graduate Council and Standing committees: Executive, Awards, Nominations, Education Equity, International

1999 - University Council establishes Systematic Program Review

Departments that got a B+ or better allowed to administer their own graduate programs

2002 - Distinguished Graduate Supervisor established (and Selection Committee)

*[****Note:*** *a review of council minutes is required to find details on the establishment of standing committees of the Executive: Programs Committee; Graduate Academic Affairs; Earned DSc; Earned DLitt, and when Credentials Committee was established International folded into Equity as reflected in the current collegial governance structure]*

Diagram

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Figure 1 CGSR Governance Structure ~ 2015

2017 – College name changed to College of Graduate and Postdoctoral Studies (CGPS).

Establishment of the Postdoctoral Advisory Committee

Figure 2 CGPS Governance Model – current state

Diagram

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# COMPARATIVE ANALYSIS

This report is devoted to revealing the most vivid commonalities and differences in graduate governance frameworks of U15 universities. The information was gathered from publicly available websites and therefore does not speak to the pros and cons of other systems and may not provide the complete picture at each institution of what occurs in practice. While the relationship to university level governance structures is mentioned for the derivation of authorities it is not the focus of this report, but it is helpful to know that at most U15 universities the powers our University Council and Senate are combined into a body called Senate with a few using the term General Faculties Council. To avoid the confusion about different names of governance bodies at different institutions, the names of the bodies are defined as follows:

1. **“Graduate School”** is used for the college, faculty or school operating that provides institutional leadership for all matters related to graduate studies.
2. **“Graduate Dean”** is a dean responsible for overseeing graduate studies at the University level and acting as an officer for the Graduate Council.
3. **“Graduate Council”** is a council operating at the school level and dealing with common issues of graduate work.
4. **“Standing Committees of Council”** are considered a permanent part of the council’s structure accountable for specific functions that are essential to the efficient operation of graduate business often with a reporting line directly to graduate council.

**Comparison of Administrative Roles and Structures**

## Graduate Dean

The Graduate Dean is responsible for overseeing graduate studies and acting as an officer for the Graduate Council. and retains responsibility for the overall direction of the Graduate School. In many cases such as at the University of Toronto, the Graduate Council delegates certain responsibilities (such as approval and amendment of the terms and conditions of fellowships, scholarships, and prizes) directly to the Graduate Dean. At the Queen’s University, the Graduate Council works in advisory capacity to the Graduate Dean and considers matters referred to it by the Graduate Dean. At the University of British Columbia, the Graduate Council acts in an advisory capacity to the Graduate Dean on issues of strategic priorities for the continuous improvement of graduate education at the University and financial support for graduate students. At the McMaster University, the Graduate Dean can delegate matters of his/her responsibility to the Graduate Council and its standing committees (Executive Committee).

## Graduate School

The mandate of the Graduate School is to secure the institutional leadership in achieving the highest standards in graduate studies. The responsibilities of the Graduate School are not limited to providing the graduate students with graduate academic services (registration, keeping records, transfers, admissions, convocations, etc.) and financial support (awards, bursaries, scholarships, etc.) but spread across matters relating to student supervision, research training, mentorship, and fellowship (*the University of Western Ontario, Universite de Montreal, Universite Laval*).

Some universities specify the mandate of the Graduate School as being responsible for all graduate studies in a university with direct reporting to the Graduate Council. At the University of Toronto, the Graduate School develops and implements regulations and operating procedures for admissions, programs of study, and completion of degree requirements. It is specified that the Graduate School is governed by the Graduate Council. At *the Queen’s University*, the Graduate School is responsible for setting policy concerning all graduate programs, making recommendations to the Senate concerning the development and operation of graduate studies, and ensuring adherence to program quality assurance standards, as well as to institutional and external program approval requirements.

The Graduate School normally fulfills its mandate in close collaboration with colleges/schools/faculties delivering graduate programs (faculties) through the development and implementation of appropriate regulations and operating procedures (admissions, program requirements, degree completion, etc.). The Graduate School usually consists of the Graduate Dean, the Graduate Council, faculties, graduate programs, and graduate students.

**Comparison of Governance Structures and Mandates**

The full details for each institution are listed in Appendix 1 and a table for easy comparison of the features of governing bodies for graduate studies across the U15 can be found in the table at the end of Appendix 1. In the following section the salient similarities and differences are discussed.

## Graduate Council

The Graduate Council has decision-making and/or advisory role graduate governance. Normally, the Graduate Council is the main deliberative and executive body mandated to develop, revise, and approve regulations, guidelines, and policies on graduate and postdoctoral studies. In most cases, all legislative and administrative authority of the Graduate School is vested in the Graduate Council. But at the Université Laval, for example, the Graduate Council is designated to assist and advise the Graduate Dean in examining the questions relating to the Graduate Dean’s responsibilities. At the University of Western Ontario, the Graduate Council plays a role of “forum” for deliberating on graduate policies to be approved by the Senate.

At the University of British Columbia, the Graduate Council is appointed by and responsible to the Faculty of Graduate and Postdoctoral Studies (Graduate Faculty). However, decisions of the Graduate Council on rules and regulations affecting the management and direction of the Graduate School are subject to approval of the Senate. The Graduate Dean, at their discretion, may cancel regular meetings of the Graduate Council. At least two regular meetings are held during the academic year. At the University of British Columbia, there is at least four scheduled regular meetings of the Graduate Council in each academic year. At the University of Manitoba, the Graduate Council meets at least once each term. At the University of Alberta and Dalhousie University, the Graduate Council meets monthly.  When Councils are large …. The quorum required for transaction of business by the Graduate Council varies from one third (University of Toronto) to one half of the voting members of the Graduate Council (University of Western Ontario, University of British Columbia). At the University of Alberta, this quorum is forty percent of voting membership. Twelve members of the Graduate Council constitute a quorum at the University of Ottawa, and twenty-five – at the University of Manitoba.

A few universities such as Waterloo and several Quebec universities do not have administrative structures akin to a graduate school and administration of graduate affairs is under a Vice Provost and the governance of graduate policy is done at the university level through senate committees. For example, at the Université de Montréal, graduate studies are overseen by the Assistant Vice-Rector Graduate and Postdoctoral Studies and the position of the Graduate Council is not featured by the organizational independency in the system of the general University governance, the Graduate Council acts as a subcommittee of the Studies Committee. Similarly at the University of Waterloo, there is an Associate Vice-President Graduate and Postdoctoral Affairs and the Graduate Council is a standing committee of the Senate and reports to the Senate. At the University of Ottawa, it is a Vice-Provost Graduate and Postdoctoral Studies, and the Graduate Council also operates as the standing committee of the Senate representing faculties, bringing their concerns to the Senate, and acting upon recommendations of the faculty. At McGill University, the Graduate Council reports to the Senate through the standing committee of the Senate (Academic Policy Committee). Accountability of the Graduate Council to the Senate is sometimes established even at Universities where the Graduate Council operates as part of the Graduate School (University of Western Ontario).

## Standing Committees of Graduate Councils

To carry out its responsibilities, the Graduate Council establishes and disbands standing committees. The Graduate Council is responsible for its standing committees; no examples were found where a standing committee of the Graduate Council reports to another, rather than the Graduate Council, body of governance. The Graduate Council approves the terms of reference of its standing committees.

The Graduate Council can delegate its decision-making authority to a standing committee (University of British Columbia, University of Manitoba); a standing committee can act on behalf of the Graduate Council in instances where there is some urgency and in the summer months (McMaster University). In the absence of its own standing committees, the Graduate Council relies in its graduate work either on the standing committees belonging to the Senate/University Council (McGill University, the Université de Montréal, Université Laval) or on the graduate committees designated to ensure academic quality of graduate studies in each faculty (the University of Waterloo).

Where the Graduate Council establishes an Executive Committee, it normally acts as a nominating committee or academic policy committee or deals with other matters brought before it by the Graduate Council or the Graduate Dean. At McMaster University, the Executive Committee acts on behalf of the Graduate Council in instances where there is some urgency and in the summer months. At the University of Manitoba, the Graduate Council occasionally delegates to the Executive Committee some of its powers, either conditionally or unconditionally and either exclusively or concurrently. The Executive Committee sets the agenda for the Graduate Council and makes recommendations regarding new programs or program changes; it receives and considers reports from any standing committees of the Graduate Council and recommends to the Graduate Council on their disposition.

