

The CIDA<sup>(3)</sup> attempts to co-ordinate educational, financial, technical and other assistance emanating from Canadian sources, and co-operates in this respect with private agencies and institutions.

### Control and Government of Institutions

Civil legislation regarding the establishment of new institutions, or changes in existing ones, is usually enacted by provincial legislatures, except for federal military colleges and a few institutions originally established by act of Parliament.

Once an institution is legally chartered, control is vested in its governing body, the membership of which is indicated in the charter. While various terms are used, and institutions of different sizes may not have all the following positions, institutional administration generally includes: visitor; chancellor; president or principal (often with the additional title of vice-chancellor), or recteur in the case of French-language institutions; board of governors (occasionally called the board of regents or the board of trustees); senate (occasionally called the faculty council or the university council); and sometimes advisory boards reporting to the senate or to the board of governors. The president is the administrative head of the university and will be an ex-officio member of the board and the senate. The chain of authority runs from the board of governors through the president to the senate and deans and so to the faculty as a whole. The chancellor, often elected by the graduates or, in the case of Roman Catholic institutions, a senior cleric, is usually an ex-officio member of the board and senate, while the visitor (or patron) may be a distinguished political figure.

The Duff-Berdahl Report on university government, published in 1966, accelerated the pace of change in university government. In particular, it encouraged the inclusion of faculty members on boards of governors, and some boards now include student members as well. The composition of the board of governors varies according to the type of institution.

Provincial universities normally have government representation; church-related institutions have clergy and lay members appointed by a church organization. Nearly all boards have either direct representation from the business community and from other organizations, as well as representation of the alumni, or are advised by these groups through advisory boards or committees. The size of the board varies from a mere handful to over 30. Its function is to conserve the property and increase the means of the university, to oversee the university's financial operations, and to maintain liaison with governments and the general public. It must retain the public confidence in the way the university is run, and defend in these same quarters the autonomy of the university in its work.

The Report commented on the weakness of senates at Canadian universities. At most universities today, teaching staffs form a majority in the senate, which is responsible for admissions, courses, discipline and the awarding of degrees. Students have been included on the majority of university senates. The senate is usually a much larger body than the board. In one institution, it has been composed of as many as 170 persons.

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