

**SIMON FRASER UNIVERSITY**

**Memorandum**

**TO:** Senate  
**FROM:** Senate Committee on Agenda and Rules  
**DATE:** March 20, 1992  
**SUBJECT:** Responsibilities and Terms of Appointment of Faculty Dean

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Action undertaken by the Senate Committee on Agenda and Rules gives rise to the following motion:

**MOTION:** "that Senate approve and recommend approval to the Board of Governors, as set out in S.92-28 the Responsibilities and Terms of Appointment of Faculty Deans"

**SIMON FRASER UNIVERSITY**  
*Office of the Vice-President, Academic*  
**Memorandum**

To: Senate Committee on Agenda and Rules

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

Subject: Responsibilities and Terms of Appointment of Faculty Deans

Date: 24 February 1992

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In 1970, Senate approved document S 358 on the Method of Appointment of Deans of Faculties, the Responsibilities of Deans of Faculties, Search Committees and Terms of Reference for Search Committees and the Terms of Appointment of Deans. The original document was approved, after significant modification, by the Board of Governors, but it was always referred to as S358 and was never issued as a policy.

In November 1991, I brought forward revisions of the committee membership and terms of reference of search committees for Faculty Deans. At that time, I indicated that revisions on the Responsibilities of Faculty Deans and Terms of Appointment would be coming forward in due course.

The attached revisions have been developed through the consultation process with Chairs, Deans and the Faculty Association. The revisions are an effort to update the documents and reflect the current role of Deans today.

When these documents have been approved by Senate and the Board of Governors, they will be issued as one of the University's policies along with the search committee membership and terms of reference.



### Statement of Responsibilities for Deans of Faculties

1. The Dean shall be responsible to the Vice-President, Academic for the administration of the Faculty and shall exercise the responsibilities of Faculty Dean in accordance with the policies and procedures of the University.
2. The Dean shall chair the Faculty in accordance with the powers and duties laid out in the University Act. The Dean is expected to maintain the confidence of the Faculty.
3. The Dean shall chair a committee of Chairs<sup>1</sup> in the Faculty. It is the Dean's responsibility to consult with the Chairs on the development of policies and general directions for the University, and to provide the University Administration with the views of the departments on issues and plans.
4. The Dean shall develop a budget for the administration of the Faculty which conforms with University practices and shall be responsible for ensuring that the budget is expended in keeping with the general objectives towards which the budget was developed.
5. The Dean shall maintain links between the Faculty and other Faculties and with the Deans of Graduate Studies and Continuing Studies. The Dean shall also establish and maintain links with other institutions and academic bodies, both provincial and national.
6. The Dean shall support curriculum development and the initiation and development of new undergraduate and graduate programs in line with the University's overall programming objectives. <sup>#7 \*</sup> High standards of teaching, methods of evaluating teaching effectiveness and grading practices shall be encouraged by the Dean.
7. The Dean shall foster and encourage research within the Faculty.

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<sup>1</sup> Chairs includes Directors of Schools and, in non-departmentalized Faculties, Directors of Programs.

8.9. The Dean's position is a highly responsible one, requiring full-time attention. Nevertheless, Deans should maintain contact with their discipline during the term of office.

8.10. The Dean shall serve on Senate and other University Committees as required and shall report to the official bodies of the University and to University administrative officers on academic and administrative developments relating to the Faculty. The Dean shall carry out such other duties as may be assigned by University bodies, the President, and the Vice-President, Academic.

### Terms of Appointment - Deans of Faculties

1. The term of appointment of Deans shall normally be five years. An individual may be reappointed once as the Dean of the Faculty.
2. During the term of office, the Dean shall serve on a year round basis, with annual vacation of one month which shall be scheduled in consultation with the Vice-President, Academic.
3. The Dean shall be subject to recall at any time after the first year in office. A recall ballot shall be arranged by the Vice-President, Academic within a reasonable period following receipt of a petition requesting such a ballot. The petition must be signed by at least one-third of the faculty members in the Faculty involved. If the votes in favour of recall are equal to or greater than a majority of the faculty eligible to vote, the President shall recommend to the Board of Governors the termination of the Dean's contract as Dean.
4. Upon completion of a five year appointment, the Dean shall be entitled to research leave of one year.
5. A Dean who intends to resign from the position of Dean shall give as much notice as possible, preferably two semesters notice.
6. Unless the Dean's academic salary is at the ceiling, the Dean's academic salary will be increased one step each year during the term of the appointment. The Vice-President, Academic may, after reviewing the performance of the Dean, decide on a higher placement of the Dean's salary when the Dean resumes his/her faculty position.
7. Where the position of Dean becomes vacant and no successor has taken office, the Vice-President, Academic shall consult with the Chairs<sup>1</sup> in the Faculty, and shall recommend to the President the name of a person to serve as Acting Dean.

