

SIMON FRASER UNIVERSITY
Memorandum

S.91-52

*As amended by
Senate Oct. 7/91*

To: Senate

From: J.M. Munro
Vice-President, Academic

Subject: Appointment and Responsibilities
of Department Chairs

Date: 24 September 1991

In 1971, Senate and the Board of Governors approved a document on the selection of Department Chairmen. This has been used as the basis for Chair selection since that time. In addition to the provisions for the appointment of Department Chairs, the policy also detailed the responsibilities of Chairs, and the possibility of recalling Chairs. The policy was always referred to by its Senate paper number - S71-80 and was never incorporated in the University's Policies and Procedures Manual.

After 20 years, it is time to update the policy on the appointment of Department Chairs and the responsibilities and recall of Department Chairs. In preparing this revision, we have consulted widely with Chairs, Deans and the Faculty Association. In this new policy there are several changes from the existing policy:

Appointment of Department Chairs

1. Employment equity strategies are to be used in searching for department chairs;
2. Search committees will be expected to have at least 20% of their members from each gender;
3. The number of faculty members from the department on the committees has been increased from three to four;
4. For searches including external candidates, the number of faculty members on the committee from outside the department and within the Faculty has been reduced from two to one; and
5. The number of students on committees has been increased from one to two and where possible, one student is to be an undergraduate student and the other student is to be a graduate student.

Responsibilities of Chairs

6. The sections dealing with the responsibilities of Chairs have been edited, but no major changes are intended in the document. Parts of S71-80 dealing with the term of office of chairs, resignation, etc. have been superseded by policy AC 44 Terms of Appointment of Academic Administrators, and do not need to be included here.

I recommend that Senate approve the attached policy on the appointment of Department Chairs and forward the policy for approval by the Board of Governors.


J.M. Munro

Enclosure

Appointment of Department Chairs and Directors of Schools¹

Preamble

1. The Chair of a department shall be a faculty member who has the respect and confidence of the members of the department and the skill and initiative to guide and manage the department. During the period of appointment, Chairs are expected to put the interests of the department ahead of their own research interests, and the interests of their own specialty. Chairs should be appointed because of their devotion to teaching and research, their intellectual, professional and administrative abilities, and their leadership skills. Chairs should ensure that the decision-making process includes full discussion with interested persons and they should be adept at reconciling differing viewpoints.

Method of Appointment

2. At least 8 months before the end of the incumbent's appointment, the Dean and the Vice-President, Academic, after consultation with the department, shall decide whether the search for a Chair shall include external candidates. The search process shall be advisory to the Vice-President, Academic.
3. The Dean shall ensure that there is appropriate gender representation² in the search process. The Dean shall also ensure that appropriate employment equity strategies are used.
4. The search process in a search which includes external candidates shall be the responsibility of a committee which shall have the following membership:
 - a) The Dean of the Faculty, who will chair the committee;
 - b) Four faculty members elected by the faculty of the unit³;
 - c) Two registered Simon Fraser University students: one undergraduate student who has declared a major in the department, selected by the Departmental Student Union or by the Student Society if no Departmental Student Union exists; one graduate student in the department elected by the graduate students in the department; in the event that no graduate student is available, a second undergraduate student may be selected, and similarly if no undergraduate student is available, a second graduate student may be selected;
 - d) One faculty member from another department in the Faculty selected by the committee of Chairs which advises the Dean of the Faculty; and

- e) One faculty member appointed by the Vice-President, Academic from another Faculty.

The quorum for this search committee shall be the Chair plus four others, at least three of whom shall be faculty in the unit.

- 5. In a search without external candidates, a candidate for ratification from within the department shall be identified through one of the following procedures in order of preference:

- 1) an election⁴ supervised by the Dean, or
- 2) another procedure suggested by the department and approved by the Dean, or
- 3) the following search process and committee membership:
 - a) The Dean of the Faculty, who will chair the committee;
 - b) Four faculty members elected by the faculty of the unit³;
 - c) Two registered Simon Fraser University students; one undergraduate student who has declared a major in the department, selected by the Departmental Student Union or by the Student Society if no Departmental Student Union exists; one graduate student in the department elected by the graduate students in the department; in the event that no graduate student is available, a second undergraduate student may be selected, and similarly if no undergraduate student is available, a second graduate student may be selected; and
 - d) One faculty member from another department in the Faculty selected by the committee of Chairs in consultation with the Dean of the Faculty.