The Graduate Council usually has three or four standing committees specialized in issues of academic affairs (policy), graduate curriculum, graduate scholarships, and fellowship. At Dalhousie University, the University of Alberta, the University of Toronto, Queen’s University, the University of Manitoba, there is also Academic Appeals Committee with the responsibility of conducting hearings and deciding upon academic and disciplinary appeals; otherwise, this responsibility is carried by the Academic Policy and Regulation Committee (University of Western Ontario).

Standing committees of the Graduate Council are commonly comprised of representatives of faculties and student associations (along with staff representatives of the Graduate School). At universities where graduate governance at the faculty level is exercised by graduate councils of the faculties, their representatives are included as members of standing committees. At the University of British Columbia, members of the Graduate Curriculum Committee act as representatives of curriculum committees created by each faculty.

At the University of British Columbia, curriculum standing committees are created in each unit, and their representatives are members of the Graduate Curriculum Committee of the Graduate Council. In Queen’s University, representatives from each unit’s graduate committee compose the relevant standing committee at the level of the Graduate Council.

At McMaster University, faculty members representing all six faculties are members of the Executive Committee and the Scholarships Committee. At the University of Toronto, faculty representatives include faculty members of all four graduate divisions of the Graduate School (Division I – Humanities, Division II – Social Sciences, Division Ill – Physical Sciences, Division IV – Life Sciences). The Admissions and Programs Committee includes four faculty representatives (one from each of the four divisions), the Graduate Academic Appeals Board – twelve faculty representatives (three from each of the four divisions).

For the most part, universities stipulate the membership in the standing committees by the membership in other governing bodies. At the University of Alberta, members of the Academic Appeals Committee should be members of the Graduate Council. At the University of British Columbia, members of the Graduate Council are eligible for membership on any committee while a committee can include members, who need not be members of the Graduate Council. At other universities, members of standing committees are members of the Graduate Faculty (the University of Toronto), of a faculty graduate council (Queen’s University), of a relevant committee of a faculty (the University of British Columbia). At the University of Calgary, six members of the Policy Committee are appointed by the Graduate Council, and at least 4 of them are members of the Graduate Council while others are not.

The mixed system of representation is applied at the University of Western Ontario. The composition of the Mentorship and Professional Development Committee includes both members of the Graduate Council and faculty members, with membership in the Graduate School, representing the diversity of faculties. The composition of the Postdoctoral Scholar Advisory Committee includes faculty members while the composition of the Academic Policy and Regulations Committee includes members, with membership in the Graduate Council, representing each faculty.

To be appointed as standing committee members, faculty members are usually recommended for this appointment by the Graduate Dean and approved by the Graduate Council. At the University of Manitoba, faculty members are nominated from each faculty by the Executive Committee and elected by the Graduate Council.

Membership of scholarship committees deserves special attention. Typically, the Scholarship Committee usually includes faculty members from three broad discipline fields represented by the National Tri-Agencies (NSERC, SSHRC and CIHR). Over time, faculty members are drawn from eligible faculties to ensure fair representation. Faculty members are replaced on a rolling basis to ensure continuity within the Scholarship Committee and broad representation of faculties. For example, at the University of British Columbia, there are three-years cycles of rotation while at the University of Western Ontario terms are two-years.

# Analysis of Graduate Governance at USask

The College of Graduate and Postdoctoral Studies (Graduate College) differs from other colleges in terms of representation of graduate studies across all colleges/faculty. College members (graduate faculty) are appointed into the college representing across all of which offer graduate programming and postdoctoral fellow training. Appointments are made on rotating five-year terms. To date there are approximately 1800 graduate faculty embedded within USask’s colleges and schools. Additionally, it should be noted that Adjunct Professors of which number nearly more than 300 represent a portion of the ‘graduate faculty’ of which are associated with industry and are permitted to hold institutional funding often having active research programs that involve graduate students and postdoctoral fellows. The college currently does not have standard bylaws, rather the terms of reference for the governing bodies are specified in [Section 19](https://cgps.usask.ca/policy-and-procedure/governance-membership/faculty-council.php) of the CGPS Policy and Procedure Manual. Excerpts of Section 19 are included below and the current terms of reference for each body are contained in Appendix 2. Appendix 3 links to the annual reports delivered to Graduate Faculty that provide insight into the workings and workload of Council.

## Graduate Faculty

Section 19.1 of the CGPS Policy and Procedures Manual indicates “The **Graduate Faculty**[Council]of the College of Graduate and Postdoctoral Studies (CGPS) is established under the authority of the University of Saskatchewan Council, whose powers and duties are in turn established by the University of Saskatchewan Act 1995.  Graduate Faculty of CGPS conduct business on behalf of the University Council as laid out in its bylaws [found here](https://governance.usask.ca/documents/council/resources/council-bylaws-june2020.pdf).” The University Council by-laws do not explicitly define “Graduate Faculty” but Faculty Council for each college as:

“CONSTITUTION AND DUTIES OF FACULTY COUNCILS 1. Membership of the Faculty Councils A. In addition to those members listed in (B) below as members of Faculty Councils of each college and school, the Faculty Council of all colleges and schools shall include the following (\*denotes non-voting members): 31 (a) The President of the University\* (b) The Provost and Vice-President, Academic\* (c) The Vice-President, Research\* (d) The Vice-President, Finance and Resources\* (e) The Vice-President, University Relations\* (f) The Vice-Provost, Teaching, Learning, and Student Experience\* (g) The Vice-Provost, Indigenous Engagement\* (h) Chief Information Officer and Associate Vice-President Information and Communications Technology\* (i) The dean of the college, or the executive director of the school, when the school is not encompassed within a college (j) The Dean of the College of Graduate and Postdoctoral Studies or designate (k) The Dean of the University Library or designate\* (l) The University Secretary or designate\* (m) The University Registrar or designate\* (n) Such other persons as University Council may, from time to time, appoint in a voting or non-voting capacity; (o) Such other persons as the Faculty Council may, from time to time appoint in a non-voting capacity\* (p) Those professors, Associate Professors, Assistant Professors, fulltime Lecturers, Instructors and Special Lecturers who, for administrative purposes, are assigned to the dean of the college of…”

In addition, the composition for each college is listed in a section (B) and what follows pertains to CGPS Faculty Council:

“Faculty Council of the College of Graduate and Postdoctoral Studies See 1.A., sections (a) to (o) (p) The deans of colleges and executive directors of schools involved with graduate work and research, and any associate or assistant deans appointed to support graduate studies and research; (q) The Dean of the University Library, as a voting member; (r) The Manager, International Students and Study Abroad Centre; (s) The heads of those departments which are involved with graduate studies and research; (t) For a five year renewable term, all faculty members involved in graduate teaching, supervision of graduate students, or in research. Minimal requirements for membership of faculty members shall be established by the College of Graduate and Postdoctoral Studies; 34 (u) Five graduate students representing different divisions of the college,

including the president and two vice-presidents of the Graduate Students’ Association.”

The Graduate Faculty [Council] conducts business on behalf of the University Council. It may review actions taken by the Graduate and Postdoctoral Council (Graduate Council) and may formally decide to exercise any duties and responsibilities delegated to the Graduate Council. This contrasts with other universities examined where an appointment within the respective faculty, college or school of graduate studies affords the privilege to supervise students and teach at the graduate level but not a role in governance of graduate studies. The Graduate Faculty [Council] of USask is more similar in size to the General Academic Assembly of the university in having 1800 faculty members than to a College Faculty Council

Moreover, as stated in Section 19.2 “The Dean shall report at least once annually to the Graduate Faculty. Faculty may review actions taken by the Graduate Council at its last meeting, and, may formally decide to exercise any of the duties and responsibilities delegated to [Graduate] Council. The quorum for Graduate Faculty is 50 members. The Dean may call a meeting of the Graduate Faculty if required before its scheduled meetings in October and/or May.” In practice, Graduate Faculty meets only in May and the meeting serves a dual function as a Graduate Council meeting as all members of Graduate Council are also members of Graduate Faculty. The low threshold for quorum as a potential issue will be noted later in comparison to Graduate Council.

## Council and Standing Committees

The Graduate Faculty and Faculty Council have the authority to create standing committees. Currently Graduate Faculty has three standing committees.

