

faculty and academic administrators; student representatives are also included on the senates of most institutions. The chief executive officer is usually an *ex-officio* member of senate and, at a number of universities, this person serves as chairman. Senates are responsible for matters such as admissions, course offerings, program development, academic discipline and the awarding of degrees.

Three universities, Athabasca University, Université Laval, and the University of Toronto, have adopted the unicameral system of university government, i.e. a single body incorporating the powers of board and senate.

Apart from the president, the senior officers are: the vice-presidents, each usually responsible for a particular area of university life (academic matters, administration, finance, research); registrar, who often acts as secretary to the various boards and whose office usually admits students, prepares timetables and keeps student records; the business officer (often called comptroller or bursar), whose office is charged with the day-to-day financial operation of the institution, including the collection of fees; and deans and department heads, who administer faculty and departmental affairs. Other administrative posts may include an admissions officer, deans of men and of women, a librarian, a development officer, an information and/or public

relations officer, a research administrator and an institutional research officer.

### *Teaching staff*

The lowest teaching rank is that of lecturer. This is usually a one-year appointment and the candidate will be expected to have at least a master's degree. Most appointments, however, are made initially at the rank of assistant professor. From this point, faculty members become eligible for promotion to the ranks of associate professor and professor.

For appointment to a university staff, a doctoral degree is usually expected. Faculty members appointed without this qualification are expected to continue their studies towards the doctorate. In some professional faculties, some staff have professional qualifications only, but the trend is toward possession of the highest degree. From 1958-59 to 1978-79 the proportion of full-time university teachers holding the doctorate rose from 42 per cent to 63 per cent.

The expansion in the number and size of Canadian universities in the 1960s required the recruitment of many faculty members, many of whom came from abroad. However, recent changes in federal immigration and employment requirements are aimed at ensuring that non-Canadians are hired only if all efforts to recruit a qualified Canadian have been exhausted.