A quorum for this search committee shall be the chair plus four others, three of whom shall be faculty in the unit.

- 6. In the case of a search which includes external candidates, a description of the position shall be prepared by the committee and the announcement of the position opening shall be advertised in University Affairs and the CAUT Bulletin, and shall be circulated to all universities in Canada, and advertised in appropriate discipline based periodicals. The posting shall include reference to the current immigration regulations, and to the employment equity program at the University.
- 7. During a search, faculty members, professional and support staff and students in the department shall be formally consulted regarding qualities and attributes

needed for the leadership of the department and invited to submit nominations.

8. Search committees shall follow normal search processes including reviewing applications, short-listing candidates, arranging interviews and presentations by the short-listed candidates, and making a recommendation for appointment to the Vice-President, Academic.
9. A ratification vote of the recommended candidate shall be held and faculty⁵ shall be eligible to vote. The vote shall be organized by the Dean's office and the vote shall be counted in the presence of a faculty scrutineer. A positive ratification is one where a majority of those voting support the recommended candidate. The Dean shall forward a recommendation concerning the appointment to the Vice-President, Academic.
10. If the Vice-President, Academic supports the appointment of the recommended candidate, a recommendation to appoint the candidate shall be forwarded to the President for recommendation to the Board of Governors for approval. If the Vice-President, Academic does not support the appointment of a candidate, another candidate shall be recommended through the processes specified in sections 4 through 9.
11. In the case of an external candidate, AC 1 appointment procedures shall be followed, but the search process shall be as specified in this policy.

Term of Appointment

12. The term of appointment normally shall be three or five years.
13. The appointment may be renewed for a further term, subject to a ratification vote as outlined in 9. above.
14. The terms and conditions of appointment of academic administrators are contained in AC 44.

Responsibilities

15. The Chair has overall responsibility for ensuring that Departmental policies are formulated and followed, that University and Faculty policies and procedures are followed, and that individual members of the Department fulfill their assigned duties.
16. Policy decisions which affect the Department as a whole should, in general, be determined at Department meetings or by committees designated by the Department for making such decisions. However, there shall be occasions when the Chair will have to make decisions affecting the Department as a

whole before these can be considered at a Department meeting, and when that happens, the Chair shall report decisions taken to the Department members.

17. While the Chair is the administrator of the Department, other members of the Department may share in administrative responsibilities. The operating procedures of the department shall be made known to all members of the Department. Through the process of selecting a Chair, all department members commit themselves to support the incumbent, and must tolerate the Chair's right to take a position which differs from that of some members of the Department. The Chair undertakes to provide democratic leadership taking note of majority and minority views. The members of the Department should take special note of the views of the Chair compared to those of other members, because of the Chair's special knowledge of possible administrative or other implications of decisions they may reach, and because of the Chair's responsibility in carrying out such decisions.
18. The Chair's ultimate responsibility exists most clearly in the implementation of University, Faculty and Departmental decisions. One of the Chair's duties is to act as a spokesperson in reporting decisions of the Department to senior University administrators and other sections of the Faculty. The Chair also serves as the channel for communicating to the Department decisions made by the Dean, the Vice-Presidents, the President, Senate and the Board. The Chair has the right and duty to report to the Dean significant dissent from Departmental decisions, including the Chair's own reservations, if any. The Chair also has the right and duty to report failure on the part of members of the Department to fulfill University, Faculty or Department responsibilities, especially obligations to students, and to suggest ways of preventing such failures. The Chair also has the duty, where appropriate, to maintain privacy in matters of a confidential, personal nature.

Recall

19. Reconsideration of the suitability of a Chair is obligatory when a petition to this effect, signed by at least one third of the faculty members of the Department, is presented to the Dean. A recall vote shall be held between sixty and ninety days after the submission of such a petition. The question of non-confidence in the Chair shall be resolved by simple majority vote of the faculty members of the Department. If the vote of non-confidence fails, no further reconsideration shall take place for at least one year. Only in extraordinary circumstances shall the Dean accept a petition for recall during the first year of appointment of a Chair. If a majority of the faculty members expresses non-confidence in the Chair, the Dean shall inform the Vice-President, Academic, and shall make a recommendation on whether or not the Chair should be removed from office.