Figure 3 Standing Committees of Graduate Faculty

Diagram

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## Graduate Council

In the illustration above, Graduate Council is depicted as a standing committee of Graduate Faculty, and as noted above it has all the authorities of Graduate Faculty [Council] according to its terms of reference. The Graduate Council is composed of primarily of ex officio members who represent units (colleges, schools, departments) delivering regular graduate programs, the chairs of the standing committees, the leaders of the graduate student and PDF associations and a few additional elected members. The composition of Graduate Council is similar to several U15 Councils that have direct representation from units offering graduate programs. It has authority over all matters related to the business of the Graduate College (deferred by Graduate Faculty), establishes criteria for membership in the Graduate Faculty (this overlaps with the mandate of the Credentials Committee), rules and procedures of graduate curriculum and graduate admissions, student and postdoctoral fellow supervision, awards distribution and conducts student misconduct hearings.

The Graduate Council has delegated making recommendations to the University Council standing committees, namely the Academic Programming Committee (APC) and Planning and Priorities Committee (PPC), to the Executive Committee on behalf of program proponents and with a reporting mechanism back to Graduate Faculty as an annual report of the standing committees.

Table 1 Meeting Frequency and Quorum

|  |  |  |
| --- | --- | --- |
|  | **Graduate Faculty** | **Graduate Council** |
| Meeting Frequency | 1 x per Academic Year | 2 x per Academic Year |
| Quorum | 50 | 50% +1 of voting membership = 65 |

The Nominations Committee is a standing committee of the Graduate College and reports to the Graduate Faculty. It makes all nominations falling within the relevant authority of the Graduate Council and its Executive Committee. There is no evidence of establishment of the Nominations Committee of the Graduate Council. At other institutions, the Executive Committee carries out all appointments that fall within the relevant authority of the Graduate Council to appoint, as well as formulates nominations for the Graduate Council elections (University of Calgary, McMaster University). *It appears the nomination committee also nominates members to itself or defers to the dean to select, a practice that is not considered a best practice in governance.*

Section 19.13 indicates the Credentials Committee is comprised of all USask Deans with the responsibilities of “establishing criteria for CGPS Faculty membership” and “Recommend criteria and any changes for approval of Graduate Council”. In practice this committee has not formally met, but rather membership procedures are managed operationally from oversight by the Graduate Dean with an operational report provided annually to Graduate Faculty. The authority to determine criteria for CGPS Faculty membership appears to overlap with the Graduate Council responsibility “To establish criteria for membership in the Faculty of the College of Graduate and Postdoctoral Studies;”.

Figure 4 Standing Committees of Graduate Council

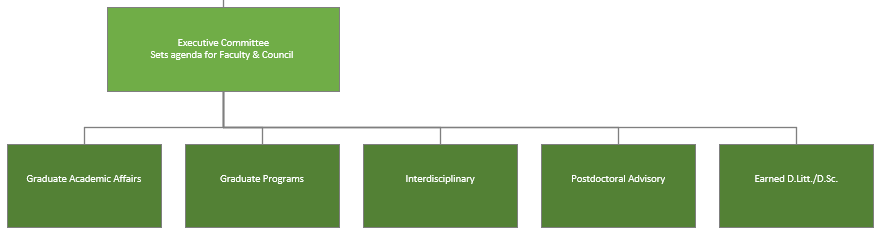
Diagram

Description automatically generated with low confidence

The mandate of the Executive Committee is broad and has substantial delegated authorities from Graduate Council with respect to program/curricular approvals but not policy. The terms of reference suggest it generates strategic initiatives for its subcommittees although in practice it is the administrative leaders of the college that bring issues forward.

The Executive Committee has a similar role as executive committees at other institutions where there such a committee in setting the agenda for Graduate Council and acting on behalf of Council between council meetings and in the summer, while the latter is rarely done in practice.

Figure 5 Standing Committees of the Executive Committee



Graduate policy, graduate curriculum, and awards are the three substantial spheres of the of the Graduate College’s responsibilities. The Graduate Council establishes standing committees and prescribes them responsibilities on these matters of graduate governance. The Graduate Policy (Academic Affairs) Committee, the Graduate Programs (Curriculum) Committee, and the Graduate Awards (Scholarships) Committee are normally accountable to the Graduate Council and at other institutions all make all recommendations on issues of their competence directly to the Graduate Council or to the Graduate Dean (University of Alberta, University of Calgary, University of British Columbia).  At the University of Western Ontario, the Academic Policy and Regulations Committee revises graduate policies and procedures as required on behalf of the Graduate Council.

In comparison at the University of Saskatchewan the Awards committee is accountable to Graduate Council, whereas the Academic Affairs and Graduate Programs Committees are standing committees of the Executive (see figures 2 and 4).

The Interdisciplinary Studies Committee has governance related functions with responsibilities to determine how this specific interdisciplinary program is regulated along with day-to-day administrative management responsibilities of its program. It operates similarly to a graduate academic affairs committee within a disciplinary unit. The chair is elected by the committee on an annual basis.

The Postdoctoral Advisory is similar to the Interdisciplinary Studies Committee Interdisciplinary Studies committee having responsibilities to set policy and to develop and deliver programming for PDFs.

The Earned D.LITT. Committee and the Earned D.SC. Committee are the standing sub-committees of the Executive Committee. Few institutions (and no U15) confer these types of degrees that recognize scholarly contributions and instead confer only honorary degrees typically through the university Senate.

## Observations regarding standing committees

All committees are responsible for the work of their subcommittees, and subcommittees should report to their committees. At the University of Saskatchewan, the Executive Committee receives and consider reports from its standing committees and provide relevant recommendations to the Graduate Council ([19.4.1 of Policies and Procedures Manual](https://cgps.usask.ca/policy-and-procedure/governance-membership/faculty-council.php#194EXECUTIVECOMMITTEE)).   In practice, all standing committees (including the Equity & International and the Awards Committees) provide an annual report directly to Executive which collates the annual report for presentation to Graduate Faculty.

Normally, responsibilities and status of the standing committees (subcommittees) of the Graduate Council are determined and changed by the Graduate Council itself. Sometimes the Graduate Council delegates to the Executive Committee its responsibilities, and, in these instances, the Executive Committee shall be responsible for alterations to the mandate, terms of reference, composition, and structure of standing committees (University of Manitoba).

At the University of Saskatchewan, the Executive Committee is mandated to revise the terms of reference of its standing committees as necessary [(19.4.1 of Policies and Procedures Manual (10)).](https://cgps.usask.ca/policy-and-procedure/governance-membership/faculty-council.php#194EXECUTIVECOMMITTEE) However, some of the sub-committees of the Executive Committee (the Graduate Programs Committee, the Graduate Academic Affairs Committee, the Interdisciplinary Committee) are still responsible for review their own terms of references.

Clarification is needed in terms of review process, how recommendations are put forward from standing sub-committees, accountabilities and so forth. The Graduate Programs Committee, the Graduate Academic Affairs Committee, the Awards Committee, the Interdisciplinary Committee can create ad hoc committees, as necessary.

At the University of Saskatchewan, the Equity and International Committee and the Awards Committee are standing sub-committees of the Graduate Council.  The exercise of this report uncovered errors on the website in Section 19 as they are currently sub-committees of the Executive and not Council although there is no record of this as a change that can be found.

# Questions arising

Reflecting on the information above raises some questions about the graduate governance of the University of Saskatchewan. These questions relate to the Graduate Council and its standing committee (sub-committees) as well as to the relationships between the Graduate Council and other graduate governing bodies.

### Delegation of Authority

* There are questions of whether this relationship is necessary or if University Council should delegate responsibility for graduate affairs directly to Graduate Council as occurs at every other institution we examined?
* Has Graduate Council delegated away too much authority to the Executive?
* Why is the Executive necessary?

### Streamlined Accountabilities

* Should the Executive (or Council) delegate more to standing committees for more streamlined approval pathways (e.g. New programs, program changes etc.).
* Strengthen the status of the Graduate Council through refining responsibilities and the system of its standing committees, giving more weight to their decisions.

