

SIMON FRASER UNIVERSITY

S. 423

MEMORANDUM

To.....Chairman of Senate.....

From.....B.G. Wilson.....

.....Vice-President, Academic.....

Subject.....Reconsideration in Selection of.....
Department Chairmen as Outlined in

Date.....October 30, 1970.....

S.224

I have reviewed Senate Paper S.224 concerning the appointment of Department Chairmen, together with subsequent action of Senate relating to its implementation, the development of these proposals dates from the establishment by Senate of the Tuck Committee on March 4, 1968, almost 3 years ago, while discussion of their implementation has continued from July 7, 1969.

It is clear that the delay in implementation is due in large measure to the attempt made in S224 to achieve two goals through one policy instrument, that is, the tying together of the concept and development of the chairmanship role and the reviews of the functioning of departments within the University. While these topics are certainly not unconnected, I am unconvinced that they must necessarily be considered at the same time.

The main point of my concern, however, is not a philosophical one but a practical one. The undertaking of departmental review will be time consuming for the committees involved, for department members, and for Senate when it finally considers the reports. By the terms of S309, however, review committees may not deal with the academic competency of faculty within a department nor the merits of "a particular academic program or course" although they are required "to assess the stated objectives of each department and their successful fulfillment by the departments".

While this mechanism may have had obvious merits during the period of its formulation, I would appreciate the advice of Senate as to whether, at the present time, the advantages of conducting what must be somewhat trivial department reviews, in the light of restrictions pointed out in the last paragraph, outweigh the expenditure of faculty time involved. Taking into account the disadvantages of maintaining the use of the "Acting-" prefix for all Chairmen in the interim period, suggesting administrative instability which I feel is quite undeserved, what I would prefer is to separate the two issues of chairmanship and review.

With the experience gained in the chairmanship system, it should now be possible to devise a satisfactory conceptual framework and appointment mechanisms for a chairman while the concept of departmental review could well be linked with the review of graduate programs, required under recent Senate action, in order that effective and comprehensive assessments of departments could be made over a period of, say, two years, of department goals, of programs, and competencies.

SIMON FRASER UNIVERSITY

S 224

MEMORANDUM

As modified and
approved by Senate
July 7th, 1969.

Mr. H. Evans

From D.G. Tuck

Secretary of Senate

Subject Senate Committee on Deans
and Heads

Date 9th April, 1969.

At a meeting on March 4th, 1968, Senate established "a committee to study the method of appointment, tenure and functions of Deans and Heads of Departments". The members of this committee are M. Collins, W.M. Hamilton, R.N. Maud, A.R. MacKinnon and D.G. Tuck (subsequently elected by the committee as its chairman). The committee presented a report to Senate (S141a, with a Minority report S141b) on September 23rd, 1968, at which time Senate received the report, and decided "that this matter not be discussed now, but that once Joint Faculty has made recommendations of its own this matter be reconsidered by the Committee and then referred to Senate".

The report of Interim Council of Joint Faculty was forwarded to Senate on December 24th, 1968 by the Acting Chairman of Joint Faculty (L.A. Boland), together with the results of the referendum on Interim Council's proposals (S-184). On January 6th, 1969, the Chairman of Senate indicated that items D.I - D.XII had been forwarded to the Senate Committee on Deans and Heads.

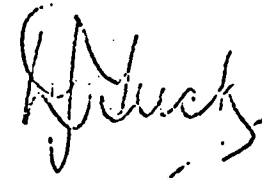
On January 21st, 1969, the Board of Governors passed a resolution adopting "in principle the Chairmanship principle of departmental administration, and invites Senate to forward specific recommendations concerning the method of appointment, responsibilities and term of office of Department Chairmen".

The Senate Committee has considered all the information laid before it, and now presents to Senate its recommendations on the responsibilities of Chairman, the methods of appointment and length of term of office. Under a system of Chairmen, it is impossible to define the responsibilities of Chairmen without also establishing the responsibilities of Departments to the university and to Senate, and we have therefore set out a statement of such responsibilities. Similar statements are included for Acting and Associate Chairmen. Finally we make recommendations as to stipends, and on methods of implementing our recommendations.

Dr. Maud has presented a dissenting report, referring specifically to Section IV. His letter is attached to the report.

We will at a later date make analogous recommendations on the appointment, etc. of Deans. Some of the information required to complete such a document is presently lacking and we hope that Senate will be able to proceed with the present document at this time.