Interpretation

Questions of interpretation or application of this policy shall be referred to the President whose decision shall be final.

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- 1 Where the policy mentions Chairs of Departments, it includes Directors of Schools.
 - 2 While an appropriate gender representation will be expected to vary by discipline, search committees should have at least 20% of their members from each gender.
 - 3 Eligibility for nomination and election to this committee is restricted to tenured and tenure-track faculty, and to laboratory instructors and lecturers with appointments of longer than one year.
 - 4 Eligibility to vote in this election is restricted to tenured and tenure-track faculty, to laboratory instructors and lecturers with appointments of longer than one year, and to such others specified in departmental regulations.
 - 5 Eligibility to participate in the ratification vote is restricted to tenured and tenure-track faculty, and to laboratory instructors and lecturers with appointments of longer than one year.

SIMON FRASER UNIVERSITY

S. 71-80

MEMORANDUM

(As revised and approved
by Senate, August 2, 1971)

To Members of Senate

From Dr. B.G. Wilson, Vice-President,
Academic

Subject SELECTION OF DEPARTMENT CHAIRMEN

Date July 19, 1971

I undertook at the November 9, 1970 Board Meeting to revise the Senate Paper S224 in order to provide for the selection of Departmental Chairmen without the necessity of providing for appraisal of Departmental performance prior to each selection. Since that time I have circulated two draft proposals to Chairmen and Departments, had two full meetings with Departmental Chairmen and have had some interactions with Departmental members both directly and through correspondence.

As a result of these interactions two things have become apparent; some Departments feel that the spirit of S224 must be maintained, as was set out in the Senate motion, providing Departments with the opportunity of selecting their "man." In some senses, however, S224 is an obsolete document. It was drafted several years ago when the internal situation in the University was certainly different from that obtaining today and it assigned to Departments certain responsibilities which have subsequently been transferred to other agencies. Others have commented that relatively weak Departments, if left to their own devices, may select a Chairman who is unlikely to "rock the boat" or, in strong Departments, someone who is not likely to press for a change in emphasis of the Departmental program, no matter how appropriate this might seem to members of faculty outside that Department.

It is clearly impossible to reconcile these two points of view completely and I have suggested two alternative mechanisms for the selection of Chairmen, one of which places the main authority for the selection in the hands of the Department while the other shares this responsibility between the Department and the Faculty. I would feel that the best interest of Departments would be served when their Chairman enjoys the confidence of other Chairmen within the University and the Dean, provided that he has the support of his Department. Someone who is supported by his Department but does not enjoy the confidence of other administrators, can hardly be as effective in carrying out his responsibilities.

OFFICE OF THE DEAN

AUG 2 1971

FACULTY OF ARTS

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Encls.

B.G. Wilson

APPOINTMENT, AUTHORITY AND RESPONSIBILITY OF DEPARTMENT CHAIRMEN

PREAMBLE - General Principles

The partnership of faculty members in a Departmental structure and the consequent appointment of a Chairman are designed to promote the University's two major aims - teaching and research. It is clearly important that policies should be recommended which are likely to raise the standards of the University in fulfilling these objectives.

As a basic starting point two propositions seem important. First, all members of a Department should participate in reaching policy decisions on matters concerned with teaching (using the term "teaching" in its widest sense*). Second, when a faculty member is derelict in his duties, steps must be taken to assure that he fulfills his obligations. Responsibility and authority must therefore be provided for the Chairman so that he will be able to take such actions as may be necessary, in accordance with University regulations, especially on matters which affect the University's obligations to its students.

It is impossible and probably undesirable to attempt to legislate for every contingency. Further, some able and conscientious professors might refuse to occupy an administrative position bound by a multitude of specific regulations and which provides minimal opportunity for the exercise of creative talents. However, it seems important to specify some areas of authority and responsibility to be exercised within Departments, as long as it is realized that these can be only guidelines.

Uniformity across the University in internal Departmental procedures has no intrinsic value; distribution of duties will depend on the characteristics of Department members and of the Chairman, their personal relationships and the nature of the discipline. Nevertheless, some commonality in regulations appears essential so that members of the University community are aware of their responsibilities, not only within their Department but to the wider University community. Students as well as senior University administrators must be able to approach someone when wrongs need to be righted and reproaches made.