### Committee Composition

* Does the Executive have the right composition to coordinate the activities of the committees or is there a better structure? For example, how does the Chair of the Equity and International Committee bring items to the Graduate Academic Affairs committee to change policies.
* Are missing key areas missing on committees (e.g. EDI, Indigenization).
* Direct representation from units or groups of units is one way to ensure expertise across disciplinary boundaries. This is common in other institutions. This approach solicits input from units in decision-making of the standing committee.
* In the composition of standing committees, the right balance between direct representatives from faculties (units) and members of the Graduate Council (or other governing bodies) can be reached based on the nature of responsibilities carried by standing committees and the role which standing committees contemplate in graduate governance. More specific responsibilities require members with expert knowledge (from relevant units/faculties) while standing committees with a decision-making authority require members with membership governing bodies.
* The current composition of the Executive and sub-committees does not specify membership to ensure representation on committees meets the needs of the committees in terms of having representation of the diversity of campus in terms of disciplines and types of programs (research intensive, professional entry-to-practice).  Other factors may be important for committees’ composition to ensure the principles of equity, diversity and inclusion are manifested within the committees.   For example, the Equity and Diversity Committee has responsibilities listed for indigenization and yet has no requirement to have members who can represent Indigenous students or faculty.

### Committee Coordination

* The analysis reveals that USask has many more standing committees than are found at other institutions. This raises the question of whether the committees are all necessary? E.g. The Credentials Committee (19.13) is still on the books but has not been convened since the mid-90’s.
* Could the Earned DSc and DLitt Be combined, or are these earned degrees better placed elsewhere within USask (e.g. University Relations or VPR)
* Is the mandate within the Equity and International Committee unique to its own or should there be elements of this committee embedded within all committees (subcommittees) within graduate governance?
* If the Executive is responsible to conduct business on behalf of Council, it would be reasonable to assume that there should be representation from most (if not all) of its sub-committees. This is not the case, then raising the question of how the work of the sub-committees are integrated on an ongoing basis and how the Executive can “direct” work to the sub-committees.

### New Program Approval and Revisions to Programs

This is out of scope of this project. This is being studied by the University Secretary and we can carve this off this to feed into that process. Quality Assurance in the form of cyclical reviews moved out of CGPS a couple of years ago and is run with undergraduate program review by unit.

# Appendix 1

## U15 Graduate Governance by Institution

The U15 Group of Canadian Research Universities (U15) is an association of 15 Canadian public research universities representing its members in relations with provincial and federal governments, primarily in the areas of research and graduate program development. All U15 members have systems of graduate governance, which vary to a certain degree. These graduate governance frameworks are outlined below.

### McMaster University

Graduate governance is organized into two levels – the University level and the faculty level. The Graduate Council is a deliberative, administrative, and executive body, which regulates matters concerning graduate work of common concern to the entire University. The Graduate Council is accountable to the Senate of the University but acts upon recommendations from each faculty. Each faculty has graduate committees and acts upon the recommendations of these committees. The faculties’ graduate committees are standing committees carrying out core graduate responsibilities, which are both student-centered (determining admissibility and approving course programs for each student upon departmental recommendations) and faculty-centered (new developments, course changes, changes in degree requirements, and new programs and fields of study arising from departmental proposals). The Graduate Council and its two standing committees include representatives from each faculty

### Queen’s University

The graduate governance is arranged into two levels – the University level and the faculty level. There are the Graduate Studies Executive Council (Graduate Council) and the faculty-based Graduate Councils. They work in close collaboration with each other. The Graduate Council (1) ensures that the Faculty Graduate Councils establish and follow appropriate graduate procedures; (2) revises faculty graduate regulations in matters of admissions, degree requirements, degree completion; (3) reviews program proposals from the Faculty Graduate Councils. The Faculty Graduate Councils deal with a wide range of responsibilities pertaining to graduate studies in each faculty: (1) establish graduate procedures; (2) make regulations on graduate studies; (3) recommend to the Graduate Executive Council changes to graduate curriculum. The Graduate Council (which is generally accountable to the Senate) recommends these changes to the Senate.

The Graduate Council advises the Graduate Dean and considers matters refereed to it by the Deans of the Faculty Graduate Councils.

Decisions of the Graduate Council are either recommended or provided as information to the Senate and Faculty Graduate Councils. The Graduate Council and its committees include faculty members – each Faculty Council appoints a Chair as a member of the Graduate Council.

### University of Waterloo

Graduate governance is two-leveled, and graduate study responsibilities are distributed between the Senate and the faculties. The Senate appoints the Senate Graduate and Research Council (Senate Graduate Council) responsible to it. Each faculty appoints the Faculty Graduate Studies Committee (Faculty Graduate Committee) responsible to the faculty and advising both the Senate Graduate Council and the faculty. The Senate Graduate Council has extensive graduate competence; it acts on behalf of the Senate on changing graduate curriculum and approving new scholarships. It reviews all proposals for new graduate programs as well as for new centers and institutes. The Faculty Graduate Studies Committee ensures academic quality of graduate studies in each faculty, represents faculty concerns to the Senate Graduate Council, and advises it on issues of faculty-related graduate studies. The Faculty Graduate Studies Committee consists of graduate officers from each graduate program and additional faculty members as required.

A special attention is paid to the Associate Vice-President of Graduate Studies and Postdoctoral Affairs (Graduate Vice-President). This university-level official serves as a member of the Senate, the Senate Graduate Council, and other standing committees of the Senate. The Graduate Vice-President is responsible for the operation of the Senate Graduate Council. To support the leadership of the Graduate Vice-President in dealing with issues affecting graduate studies at the University, the Graduate Operations Committee facilitates inner discussions among various faculties on issues of graduate studies. This committee is convened by the Graduate Vice-President to consider both university and faculty-specific issues relating to the operating procedures for graduate studies.

### University of Toronto

The graduate governance is exercised at the University level (the Governing Council, the Graduate Educational Council, the Dean of the School of Graduate Studies) and at the faculty level (graduate units and its chairs). Specifically, the chair of the graduate unit ensures that the graduate unit courses, other academic assessments or activities, and admission and program requirements are duly approved by the unit. A graduate unit shall, subject to the approval of the Dean of the School of Graduate Studies (Graduate Dean), determine to which of four divisions it belongs – the Humanities, the Social Sciences, the Physical Sciences, or the Life Sciences. The Graduate Dean approves the list of graduate units comprising each division.

The Graduate Educational Council (the Graduate Council) has authority over the academic policies and regulations of the School of Graduate Studies; it reports directly to the Governing Council. The Graduate Council establishes its standing committees that are accountable to it and consist of faculty and student representatives. Faculty representatives of all four divisions are appointed by the Graduate Council upon the recommendation of the Graduate Dean.

The Graduate Dean is a Chair of the Graduate Council and a member of its committees. As the Graduate Dean retains authority over financial matters, he/she advises the Graduate Council on certain financial issues and reports directly to the Vice-President Academic of the University. The Graduate Council delegates some responsibilities (on approval and amendment of the terms and conditions of fellowships, scholarships, and prizes) directly to the Graduate Dean. The Graduate Dean, at his or her discretion, may cancel regular meetings of the Graduate Council or vary meeting dates; normally at least two regular meetings are held during the academic year.

### University of Western Ontario

The graduate governance structure comprises the University level (the Senate and the Graduate Education Council) and the level of graduate programs. Each program within the School of Graduate and Postdoctoral Studies establishes a graduate affairs committee constituted in accordance with the size and needs of the graduate program to be administered. Graduate students are included as members of graduate affair committees; consultations with students are conducted on most issues considered by graduate affair committees.

The development of graduate and postdoctoral studies is guided by the Graduate Education Council which serves as an ‘open forum to give advice on any aspect of graduate education'. Although it is established as part of the School of Graduate and Postdoctoral Studies, the Graduate Education Council is responsible to the Senate. It establishes standing committees, delegates authority them, and such committees are responsible to the Graduate Education Council.

The Graduate Education Council shall meet as required but at least twice annually. The Vice-Provost (Graduate and Postdoctoral Studies) chairs the Graduate Education Council and heads the School of Graduate and Postdoctoral Studies. At meetings of the Graduate Education Council a quorum shall consist of one half of the voting members except in the months of June, July, and August when a quorum shall be one third of the voting members.

### McGill University

Graduate responsibilities are mainly concentrated in the hands of the Senate, its standing committee – Academic Policy Committee (APC) – and subcommittees (APC Subcommittee on Teaching and Learning, and APC Subcommittee on Courses and Teaching Programs). The Council of Graduate and Postdoctoral Studies (Graduate Council) reports to the Senate through APC. Its mandate is to develop, revise and approve regulations, guidelines, and policies on graduate and postdoctoral studies, and to make the appropriate recommendations to the Senate. It participates in strategic planning for initiatives to promote and enhance graduate and postdoctoral studies, and reviews and approves proposals for the creation of new graduate programs.