DGT:mlh

A handwritten signature in dark ink, appearing to read "D. G. Tuck", with a stylized, cursive script.

D.G. Tuck

The Responsibilities, Method of Appointment,
and Tenure of Department Chairmen

Note: The following report is phrased within the context of an academic Department as such units operate within the Faculties of Arts and of Science. The Faculty of Education is organized into Centres. The Centre for Communications and the Arts has a single Chairman and does not have any departmental structure. The Physical Development Centre and the Educational Foundations Centre have department Chairmen within each Centre and in addition a Chairman who co-ordinates the general operation of the Centre. For the purposes of this report the recommendations proposed for departmental Chairmen refer equally to the Chairmen, Centre for Communications and the Arts and Chairmen of departments in the Physical Development Centre and the Educational Foundations Centre.

The Responsibilities, Method of Appointment,

and Tenure of Department Chairmen

I. Department Chairman - Responsibilities

1. (a) Within a Department, the basic position of a Chairman is that of primus inter pares; he shall have the confidence of his colleagues, and act as their spokesman. Within the University, he shall be responsible for the administration of the Department in accordance with the policies and procedures of the University.

(b) Within those matters which are properly under Departmental jurisdiction, the basic policies of the Department will be approved collectively, although certain areas of administrative discretion must be left to the Chairman. In carrying out the policies of the Department, the Chairman shall be guided by the Department meeting, by the appropriate Departmental committees, and by consultation with his colleagues, as may be applicable. The Chairman shall be responsible to the Department for executing its policies, and may be recalled for failure to do so.
2. (a) A Department may delegate to its Chairman such powers and functions as it deems advisable; such delegation may include, if desired, supervision of the Department's performance of its responsibilities within the university (see section III below).

(b) A Department may formalize the relative powers of its Chairman, of the Department, and of its committees through the establishment of an accepted set of procedures in a constitutional document. Such a document will not however supersede a full statement of the responsibilities of a Department to the University as a whole; a statement of such responsibilities is appended for the guidance of Departments and Departmental Chairman.

II. Departmental Chairman - Duties

1. The Department Chairman shall be responsible for ensuring that his department generates an academic plan, establishes its academic priorities, and carries out its intentions in this regard. Such a plan shall be arrived at through maximum consultation within the Department, and, where appropriate, outside the Department.
2. The Department Chairman shall present the annual budget estimates for the department, with supporting materials, through the appropriate channels, to the President. The estimates shall be arrived at through such procedures as the department deems advisable, and will be presented in a manner which conforms with recognized University practices.

3. The Department Chairman shall oversee the administration and control of departmental funds within the approved budget, so as to ensure the best use of funds available, in conformity with the academic, purchasing, personnel, and financial policies of the university.
4. The Department Chairman shall supervise the support staff assigned to his Department to ensure efficient and economical operation, and to ensure that, within the limits of the staff at his disposal, the teaching and research activities of his department are adequately supported.
5. The Department Chairman shall participate in the teaching and research programs of his Department to an extent compatible with his administrative duties.
6. The Department Chairman shall put the interest of his department ahead of his own research interest or the interest of his speciality or section within a given field.
7. The Department Chairman shall prepare for the President an annual report on the activities of his department up to March 31 each year, and have it available by the close of the Spring Semester.

III. The Responsibilities of Academic Departments

Academic departments at Simon Fraser University have the following responsibilities, and will be held accountable through their Chairman for the performance of these responsibilities.

- 1) Departments will be responsible for maintaining teaching and research programs of the highest quality. They will maintain interest in the well-being of students and concern for the academic progress of the University. They will ensure that the quality of teaching and scholarship in the Department is in accordance with the academic policy of the University, and will facilitate effective collaboration with other departments. They will ensure that their faculty and students are given every opportunity to participate in the academic life of the University, and to obtain the maximum academic benefit from their participation in the Simon Fraser University community.
- 2) Departments will be responsible for mounting and maintaining their teaching programmes, including the assignment of specific courses, tutorials and laboratory classes by agreement among members of the Department through appropriate procedures.