Good Departments and good Chairmen have the identifying feature of mutual trust that Departmental interests will take precedence over private interests. Guidelines may be helpful where mutual trust already exists but in many cases they are likely to be superfluous. Where there is a high deserved level of mistrust, on the other hand, there should be an opportunity for the recall of a Chairman.

Note: Good teaching in a university involves not only the mere transmittal of knowledge in the classroom, but also requires that university faculty be actively engaged in the development of such knowledge, in the education and training of scholars, and in bringing their special knowledge and skills to bear on problems in the wider community.

RECOMMENDATIONS

1. Qualifications of Department Chairmen

The position of Department Chairman should be held by someone who has the respect of students and colleagues, who is himself a teacher and scholar, but who is willing for a time to assume special responsibility for the harmonious and effective functioning of the University at the Departmental level. During the period of his appointment a Chairman is expected to put the interests of the Department ahead of his own research interest and the interest of his own specialty. He should be appointed because of his devotion to education and research, his intellectual, professional and administrative abilities, and his qualities of leadership. Hopefully he should be able to help create an environment conducive to the growth of intellectual life within the Department and to maintain the confidence and co-operation of students and colleagues.

The Chairman should be able, through example and persuasion, to ensure that full communication with interested persons is part of the decision-making process. He should be receptive to and support wherever possible the initiatives of faculty in teaching, research and professional activities. He should be adept at reconciling differing viewpoints.

2. Method of Appointment

- a) The Dean and the Vice-President, Academic, after consultation with the Department will decide upon the desirability of including candidates from outside the University within the search procedure for Chairmen, taking into account staffing needs and the general operation of the Department. The Department will then be informed whether the search procedures should be limited to the membership of the Department, or should include external candidates.
- b) If the Department selects a candidate from within, the Dean shall supervise the election for the position of Chairman. The person elected must be acceptable to the majority of the full-time faculty members of the Department.
- c) The Dean shall forward the recommended nomination to the Vice President, Academic, with his comments. If the Vice-President, Academic, is unable to support the recommendation he shall so inform the Department and the Dean. The Department shall then conduct a new election and select a second candidate.

- d) It is the responsibility of the Vice-President, Academic to recommend on the merits of the nomination from the Department, as forwarded by the Dean. In the event that a second candidate has been selected by the Department and he is also unacceptable to the Vice-President, Academic, or in the event that the Department fails to put forward a second candidate, the Vice-President, Academic shall initiate the setting up of a Search Committee advisory to himself as set out below.
- e) A Search Committee, advisory to the Vice-President, Academic shall be established for each Chairmanship, in the following circumstances:
 - i. Where the Department is constrained to or wishes to include external candidates in its search for the Chairmanship, or
 - ii. Where no agreement between the Department, Dean and Vice-President, Academic has been reached regarding the suitability of candidates nominated by the Department.
- f) The voting membership of the Search Committee shall be as follows:
 - 1. The Dean of the Faculty, or his designate (Chairman).
 - 2. 3. 4.
 - Three faculty members, elected by:
 - i. the full-time faculty members of the Department,
or,
 - ii. if the full-time faculty members so decide, all those with voting rights at Departmental meetings.
 - 5. One student selected by the Departmental student union if the union exists, and, if not, one student selected by the Student Society. The student must be enrolled in a major, honor or graduate program in a subject area offered by the Department. At the time of nomination he must be in good academic standing.

In a situation where the foregoing procedure cannot be applied the appropriate Faculty Executive Committee will determine the composition of the Committee members 2, 3, and 4.

6. and 7.

Two faculty members from other University Departments selected by the Faculty Executive Committee, where such exists; otherwise by the current Chairmen of the other Departments of the Faculty, meeting as a group.

8. One faculty member nominated by the Vice-President, Academic from another Faculty.

- g) A quorum shall be the Chairman plus three others, at least two of whom shall be members of the Department faculty.
- h) Members of the Department concerned and others will be invited to suggest the names of candidates to the Search Committee; the opinions of students and faculty should be sought and an opportunity should be afforded all departmental faculty to meet with any external candidates whose names appear on a final short-list of candidates.
- i) The Dean will report the conclusions of the Search Committee to the Vice-President, Academic. He also has the duty and right to attach his own advice to the recommendations.
- j) If the candidate recommended to the Vice-President, Academic is a current member of the Department, he shall determine the acceptability of the candidate generally within the Department.
- k) The Vice-President, Academic will recommend the appointment to the President when he is prepared to support the nomination; if he is not prepared to support the nomination he shall so inform the Committee through its Chairman.
- l) In cases where the Search Committee's recommendation is not accepted, the Committee will select a second candidate using the same procedures.
- m) The President has final responsibility to recommend to the Board of Governors on all such appointments.