APC consults with faculties, deals with their concerns and acts upon their recommendations. The Graduate Council does not have its standing committees and relies in its graduate work completely on APC (the standing committee of the Senate).

The Dean of Graduate and Postdoctoral Studies (Graduate Dean) chairs the Graduate Council and works in close collaboration with the deans of disciplinary faculties.

At the faculty level, the Graduate Program Director as well as the Graduate Program Coordinator manage all aspects of their graduate programs and facilitate communication with the School of Graduate and Postdoctoral Studies.

### University of British Columbia

The Graduate Council is appointed by and responsible to the Faculty of Graduate and Postdoctoral Studies (Graduate Faculty). The legislative and administrative authority of the Graduate Faculty regarding graduate programs is vested in the Graduate Council. When the Graduate Council acts *on behalf of the Graduate Faculty*, its decisions are subject to approval of the Senate and appeal to the Graduate Faculty (to make rules and regulations for the government, direction, and management of the Graduate Faculty; to determine the courses of instruction and programs in the Graduate Faculty, and to review proposals for changes in such courses and programs). The Dean of Graduate and Postdoctoral Studies is the Chair of the Graduate Council; she/he can assign some matters to the Graduate Council which acts in an advisory capacity to the Dean of Graduate and Postdoctoral Studies on issues of strategic priorities for the continuous improvement of graduate education at the University and financial support for graduate students.

The Graduate Council has standing committees, which are usually comprised of representatives of each faculty. Standing committees solicit input from the faculties to help formulate possible solutions to existing problems. *The Graduate Curriculum Committee is a sub-committee simultaneously of the Graduate Council and of the Senate Curriculum Committee*. The Graduate Curriculum Committee normally includes representatives of curriculum committees from each faculty.

The Graduate Curriculum Committee reviews proposals of faculties for new graduate programs and revision of existing programs. Curriculum changes approved by the Graduate Curriculum Committee are submitted to the Senate Curriculum Committee and reported to the Graduate Council.

### University of Alberta

The University is governed bicamerally by the Board of Governors and the General Faculties Council (General Council). The General Council has nine standing committees which are accountable to it. Focusing on high level strategic items of academic significance, the General Council delegates authority over graduate matters to its standing committees and subcommittees, as well as to the Council of the Faculty of Graduate Studies and Research (Faculty Graduate Council) as its subcommittee. The Faculty Graduate Council approves University standards on all aspects of graduate education, establishes graduate policy and creates new graduate programs. The Faculty Graduate Council is subject to the authority of the General Council. The General Council enacts policies concerning course and program changes. It charges its Programs Committee with oversight of matters related to programs of study and courses, admission requirements, and academic standing regulations.

University governance promotes collegiality through encouraging students and faculty members to become a member of standing committees of the General Council.

Under the authority of the General Council’s Programs Committee, the Graduate Program Support Team (Support Team) acts as a standing advisory committee to support academic units offering graduate degree programs on the development of new program proposals, the modification of existing programs. Working in collaboration with academic units, the Support Team reviews and informally endorses and/or recommends items to move forward for formal consideration and approval by the relevant university governance committees. For graduate programs, the approval pathway includes committees in the following order: (1) Support Team (early consultation recommended); (2) the proposing unit’s Faculty Council; (3) the Policy Review Committee of the Faculty Graduate Council (for new programs/program modifications); (4) the Faculty Graduate Council (for new programs/program modifications); (5) the Programs Committee of the General Council; (6) other standing committees of the General Council as required and/or the General Council.

### Université de Montréal

Governance of Université de Montréalis shared between three university bodies that complement each other; the Council, the University Assembly, and the Studies Committee. The Studies Committee ensures the coordination of teaching and its linkage with research. It governs the educational organization of the University and approves regulations in this matter. The Studies Committee has nine subcommittees, including the Council on Graduate and Postdoctoral Studies (Graduate Council).

The Council exercises all the rights of the University and all the powers necessary for its administration and development. Approximately fifteen committees operate under the Council. The Executive Committee of the Council ensures the execution of decisions of the Council and exercises all the powers except those exclusively conferred on the Council or those that are reserved by the Council to itself. The Studies Committee makes recommendations to the Executive Committee on regulation of the University educational organization.

As it does not have independent organizational status, the Graduate Council does not possess independent decision-making authority for graduate governance. It participates in general supervision of quality of graduate studies and may be consulted on matters of supervision and professional development of graduate students and postdoctoral fellows. The Graduate Council reports to the Studies Committee.

### Université Laval

The University Council decides questions relating to studies, including degrees, diplomas, certificates, and programs, in addition to overseeing various appointments, promotions and recognition of centers and institutes. The University Council has three standing committees: The Student Affairs Commission, the Studies Commission, and the Research Commission. The Student Affairs Commission considers, at the request of the Board of Directors, the University Council, the Rectorate or a student association, any question of interest to all students at the University. The main mandate of the Studies Commission is to analyze and recommend to the University Council the plans for new training programs developed by the different faculties. The Research Commission considers all questions relating to research; in particular, it receives mandates concerning the development and coordination of research.

The Faculty of Graduate and Postdoctoral Studies (Graduate Faculty) of *Université Laval* provides institutional leadership on all matters related to graduate studies. It monitors the development of graduate studies at the international level and ‘offers the University development directions’20. The Graduate Faculty is mandated to supervise the quality of student supervision and coordinate programs along with training and supervision of program directors. It includes the Council of the Graduate Faculty (Graduate Council), which is designated to assist and advise the Dean of the Graduate Faculty (Graduate Dean) in examining all questions relating to graduate studies.

### Dalhousie University

The Senate of Dalhousie University approves new programs, sets academic regulations, and establishes standing committees accountable to it.

Graduate governance is integrated with university academic governance. The decision-making model of university academic governance includes the strategic decision-making process and operational decision-making process. Strategic decisions focused on academic mission and impact are made by the Provost. The Provost is responsible for aligning resources to strategic directions and recommending institutional proposals; he/she has their own committee helping with strategic decisions. The Provost works in close collaboration with the Deans of faculties who report to the Provost.

The Faculty of Graduate Studies consists of the Faculty Council, the Banting Postdoctoral Fellowship Selection Committee, and the Vanier Canada Graduate Scholarships Selection Committee (includes NSERC, CIHR, SSHRC sub-committees). All these committees include the representatives of faculties and students along with the staff representatives of the Faculty of Graduate Studies. Acting as a committee of the Faculty of Graduate Studies, the Faculty Council has three standing sub-committees: The Academic Programs and Curriculum Committee, the Governance Committee, and the Academic Appeals Committee.

Graduate program reviews are a joint responsibility of the Faculty of Graduate Studies and the faculty responsible for delivery of the program under review. Graduate program reviews within a faculty are the responsibility of the Dean of this faculty.

The Faculty of Graduate Studies approves the Requirements for Graduate Academic Program Reviews. This guideline clarifies specific program review elements required as part of Graduate program reviews (in the context of the Senate Policy for Faculty Reviews of Academic Programs).

### University of Calgary

Graduate governance is shared between the General Faculties Council (General Council) and the Faculty of Graduate Studies Council (Graduate Council). The General Council reports to the Board of Governors; it is chaired by the President (not the Graduate Dean, as usually). The General Council establishes standing committees responsible to it that serve mainly as “vetting and advisory groups”. Committees may establish subcommittees with powers limited to providing input, ideas, advice, and recommendations for a standing committee.

The Graduate Council also establishes standing committees which have the specific delegated authority to act on behalf of, and with full authority of the Graduate Council for matters that fall within the committee’s role and responsibilities, on the condition that decisions made under this delegated authority are reported to the Graduate Council.

The General Council interacts with the Graduate Council mainly on the level of their standing committees and subcommittees. The good example is the program proposal approval process. This process is initiated by the faculties, and the Dean of the faculty confirms the proposal fits with the faculty plan. Changes in graduate programs are approved by the Academic Planning and Priorities Committee of the General Council upon the recommendation of its subcommittee – the Graduate Academic Programs Subcommittee. The Executive Committee of the Graduate Council reviews and recommends to the Graduate Academic Program Subcommittee these changes. However, in cases of suspension, closure or creation of new programs, the Graduate Council enters the process making relevant recommendations to the Graduate Academic Programs Subcommittee. The Academic Planning and Priorities Committee acts under delegated authority of the General Council which is just notified of approval. The Academic Planning and Priorities Committee acts as the University’s final approval authority for the creation, alteration, or termination of academic programs. The Board of Governors has to approve a proposal only if it contains a financial component.