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<sup>1</sup> Chairs includes Directors of Schools and, in non-departmentalized Faculties, Directors of Programs

## STATEMENT OF THE RESPONSIBILITIES OF DEANS OF FACULTIES

A. At the university level:

1. At the university level, the Dean has the dual responsibility of serving as (a) an administrative officer of the University and (b) as the executive officer of his Faculty.
  - a. As an administrative officer of the University, the Dean shall be responsible for the administration of the Faculty in accordance with the policies and procedures of the University. The Dean should advise and consult, when possible, with his Faculty on policies under consideration by the administrative officers of the University.
  - b. As executive officer of his Faculty the Dean is responsible for representing the interests of the departments, faculty and students of his Faculty and presenting their views to the official bodies of the University and to University administrative officers. He shall attempt to obtain the resources to fulfill the needs of his Faculty and to implement its programs.
  - c. The Dean shall report to the official bodies of the University and to University administrative officers on the academic and administrative developments and work of his Faculty and shall carry out such duties as may be assigned to him by the President and the Vice-President, Academic.

B. At the faculty level:

1. The Dean shall develop an annual budget for his Faculty in accordance with University policies. He is responsible for equitable budget distribution within his Faculty. He shall be responsible for ensuring that budgets within his Faculty are expended in accordance with University policies.
2. The Dean shall make recommendations with respect to salaries, appointments, promotions and tenure as specified by University policy.
3. The Dean shall ensure that high academic standards are maintained in his Faculty. He shall also take an active role in coordinating curriculum and program development amongst departments.
4. The Dean shall be responsible for ensuring that each department in his Faculty generates an academic plan and establishes its academic priorities.
5. The Dean shall have such responsibilities for counselling of students, as may be assigned to him.

6. The Dean shall be responsible for ensuring that the Faculty is represented on university bodies and before external agencies. He shall also ensure that the Faculty is represented in those instances where coordination is required amongst other Faculties in the University.
7. The Dean should regard his position as a highly responsible one normally requiring his full-time attention; nevertheless, he should maintain some contact with the teaching and research activities of his discipline during his term of office as Dean.
8. Final responsibility for the function of his position may not be delegated by the Dean. However, a Dean may recommend to the Academic Vice-President the creation of either or both of the following positions to assist him in the carrying out of his duties: Associate Dean, Assistant to the Dean. The Dean shall <sup>appoint</sup> ~~appoint~~ the person or persons to serve in such positions. The <sup>appointment</sup> ~~appointment~~ of an Associate Dean, however, shall be subject to ratification by a vote of the faculty members in the Faculty involved.
9. Subject to the foregoing, the Dean is expected to maintain the confidence of his Faculty. Though many of the day to day administrative decisions must be left to the Dean's discretion, the basic policy of the Faculty should be acceptable to his Faculty. In matters which are properly under Faculty jurisdiction, the Dean should consult with and be guided by the Faculty meeting, the appropriate Faculty Committee or with his Advisory Committee, as may be applicable. The Dean shall be obliged to observe such procedures concerning the exercise of his responsibilities as may have been determined by his Faculty as long as such procedures are compatible with the Universities Act, the university-wide procedures, and this statement of responsibilities.

DEANS OF FACULTIES: TERMS OF APPOINTMENTA. Term of Office of Deans:

1. Deans shall be selected to serve for a term of not less than three nor more than five years, as the President and the nominee may mutually agree.
2. An individual may be reappointed to the office of Dean.
3. During his term of office a Dean shall serve on a three-semester-a-year basis, with one month annual vacation.
4. Upon completion of his term of office, whether three, four or five years, a Dean shall be entitled to research leave of at least one year.
5. A Dean shall be subject to recall at any time after his first year in office. A recall election shall be scheduled by the Academic Vice-President within a reasonable period following his receipt of a petition so requesting, signed by at least one-third of the faculty members of the Faculty involved. If the votes in favor of recall are equal to or greater than a majority of the faculty eligible to vote the President shall recommend to the Board of Governors the termination of the Dean's contract as Dean.
6. Where the position of Dean becomes vacant, for any reason, and no successor has taken office, the Academic Vice-President, in consultation with the Chairmen of Departments in the Faculty involved, shall recommend to the President the name of a person to serve as Acting Dean. The Acting Dean shall have all powers and responsibilities pertaining to the office of Dean.

B. Related Matters:

1. Expenses associated with the academic activities engaged in by a Dean during his period of office shall not be a charge against any individual department.
2. Only those persons holding faculty status within the Faculty involved (as determined by Senate and as recorded in the Registrar's Office) shall be eligible to vote under section A.5. and under section B.8 of the policy statement on the Responsibilities of Deans of Faculties.
3. In the policies relating to Deans of Faculties, unless otherwise specified, the applicable election rules and procedures shall be those prevailing in elections to Senate, with the elections to be conducted by the Registrar.