3. Term of Office

- a) The Chairman shall be appointed initially for a defined term which shall be not less than two and not more than five years; the appointment may be renewed for a second term. His position should be reviewed early in the final year of his appointment. (In moving from the present semester by semester operation to a two to five year term period, the minimum term may be reduced to one year on mutual agreement between the Department, Chairman-elect and Dean.)

- b) The appointment of the incumbent after two terms of office should not be made without the overwhelming support of the members of the Department.
- c) The length of the term of office and the definition of "overwhelming support" shall be recommended, in each case by the selecting body.

NOTES:

- 1. *The position of Chairman should not normally be considered a career post. Any period longer than seven years, during which there must be some neglect of scholarly activities, would constitute too great an interruption for most academics. However, it would be wrong to deprive departments of an outstanding Chairman who is willing to continue holding such a position. Such a person would be expected to command "overwhelming support".*
- 2. *Rotating Chairmanships are not recommended, in the sense that all members of the Department can expect a "turn". Even in quite large and distinguished departments, it is often found that only a few faculty will possess the qualifications outlined in the first recommendation.*

4. Resignation and Recall

- a) The Chairman is expected to give a minimum of four months notice to the University of his intention, before the normal expiry of his term of office, to relinquish his administrative duties.
- b) Reconsideration of the suitability of a Chairman is obligatory when a petition to this end, signed by at least one third of the full-time faculty members of the Department, is presented to the Dean. Only in extraordinary circumstances, however, would the Dean accept such a petition during the first year of a Chairman's tenure of office. A recall vote will be held between sixty and ninety days after the submission of such a petition. The question of non-confidence in the Chairmanship will be resolved by simple majority vote of the full-time faculty members of the Department. If the vote of non-confidence is negative no further reconsideration shall take place for at least one year.

- c) The Dean of the Faculty has the right to recommend recall of a Chairman through recommendation to the President. The powers of the Board of Governors and the President regarding suspension (and dismissal) of any University officer are given in Section 58, paragraph 1 of the Universities Act. In exercising such power in respect of a Chairman, the President is assumed to be advised by the appropriate Dean and the Vice-President, Academic. Before such a step is taken the Dean and the Vice-President, Academic, must familiarize themselves with the views of the Department and report their findings to the President.
- d) These regulations are not intended in any way to limit the Chairman's direct communication with the President and the Vice-President, Academic.

5. The Administration of the Department

- a) To provide continuity within the Departmental administration, it is desirable that Department Chairmen be on campus for the calendar year, apart from normal vacation periods. Participation in teaching duties are expected for two of the three semesters, but, because of the interference by administrative duties with the research program of an incumbent, a year's leave at full pay after five years' service (pro rata for shorter periods) would appear appropriate. Such leave would not be regarded as influencing Chairmen's eligibility for sabbatical leave.
- b) The administrative load falling on Chairmen should be such as to allow them to continue as much of their scholarly interests as is consistent with the fulfillment of their duties.
- c) A Department which feels the need for administrative competence in addition to its Chairman may wish to formalize positions such as Associate Chairmen. A request which shall include a statement of the case, shall be transmitted to the Dean of the Faculty who should consult with the Vice-President, Academic, regarding the merits of the request. Recommendations may then be directed to the President and the Board of Governors. When authorized, Chairmen shall appoint Associate Chairmen subject to ratification of the choices by the full-time faculty members of the appropriate Departments. The term of office of an Associate Chairman shall terminate not later than that of the Chairman but shall not normally be less than 12 months.

d) In the case of the absence of the Departmental Chairman, the following shall apply:

1. Where absence is to be of a short term, i.e. less than one month, the Chairman may appoint an Acting Chairman.
- ii. Where absence is to be longer than one month, the Associate Chairman, where the appointment exists, shall fill the position as Acting Chairman until the Chairman returns or until a new Chairman is selected. In Departments which do not have an Associate Chairman, Acting Chairman will be appointed by the Dean after consultation with the Chairman and the Department.
- iii. When the position becomes vacant, without notice, through resignation, recall or suspension, the Dean shall appoint an Acting Chairman until a new appointment is made according to the procedures set out above.

e) Normal academic considerations will apply in establishing the basic salary of a Chairman or Associate Chairman. In addition to the 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.