### University of Ottawa

The graduate governance is shared between the Faculties and the Council on Graduate Studies (Graduate Council). *The Graduate Council is a standing committee of the Senate*, and it reports to the Senate through the Executive Committee of the Senate. Among other responsibilities, the Graduate Council advises faculties and the Senate on the formulation and updating of University and faculty academic policy development plans for graduate studies. Work of the Graduate Council mostly involves the review of proposals for new programs and modifications to existing programs.

The Vice‐Provost of Graduate and Postdoctoral Studies chairs the Graduate Council. The Office of the Vice‐Provost of Graduate and Postdoctoral Studies submits all proposals and annual reports relating to the graduate programs to the Graduate Council and oversees the follow-up with both the Graduate Council and the faculties.

Review of graduate programs is cyclical, and the Office of Quality Assurance (OQA) supervises all activities related to such review. The OQA establishes the cyclical review schedule in consultation with the Senate Committee on the Evaluation of Undergraduate Programs and the Graduate Program Evaluation Committee. The OQA director chairs these standing committees. The committees comprise faculty members representing two major branches of knowledge — the pure and applied sciences, and the humanities and social sciences.

### University of Manitoba

Graduate governance is provided by the Faculty of Graduate Studies, which is governed by the Faculty Council of Graduate Studies (Graduate Council), and three Standing Committees: The Executive Committee, the Awards Committee, and the Appeals Committee. All these governance bodies include as members the Dean of the Faculty of Graduate Studies, deans of faculties, graduate chairs of faculties, other faculty representatives, and student representatives. Their activities and decisions are subject to the authority of the Graduate Council.

## Graduate Governance within the U15 – Quick Compare

Table 2 U15 Quick Compare

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | **College’s Governing Body** | **MANAGEMENT** | **MONEY** | **POLICY/CURRICULUM** | **POSTDOCS** | **MENTORSHIP** |
| **McMaster** | **Graduate Council**   * Overall grad governance * Convocation recommendations * Reports to U senate | **Executive Committee**   * Nominating committee, academic policy acts, other matters & on behalf of council if needed | **Scholarships Committee**   * Awards & scholarships |  |  |  |
| **Queen’s** | **Graduate Studies Executive Council**   * Overall grad governance * program proposals, convocation * reports to U senate |  | **Fellowship Committee**   * Awards & scholarships | **Academic Appeal Board**   * Academic regulations |  |  |
| **Waterloo** | **Senate Graduate and Research Council**   * Grad governance * Grad programs, new; existing; deletions * Scholarships & awards * Reports to U senate |  |  |  |  |  |
| **Toronto** | **Graduate Education Council**   * Grad governance * oversees academic appeals * scholarships & awards policy |  |  | **Admissions and Programs Committee**   * Admissions, standards, enrolment policy/procedure   **Graduate Academic Appeals Board**   * Academic regulations |  |  |
| **Western** | **Graduate Education Council**   * Grad/postdoc governance * Scholarships & awards |  |  | **Academic Policy & Regulations**   * Policy/procedure | **Postdoctoral Scholar Advisory Committee**   * Postdoc oversight | **Mentorship & Professional Development**   * Teaching/training/support * Faculty mentorship |
| **McGill** | **Council of Graduate & Postdoctoral Studies**   * Grad and postdoc governance |  |  |  |  |  |
| **UBC** | **Graduate Council**   * Grad governance * Scholarships & awards * Program approvals/changes |  | **Graduate Scholarships Committee**   * Scholarships & awards | **Graduate Curriculum Committee**   * Proposal reviews/changes   **Academic Policy Committee**  **Graduate**   * policy |  |  |
| **A**lberta | **Council of the Faculty of Graduate Studies** & Research   * Grad governance * Convocation * Programs & policy |  | **Graduate Scholarship Committee**   * Awards & Scholarship | **Academic Appeals Committee**   * Academic appeals   **Policy Review Committee**   * policies |  |  |
| **Montreal** | **Council on Graduate & Postdoctoral Studies**   * grad and postdoc governance |  |  |  |  |  |
| **Laval** | **Council of the Faculty of Graduate & Postdoctoral Studies**   * grad and postdoc governance |  |  |  |  |  |
| **Dalhousie** | **Faculty Council**   * grad governance | **Governance Committee**   * management committee |  | **Academic Programs & Curriculum Committee**   * programs courses and revisions   **Academic Appeals**   * appeals |  |  |
| **Calgary** | **General Faculties Council**   * governance | **Executive Committee**   * acts on behalf of council |  | **Academic Planning & Priorities Committee**   * Policies, standards, regulations | **Research & Scholarship Committee**   * Research focus | **Teaching & Learning Committee**   * teaching and learning in support of sustained, high academic standards, academic integrity, and the strategic directions of the University |
| **Ottawa** | **Council on Graduate Studies**   * grad governance * reports to senate |  |  |  |  |  |
| **Manitoba** | **Graduate Studies Faculty Council**   * grad governance * college membership | **Executive Committee**   * prepares agenda for council * standing committee report to executive * nomination of membership * acts in the place of council if needed | **Awards Committee**   * scholarships & awards | **Appeals Committee**   * academic discipline |  |  |

# APPENDIX 2

## Section 19 CGPS Graduate Governance Terms of Reference

Notations in red indicated where items are in the terms that are outdated and require revision and where apparent errors were introduced.

### Graduate Faculty

The Graduate Faculty of the College of Graduate and Postdoctoral Studies (CGPS) is established under the authority of the University of Saskatchewan Council, whose powers and duties are in turn established by the University of Saskatchewan Act 1995. Graduate Faculty of CGPS conduct business on behalf of the University Council as laid out in its bylaws [found here](http://www.usask.ca/secretariat/documents/council/Bylaws/Council%20Bylaws%20-%20current%20copy%20July%202018.pdf).

The Dean shall report at least once annually to the Graduate Faculty. Faculty may review actions taken by the Graduate Council at its last meeting, and may formally decide to exercise any of the duties and responsibilities delegated to Council. The quorum for Graduate Faculty is 50 members.

The Dean may call a meeting of the Graduate Faculty if required before its scheduled meetings in October and/or May.

### Graduate and Postdoctoral Council

Graduate and Postdoctoral Council shall have authority over all matters related to College business, and, it reports directly to CGPS Graduate Faculty.

* Dean of the College of Graduate and Postdoctoral Studies (will serve as Chair of Graduate Council) and Associate Dean (will serve as Chair in absence of the Dean)
* Department Heads, or Designates, of departments with regular graduate programs (normally Graduate Chairs)
* Deans, or Designates, of colleges without department structure with regular graduate programs (normally Graduate Chairs) Interdisciplinary Program Chairs
* Nine (9) Members at Large, elected by the Graduate Faculty, and given three year appointments
* Chairs of the College of Graduate and Postdoctoral Studies Standing Committees, if not otherwise members of the Graduate Council
* Chair of the MBA Program
* Seven (7) Graduate Students’ Association Representatives, one of whom will be the student representative of the College of
* Graduate and Postdoctoral Studies on University Council
* One (1) Postdoctoral Fellow
* Elected College of Graduate and Postdoctoral Studies representative to the University Council, if not otherwise a member of the

### Graduate Council

The following persons shall also be ex officio members of Graduate and Postdoctoral Council:

* The President of the University
* The Provost and Vice-President Academic
* The Vice-President Research
* The Vice-President Finance and Resources
* The Vice-President University Relations
* The Vice-Provost Teaching and Learning
* The Associate Vice-President Student and Enrolment Services
* The Associate Vice-President Information and Communications Technology
* The Dean of the College, or in the case of a school that is not part of a college, the Executive Director of the school
* The Dean of Graduate and Postdoctoral Studies
* The Dean, University Library or designate
* The University Secretary
* The Registrar
* Any Associate Deans/Assistant Deans appointed to support graduate and postdoctoral studies
* The Heads of those Departments which are involved with graduate and postdoctoral studies
* Manager, International Student and Study Abroad Centre