- 3) Departments will recommend to Senate, on the advice of appropriate departmental committees and with the support of the appropriate Faculty, the courses of instruction to be offered in the department.
- 4) A Department will engage in a continuous review of its operation to assure that it is functioning well within the University and where appropriate through external assessments, that is well regarded by the wider academic community.
- 5) Departments will ensure that there are in the Department, at all times, members of faculty assigned the duties of advisors to students, and that the Registrar is aware of the names of these advisors.
- 6) Departments will collaborate with Senate and other departments to ensure that duplication of courses or activities is avoided, and that the resources of departments are used to the maximum advantage of the academic community.
- 7) Departments will organise and supervise graduate work in their departments in conformity with the policy and practices of the Senate Graduate Studies Committee.
- 8) Departments will recommend to the Dean, and on his approval appoint, suitable Teaching Assistants to authorised positions and report these appointments to the President each semester.
- 9) Departments will recommend to the President on the advice of appropriate departmental and faculty committees, the appointment of teaching staff in their departments.
- 10) Departments will make recommendations to the President through appropriate departmental and other committees on the promotion, salary increase, renewal of appointments and tenure, of department members.
- 11) Departments will prepare annual budget estimates for the Department through such internal procedures as they shall deem appropriate.
- 12) Departments will arrange for their representation on committees as necessary, and will ensure that each department carries its fair share of the committee work required of faculty in the operation of the University.

- 13) Departments will hold regularly scheduled meetings of both departmental committees and of the whole department, bearing in mind that individual members of the department, as far as possible, must be protected from such extensive involvement in committee work as would result in marked interference with their research activity or other scholarly pursuits.
- 14) Departments will maintain close and responsive contact with academic, cultural and other appropriate groups outside the University.

IV. Procedures for the Selection of Departmental Chairmen, Associate Chairmen, and Acting Chairmen

1. The procedures set forth below for the selection of Departmental Chairman shall be initiated normally not later than six months prior to the end of the term of office of a Departmental Chairman.

2. At the appropriate time (see IV-1 above), the President shall request Senate to establish an ad hoc Senate committee, referred to hereafter as a Review Committee, under the chairmanship of the Dean of the Faculty involved. This committee shall consist of the Dean, the Academic Vice-President, and two members of the Faculty concerned, nominated by the Faculty and approved by Senate. The latter two members of Faculty should not be from the Department under review.

Interim Council II-4-6b and 4-6c; the concept of a Review Committee is accepted, but the timing of its work should precede the identification of an individual as chairman to avoid confusion over the real issue, i.e. academic soundness. It should be a Senate Committee, since Senate is the academic governing body. The Academic V.-P. is ex officio a voting member of all such Committees.

Review Committee
- composition

Review Committee
- duties

3. The Review Committee will make recommendations to the President, as chairman of Senate, and to the department concerned, as to whether the department is functioning well within the University and as to whether its members are well regarded by the wider academic community. Departments should at all times hold themselves ready to present to a Review Committee the results of the continuing review referred to in para III-4.

In preparing its recommendations, the Review Committee will consider submissions made to it by all members of the department concerned, and by any other interested persons.

Interim Council
II-4-6b

4. It can be assumed that the Review Committee's report of its findings to Senate will in normal circumstances, be favourable, in which case the Department concerned will be asked by Senate to select its nominee for the position of Chairman.

Procedures following favourable recommendation from Review Committee

5. The Department will then decide on
(a) whether it wishes to select an internal or external nominee

(b) the term of office of the Chairman; this shall be not less than two years, and not more than five years. In any case, the term shall be renewable once by agreement of both the individual concerned and the Department.

Interim Council seems to consider outside candidates only in event of a Department in conflict with a Dean's Committee (II-4-6c). An academically sound Department may wish seek an external candidate.

Interim Council
II-4-3

6. a) If the department decides to select an internal candidate, the Dean shall supervise the election for the position of Chairman. The person elected must be acceptable to the majority of the department; the definition of majority shall be arrived at by the department prior to the election.

Interim Council
II-4-4

b) If the department decides to select an external candidate, it shall form a Search Committee, the composition of which shall be at the discretion of the department. It may be thought advisable to include members of faculty from outside the Department, and/or the Dean of the Faculty, on this committee. The final recommendation of the Search Committee shall be ratified by the department as its nominee for the position.

Interim Council made
no recommendations
on this point.

c) The department's nominee in either a) or b) above shall be recommended through the Dean to the President for submission to the Board of Governors.

7. In the event that the Review Committee's report to Senate is unfavourable, a Chairman shall be selected by the following procedures:

a) There shall be formed a search and nomination committee composed of the Dean of the faculty concerned, three members of the department concerned elected by the department, the Academic Vice-President and two members of faculty elected by the Senate. This committee may, at its discretion, choose a non-voting external advisor who shall be in the same discipline as the department concerned but from another university.