6. Authority, Duties and Responsibilities

The Chairman has an overall responsibility to his Department and Dean for ensuring that Departmental policies are formulated and executed, that University, Faculty and Departmental regulations are followed and that individual members of the Department fulfil their assigned duties. The assignment of duties will normally be on the recommendation of the Chairman.

In the actual formulation and execution of Departmental policy and in the fulfillment of Departmental functions, the division of authority and duties will vary from Department to Department and from time to time within the same Department. This division of responsibility should be determined at Departmental meetings and reviewed periodically. Policy decisions which affect the Department as a whole should in general be determined at Department meetings or by committees designated by the Department for the making of such decisions. It is nevertheless expected that on occasion the Chairman may have to make and later report to his colleagues decisions affecting the Department as a whole before these can be considered at a Departmental meeting.

Because of the emphasis on joint responsibilities there are reciprocal obligations between the Chairman and other members of the Department. Both have duties to ensure that the Chairman can free himself from administrative chores in order to be available for discussions with individuals and groups of department members. Both have duties to ensure that the operating procedures of the Department are understood by everyone concerned. Through their own involvement in selecting a Chairman, all department members have committed themselves to support the incumbent and must tolerate his right to be occasionally wrong. Through acceptance of the position, the Chairman undertakes to provide democratic leadership taking note of majority and minority views. The members of the Department should pay special attention to the views of the Chairman compared to those of other members, because of his special knowledge of possible administrative or other implications of decisions they may reach and because of his responsibility in executing such decisions.

The Chairman's ultimate responsibility exists most clearly in the implementation of University, Faculty and Departmental decisions. One of his duties is to act as spokesman in reporting decisions of the Department to senior University administrators and other sections of the Faculty. He also serves as the channel for communicating to the Department decisions of his Dean and the President, of Faculties and of Senate. He will of necessity delegate some of his duties to members of the Department and support staff. Notwithstanding any suggestions made in these guidelines, the Chairman has the right and duty to report to his Dean significant dissent from Departmental decisions, including his own reservations, if any. He has also the right and duty to report failure on the part of members of the Department to fulfill University, Faculty or Department duties, especially obligations to students and to suggest ways of preventing their occurrence. The Chairman also has the right and duty to maintain privacy in matters of a confidential, personal nature.

RESPONSIBILITIES OF ACADEMIC DEPARTMENTS

Academic departments have the following responsibilities to a University.

1. Departments are responsible for maintaining teaching and research programs of the highest quality. They should maintain interest in the well-being of students and concern for the academic progress of the University. They should ensure that the quality of teaching and scholarship in the department is appropriate to the academic aims of the University and should 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 benefit from their participation in the Simon Fraser University community.
2. Departments are responsible for mounting and maintaining their teaching programs including the assignment of specific courses, tutorials and laboratory classes as may be determined through appropriate procedures within the Department.
3. Departments recommend to faculty and to Senate on the advice of the appropriate Departmental committees the courses and instruction to be offered in the Department.
4. Departments should engage in a continuous review of their operation to ensure that they are functioning well within the University and to ensure that they are well regarded by the wider academic community.
5. Departments should ensure that there are in the department at all times members of faculty who have been assigned the duties of advising students and that the Registrar is aware of such 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 all Departments are used to the maximum advantage of the academic community.
7. Departments will organize and supervise graduate work in the Department in conformity with the policy and practices of the Senate Graduate Studies Committee.
8. Departments will recommend to the Dean suitable teaching assistant appointments for the academic program of the Department.

(Appendix/continued...)

9. Departments will recommend to the Vice-President, Academic, on the advice of appropriate Departmental and Faculty Committees the appointment of teaching staff in their Departments, where such appointments have been authorised.
10. Departments will make such recommendations as are required by the President relating to the promotion, salary increases, renewal of appointments and tenure of departmental members.
11. Departments will prepare annual budget estimates as required by the Dean of the Faculty following University procedures.
12. Departments will recognize that they have a responsibility for carrying their fair share of the committee work required of faculty in the operation of the University.