Responsibilities of GPC

* To make recommendations to University Council, President, Vice-President (Academic) or other parties regarding the maintenance of academic and research standards in the requirements in graduate studies for admissions, programs of study, conditions for graduation, and the nature of degrees to be conferred;
* To establish rules and methods for the advancement and graduation of graduate students and their suspension for neglect of studies, or defective scholarship;
* To have jurisdiction over scholarship and discipline in the graduate area;
* To recommend candidates for graduate degrees and diplomas, including the Earned D.Litt. and D.Sc.;
* To establish procedures to investigate any cases of alleged graduate student misconduct or complaints by graduate students of misconduct of which they may be victims, and to report to Council any cases which subsequently call for investigation by that or other bodies;
* To create standing and ad hoc committees; to name members to these committees; to delegate to committees, where appropriate, study and action on matters under its jurisdiction; to receive and take appropriate action on reports of committees;
* To initiate or consider and approve proposals on new or changed College of Graduate and Postdoctoral Studies policies;
* To establish rules and procedures for graduate program reviews;
* To receive reports from the College of Graduate and Postdoctoral Studies Awards Committee; to advise the Dean and Associate Dean on procedures and criteria for the distribution and allocation of existing graduate student awards, as well as for the enhancement of these awards, and to approve changes in policies for awards and honours proposed by the Awards Committee;
* To establish criteria for membership in the Faculty of the College of Graduate and Postdoctoral Studies;
* To establish criteria for the appointment of Adjunct Professors and Professional Affiliates. (The Dean and Associate Dean, College of Graduate and Postdoctoral Studies, will approve adjunct appointments and re-appointments in-house, but may seek the advice of the Executive at any time. The Executive will also hear appeals from academic units whose recommendations have been refused by the Dean and Associate Dean);
* To assist the Dean and Associate Dean in maintaining appropriate liaison with the Office of Research Services and Academic Programs Committee of Council.

Meetings and Quorum

* Graduate Council shall meet at least twice per year and quorum shall be 50% + 1 of the voting membership. The meetings are open to anyone wishing to attend, except at those times when Council decides to go in camera.
* Member Rights
* Any member of the CGPS Faculty may request in writing to be heard by the Graduate and Postdoctoral Council and may suggest motions or other documents for the consideration of the Graduate and Postdoctoral Council.
* Responsibility of Graduate Chairs
* Graduate Chairs, who will normally serve as the designated representatives of Department Heads and Deans in the Graduate and Postdoctoral Council, shall make Agendas and Minutes of Graduate and Postdoctoral Council available in a timely manner to faculty members in their area and draw their attention to business of Graduate and Postdoctoral Council of particular interest to them.

### Nominations Committee

The Nominations Committee shall be a standing committee of the College and reports to CGPS Graduate Faculty.

* Five (5) members of Graduate and Postdoctoral Council selected from the Graduate Chairs and Members at Large selected by Graduate and Postdoctoral Council or, failing such selections, to be named by the Dean or Associate Dean from Faculty at large; one member, elected by the Committee at the first meeting each year, shall serve as Chair;
* Dean, College of Graduate and Postdoctoral Studies;
* Associate Dean, College of Graduate and Postdoctoral Studies.

Responsibilities of The Nominations Committee

* To prepare a slate of nominees for the positions of Members at Large on Graduate and Postdoctoral Council;
* To nominate persons for positions on Council Committees, ad hoc Committees and standing Sub-Committees of the Executive that are not ex-officio or otherwise named by a participating unit of that sub-committee;
* To call in a timely way for nominations/volunteers to facilitate filling memberships as required;
* To provide an Annual General Report to Graduate Faculty.

### Executive Committee

* The Executive Committee shall be a standing committee of the Graduate and Postdoctoral Council. Four (4) members of Graduate and Postdoctoral Council selected from the Graduate Chairs and Members at Large;
* Three (3) members of Graduate Faculty;
* One (1) GSA representative;
* One (1) Society of Postdoctoral Scholars (SPS) representative;
* Dean, College of Graduate and Postdoctoral Studies (Chair);
* Associate Dean, College of Graduate and Postdoctoral Studies;
* Vice-President Research (or designate);
* Chair, Graduate Programs Committee;
* Chair, Graduate Academic Affairs Committee.

Responsibilities of The Executive Committee

* To recommend new, revised and deleted programs to the Academic Programs Committee of University Council and report these recommendations at the next meeting of Graduate and Postdoctoral Council;
* To receive and report to Graduate and Postdoctoral Council reports from all standing committees;
* To recommend the criteria for appointment of Adjunct Professors and Professional Affiliates to the Graduate Council and to resolve appointments in dispute;
* To examine and report to Graduate and Postdoctoral Council on all policy issues;
* To propose agendas for the Graduate and Postdoctoral Council;
* To recommend to the Graduate Programs Committee initiatives to strengthen graduate programs;
* To recommend to the Graduate Academic Affairs Committee initiatives to improve the experience of graduate students;
* To review Canadian and International admission standards of the College as needed;
* To coordinate graduate program reviews;
* To establish and disband sub-committees and ad hoc committees and revise their terms of reference as necessary;
* To report regularly to the Graduate and Postdoctoral Council;
* To act on behalf of the Graduate and Postdoctoral Council during the summer months and to report to Graduate and
* Postdoctoral Council all actions taken in that capacity at the first meeting of the Graduate and Postdoctoral Council.

*[note: the provision noted in red has moved outside of CGPS scope]*

### Awards Committee

The Awards Committee is a Sub Committee of the Executive. New members will be nominated annually by the Nominations Committee and shall be widely representative of the College and experienced in the supervision of students, and administration of graduate programs. The term of appointment shall be three years.

*[note when the online policy web version went live (2019) these errors – noted in red were not caught and now show as part of the terms – it should read a committee of Council]*

*Membership*

* Four (4) members of Graduate Council selected from the Graduate Chairs and Members at Large; one of these members, elected by the Committee at the first meeting each year, shall serve as Chair;
* Six (6) members of Graduate Faculty of which at least three (3) will represent NSERC, SSHRC and CIHR disciplines
* One (1) GSA representative;
* Dean, CGPS
* Associate Dean, CGPS

Responsibilities

* To propose policy for scholarships, awards and honours, subject to review by the Graduate Council;
* To establish procedures for awards and honours;
* To establish such ad hoc committees as necessary for awards of bursaries, scholarships and prizes of CGPS;
* To accept applications and nominations for NSERC, SSHRC, CIHR, UGS, and other major awards, allocate available awards and take appropriate action;
* To assist the Dean and Associate Dean in advocating enhancement of graduate student funding; To provide an Annual General Report to Faculty Council.

### Graduate Programs Committee

The Graduate Programs Committee shall be a Standing Sub-Committees of the Executive. New members will be nominated annually by the Nominations Committee and shall be widely representative of the College and experienced in the supervision of students, and administration of graduate programs. The term of appointment shall be three years.

Membership

* Five (5) members of Graduate and Postdoctoral Council selected from the Graduate Chairs and Members at Large; one of these members, elected by the Committee at the first meeting each year, shall serve as Chair; members should represent a balance of disciplinary expertise represented at the University of Saskatchewan;
* One (1) GSA representative;
* Dean, College of Graduate and Postdoctoral Studies or designate.

Responsibilities

* To recommend to the Executive Committee any policy changes for the improvement of graduate programs;
* To review and if appropriate recommend to the Executive Committee program deletions, significant changes in program requirements, and proposals for new programs;
* To review and, where appropriate, approve changes to a program’s list of restricted electives, residency requirements, and selection criteria for admission;
* To name members to ad hoc sub-committees as may be required from time to time to handle academic matters relevant to graduate programs;
* To act on matters referred to it by the Executive Committee;
* To prepare an Annual General Report to Graduate Faculty;
* To delegate to the Dean, who may delegate to the Associate Dean, matters of urgency which the Graduate Programs Committee meeting schedule cannot accommodate, providing that actions of the Dean or Associate Dean on such issues be brought to the first subsequent meeting of the Graduate Programs Committee;
* To review its own terms of reference as necessary.

*[note: this provision contradicts the University of Saskatchewan’s Policies and Procedures Manual, as well as practices of graduate governance of other Universities.]*

### Graduate Academic Affairs Committee

The Graduate Academic Affairs Committee is a Standing Sub-Committee of the Executive. New members will be nominated annually by the Nominations Committee and shall be widely representative of the College and experienced in the supervision of students, and administration of graduate programs. The term of appointment shall be three years.