(Interim Council
II-4-7a gave
composition of this
entirely to Department
this does not seem wise
for a Department in
need of a boost; this
composition gives the
Department an equal
voice with Senate.)

b) Any member of the committee shall have the right to propose persons for consideration during the search; specifically, the department representatives shall bring forward for consideration persons

who have been suggested by members of the department concerned. The committee shall give most serious attention to all persons suggested by the departmental representatives and shall endeavour, where possible, to recommend such a person for the position.

Procedures follow-
ing unfavourable
recommendation
from Review
Committee

8. The recommendation of the Search Committee (para 7(a) above) shall be conveyed to the President for submission to the Board of Governors.

(This changes Interim Council II-4-7a, that the department shall ratify the candidate before recommendation is made. It is unlikely that dead wood will welcome the woodcutter. This procedure would seem to give the department the maximum feasible influence cf. Duff-Berdahl report "the departmental voice should be the predominant but not the exclusive one in the choice of the new chairman.")

Interim Council
II-4-11

Recall procedures

9. a) The chairman chosen by the department according to the procedures set forth in paragraphs 6 a), b), c) above may be recalled according to the following procedures:
- i) A petition signed by at least one third of the members of the department and presented to the Dean, followed by:
 - ii) A simple majority vote of the entire department, this vote to be held not earlier than sixty days after the submission of the petition. Such a recall vote shall not occur until a chairman has been in office for at least four months.
- b) The Chairman who has been selected according to the procedures set forth in paragraphs 7a, 7b and 8 above shall not be subject to the initiation of this recall procedure until he has held office for at least 24 months.

A Chairman appointed in this situation requires a period of immunity in which to boost the academic standard of the Department.

Associate
Chairman

10. A Department which feels the need for administrative competence in addition to its Chairman, and which wishes to formalise the position of Associate Chairman, shall submit a statement of its case to the Dean of its Faculty for transfer to the President and the Board of Governors. The procedures for selection of an Associate Chairman will normally be those set out in paras. 6(a) and 6(c) above. The term of office of the Associate Chairman shall not be longer than that of the Chairman, and shall not be less than twelve months.

Interim Council
II-4-8. It seems reasonable for a Department to justify the need for a semi-permanent Associate Chairman.

11. In the case of the absence of the departmental chairman, the following shall apply:

- a) where absence is to be of a short term (i.e. less than one month) the chairman may appoint an acting chairman.

Interim Council
II-4-9a, 9b

- b) in the case where absence is to be longer than one month, or where the position falls vacant without notice, the associate chairman shall fill the position as acting chairman until the chairman returns or until a new chairman is selected.

Departments which do not have an associate chairman will normally select an acting chairman according to the procedures set forth in paragraphs 6a and 6c above.

Stipend of
Chairman, etc.

12. Normal academic considerations will apply in establishing the basic salary of a Chairman, Associate Chairman, or Acting Chairman. In addition to this salary, each shall receive an extra stipend for the performance of his administrative duties. This stipend shall be paid as long as the person concerned continues to hold the position in question.

Research semester 13. Departmental Chairmen, Associate Chairmen and Acting Chairmen will be entitled to research semesters in accordance with normal university practice, but shall not receive the administrative stipend (para. 12) if they choose not to perform administrative duties during such semesters.

V. Implementation of Recommendations

1. All departments of the University will initiate selection procedures for Chairmen by the procedures set out above, within six months of the final acceptance of this policy statement by the University.
2. The Academic Vice-President and the Dean of the appropriate Faculty will prepare for Senate approval a list setting out the order in which the Departments of each Faculty will be reviewed by the procedures in para. IV-2 and IV-3 above. These lists will be presented to Senate within one month of the final acceptance of this policy statement by the University.
3. The term of service of all existing Heads, Acting Heads and Chairmen shall be deemed to expire when a Chairman, selected by the procedures in Section IV, takes office. Existing Heads, Acting Heads and Chairmen will not be disbarred from selection as Chairmen.

Extract from Senate Minutes - July 7, 1969

Moved by B.D'Aoust, seconded by K.Burstein, that

" because

- 1) goodwill for a policy or a department is not easily come by but can easily be lost, and
- 2) the greater probability of objectivity and competence should help to avoid the nurturing of bad will,

moved, in principle,

that where a department's academic soundness is seriously questioned, and whenever feasible, that outside authorities within the department's general field of competence be called in to assess its soundness. "

MOTION CARRIED

NOTE:

The above motion does not form an integral part of Paper S.224, but accompanies the paper.