Membership

* Five (5) members of Graduate and Postdoctoral Council selected from the Graduate Chairs and Members at Large; one of these members, elected by the Committee at the first meeting each year, shall serve as Chair; members should represent a balance of disciplinary expertise represented at the University of Saskatchewan;
* One (1) GSA representative;
* Dean, College of Graduate and Postdoctoral Studies or designate;

Responsibilities

* To recommend to the Executive Committee any policy changes relevant to graduate academic affairs;
* To review and approve, if appropriate, all recommendations for the admission of, and programmatic requirements for, Special Case Master’s and Special Case Doctoral Programs;
* To act on admission appeals by individual students or by academic units in accordance with CGPS admission and appeal policy and procedures;
* To review and approve, if appropriate, any programmatic changes involving special case students;
* To review and, if appropriate, recommend approval of new courses, modifications to existing courses, and deletions of existing courses;
* To act on appeals and grievances that affect graduate students and to establish appropriate procedures to do so;
* To act on matters referred to it by the Executive Committee;
* To name members to ad hoc sub-committees as may be required from time to time to handle academic matters relevant to individual graduate student programs;
* To prepare an Annual General Report to Graduate Faculty;
* To delegate to the Dean, who may delegate to the Associate Dean, matters of urgency which the Graduate Academic Affairs Committee meeting schedule cannot accommodate, providing that actions of the Dean or Associate Dean on such issues be brought to the first subsequent meeting of the Graduate Academic Affairs Committee;
* To review its own terms of reference as necessary.

### Equity and International Committee

The Equity and International Committee is a Standing Sub-Committee of the Executive. New members will be nominated annually by the Nominations Committee and shall be widely representative of the College and experienced in the supervision of students, and administration of graduate programs. The term of appointment shall be three years.

Membership

* Seven (7) Graduate Faculty members elected by Graduate and Postdoctoral Council representing the broad diversity groups; one member, elected by the Committee at the first meeting each year, shall serve as Chair;
* One (1) representative of the College of Graduate and Postdoctoral Studies staff;
* Director, Enrolment and Student Affairs (or designate);
* 1 GSA representative;
* Dean, College of Graduate and Postdoctoral Studies (or designate).

Responsibilities

* Promote, and provide a forum for the exchange of information and ideas regarding the development of a diverse student body in graduate education among faculty, students, administrators, and staff;
* Support the goals of the institution and the CGPS of achieving a more diverse graduate student population by providing information and advice on new initiatives and policy development;
* Provide information to the CGPS on internationalization, diversity and education equity to facilitate development of appropriate action plans and strategies for increased internationalization and diversity;
* Recommend recruitment initiatives for international, Aboriginal, and other graduate students from designated equity groups to graduate programs at the U of S;
* Collaborate with the Office of Research Services, Colleges and other units in promoting and encouraging interaction between students and faculty within this university, with others at both Canadian and international institutions, in conducting research and developing educational opportunities for the furthering of internationalization and diversity goals;
* Assist the respective administrative units in the provision of services to international Aboriginal, and other graduate students from designated equity groups and in the development of cross cultural understanding;
* Prepare an Annual Report for the Executive Committee.

### Postdoctoral Studies Advisory Committee

The Postdoctoral Studies Advisory Committee is a Standing Sub-Committee of the Executive. New members will be nominated annually by the Nominations Committee and shall be widely representative of the College and experienced in the supervision of students, and administration of graduate programs. The term of appointment shall be three years.

Membership

* Two (2) members of Graduate and Postdoctoral Council; one of these members, elected by the Committee at the first meeting of each year, shall serve as Chair; members should represent a balance of disciplinary expertise represented at the University of
* Saskatchewan;
* Two (2) Postdoctoral Fellows;
* Vice-President Research (or designate);
* Dean, College of Graduate & Postdoctoral Studies (or designate)

Responsibilities

* To participate in strategic planning and recommend policy for Postdoctoral Fellows with regards to recruitment, status, research conduct and terms of appointment;
* To provide oversight for the monitoring of career progress, career development and conflict resolution;
* To assist in advocating the enhancement of funding opportunities for Postdoctoral Fellows; To provide an Annual General Report to Graduate Faculty.

### Interdisciplinary Committee

The Interdisciplinary Committee is a Standing Sub-Committees of the Executive. New members will be nominated annually by the Nominations Committee and shall be widely representative of the College and experienced in the supervision of students, and administration of graduate programs. The term of appointment shall be three years.

Membership

* Chair;
* One (1) GSA representative;
* Dean, College of Graduate and Postdoctoral Studies;
* Associate Dean, College of Graduate and Postdoctoral Studies.

Responsibilities

* To develop guidelines and to establish academic requirements and procedures which allow graduate students to put in place a program of studies and their Advisory Committee;
* To serve as the Graduate Affairs Committee and to receive reports from Advisory Committees for individual interdisciplinary students, and to recommend interdisciplinary students for University of Saskatchewan financial support;
* To develop guidelines and to establish academic requirements and procedures which would allow academic units to develop interdisciplinary programs of study;
* To review the academic and administrative quality of existing interdisciplinary programs;
* To foster liaison and cooperation among academic and administrative units involved in graduate interdisciplinary activity; To encourage recognition of interdisciplinary activity;
* To report to the College of Graduate and Postdoctoral Studies Executive and the Graduate Council no less frequently than once a year;
* To prepare an Annual General Report to Graduate Faculty; To review its own terms of reference as necessary.

### Earned D.Litt. Committee

The Earned D.Litt. Committee is a Standing Sub-Committees of the Executive. New members will be nominated annually by the Nominations Committee and shall be widely representative of the College and experienced in the supervision of students, and administration of graduate programs. The term of appointment shall be three years.

Membership

* Three (3) members of Faculty, from three different departments in which an Earned D.Litt. could appropriately be offered.
* Committee members will be elected on staggered terms for three years by Faculty; a second consecutive membership on the D.Litt.
* Committee is not foreseen;
* Dean, College of Graduate and Postdoctoral Studies, who will Chair the Committee;
* A graduate student in an appropriate discipline chosen by the Graduate Students’ Association.

Responsibilities

* To work collaboratively with the Earned D.Sc. Committee and to recommend to the Executive policy regarding the Earned D.Litt. degree and/or changes in published procedures and criteria for the award;
* To receive or solicit applications/nominations for the Earned D.Litt. degree;
* To obtain all necessary information on each candidate;
* To recommend to the Executive Committee where appropriate, that the Earned D.Litt. degree be awarded;
* To advise the Dean, Associate Dean and University Secretary on appropriate procedures for the award ceremony at the time of Convocation.

### Earned D.Sc. Committee

The Earned D.Sc. Committee is a Standing Sub-Committees of the Executive. New members will be nominated annually by the Nominations Committee and shall be widely representative of the College and experienced in the supervision of students, and administration of graduate programs. The term of appointment shall be three years.

Membership

* Three (3) members of Faculty, from three different departments in which an Earned D.Sc. could appropriately be offered. Committee members will be elected on staggered terms for three years by Faculty.
* Vice-President Research (or designate)
* The Dean, College of Graduate and Postdoctoral Studies, who will Chair the Committee
* A graduate student in an appropriate program chosen by the Graduate Students’ Association.

Responsibilities

* To work collaboratively with the Earned D.Litt. Committee to recommend to the Executive policy regarding the Earned D.Sc. degree and/or changes in published procedures and criteria for the award.
* To receive or solicit applications/nominations for the Earned D.Sc. degree.
* To obtain all necessary information on each candidate.
* To recommend to the Executive Committee where appropriate, that the Earned D.Sc. degree be awarded.
* To advise the Dean, Associate Dean and University Secretary on appropriate procedures for the award ceremony at the time of Convocation.

### CGPS Credentials Committee

CGPS Credentials Committee nominations are called for annually by the Dean of the CGPS for new and renewed membership.

Membership

* All University of Saskatchewan Deans

Responsibilities

* Formulate criteria for CGPS Faculty membership
* Recommend criteria and any changes for approval of Graduate Council
* All actions taken by the CGPS Credentials Committee are reported at the next scheduled Graduate Council meeting.
* Criteria for faculty membership can be found in [section 18 of the policy](https://cgps.usask.ca/policy-and-procedure/governance-membership/college-membership.php).

# Appendix 3

## Committee and Sub Committee Annual Reports to Graduate Faculty

Click the image to see a 67-page document – a three-year sample of Graduate Faculty reports.



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