

April 17, 1970

To: H. M. Evans, Secretary of Senate

From: Senate Committee on Method of Appointment, Tenure and  
Functions of Deans and Heads of Departments (ad hoc)

1. The attached report is submitted to the May 11, 1970 meeting of Senate, in accordance with the instructions given to the Committee at the March 2, 1970 meeting of Senate.
2. This report concerns itself with Deans of Faculties only; it does not deal with the Dean of Graduate Studies or other deanship positions not related to specific Faculties of the University.
3. The report consists of three parts.

Part I, "General Statement of the Method of Appointment, Tenure and Functions of Deans of Faculties," consists of a set of guiding principles or underlying assumptions concerning the deanship function and selection process. Its intent is to provide a broad framework from which a set of specific proposals may be derived.

Part II, "Statement of the Responsibilities of Deans of Faculties," expands on Part I's task in considerably greater detail in one dimension of the dean's role - the dual nature of his responsibilities arising from his position between his faculty on the one hand and university-wide policy-making entities on the other.

Part III, "Statement of Implementation Procedures," provides necessary detail on the deans' selection process and related matters.

I. GENERAL STATEMENT OF THE METHOD OF APPOINTMENT, TENURE AND FUNCTIONS OF DEANS OF FACULTIES

A. Regarding the role and status of Deans:

1. that Deans should regard their role as a dual one insofar as they should be responsible not only for the implementation of university-wide policies (as determined by Senate, the President, or the Board) but - even more importantly - for ensuring that the interests of departments, faculty and students are adequately represented;
2. that Deans should be persons of some standing in the academic community and not merely professional administrators;
3. that Deans should be appointed with faculty rank;
4. that Deans should regard their position as a highly responsible one normally requiring their full-time attention;
5. that, notwithstanding anything in I. A.4, Deans should be able during their term of office to maintain some contact with the teaching and research activities appropriate to their discipline;
6. that Deans should upon the expiration of their term of office be entitled to research leave sufficient to enable them to resume their normal academic activities;

B. Regarding the candidature and the selection of Deans:

7. that eligibility for the position of Dean should not be limited to persons who are already members of the Faculty concerned, or even of the University;
8. that when a Dean is to be selected a Dean's Search Committee, with powers to examine the credentials of eligible candidates and make recommendation to the President accordingly, should therefore be instituted;
9. that membership of the Dean's Search Committee should include representatives of the administration, the Faculty concerned, and the student body;
10. that membership of the Dean's Search Committee should also include the Deans of other Faculties and, where appropriate, the current Dean of the Faculty concerned, as those persons who have current experience in the position;
11. that final authority for recommending a candidate to the Board of Governors for appointment should rest with the President of the University;

C. Regarding the Dean's term of office and the exercise of his authority:

12. that a Dean should be appointed for a limited term;
13. that an individual may serve as Dean for more than one term;
14. that a Dean who, after a reasonable period, is shown to lack the confidence of a majority of his Faculty colleagues should not continue in office;
15. that a Dean should, during his term of office, have authority to select and appoint such assistants as may be needed to enable him to carry out his duties.

II. 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) the Executive Officer of his Faculty and (b) as an administrative officer of the University.
  - a. As Executive Officer of his Faculty the Dean shall present the views of his faculty to the official bodies of the University and to other administrative officers. He shall attempt to obtain the resources to fulfill the needs of his faculty and to implement their programs.
  - b. As an Administrative Officer of the University, the Dean shall consult with the President, Vice-Presidents and Deans on the development and implementation of policy and on university-wide planning. The Dean shall advise and consult with his faculty on policies under consideration by the Administrative Officers of the University.

B. At the faculty level:

1. The Dean should have the confidence of his faculty, and act as their spokesman. He shall be responsible for the administration of the Faculty in accordance with the policies and procedures of the University.
2. Within matters which are properly under Faculty jurisdiction, the basic policies of the Faculty will be approved collectively, although certain areas of administrative discretion must be left to the Dean. In carrying out the policies of the Faculty, the Dean shall be guided by the Faculty meeting, by the appropriate Faculty Committee or by consultation 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, provided only that such procedures are not in violation of university-wide procedures.

3. The Dean shall be responsible for ensuring that each Department in his Faculty generates an academic plan, establishes its academic priorities, and carries out its intentions in this regard. The Dean shall ensure that the allocation of resources within the Faculty is equitable and is sufficient to allow Departments to implement their programs.
4. The Dean shall develop a budget for his Faculty in a manner which conforms with University practices and those of his Faculty. He shall be responsible for ensuring that budgets within his Faculty are expended in general keeping with the stated objectives.
5. 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 and shall act as spokesman in those instances where coordination is required amongst Faculties.
6. The Dean shall supervise the counselling of students within his Faculty and the arbitration of student grievances.
7. The Dean shall make recommendations with respect to appointments, promotions and tenure as specified by University policy.
8. The Dean shall serve as representative of his Faculty to external agencies.

### III. STATEMENT OF IMPLEMENTATION PROCEDURES

#### A. Selection of a Dean's Search Committee:

1. No later than nine months before the expiration of a Dean's term of office the Academic Vice-President shall initiate the formation of a Dean's Search Committee. (In the event of a Dean relinquishing his position, for whatever reason, prior to the expiration of his regular term of office, a Search Committee shall be constituted as soon as possible.)
2. The Dean's Search Committee shall consist of the following members:
  - a. The Academic Vice-President, who shall serve as Chairman.
  - b. All Deans of Faculties, including the incumbent Dean in the Faculty for which the search procedure is instituted (where he is not himself a candidate).
  - c. Three faculty members, holding regular full-time appointments at the rank of Instructor or above, elected by and from the Faculty involved.
  - d. One student, to be selected by such methods as the Simon Fraser Student Society may determine.

3. All the above members of the Dean's Search Committee shall be voting members.

B. Terms of Reference of the Dean's Search Committee:

1. Responsibilities of the Dean's Search Committee shall include:
  - a. deciding whether to include in its search area persons outside the Faculty involved.
  - b. engaging in a search for potential candidates and examining their credentials.
  - c. consulting during the search procedure with all available department chairmen in the Faculty involved.
  - d. receiving expressions, as early as possible in the search process, of the opinions and preferences of faculty and students in the Faculty involved.
  - e. consulting with the department(s) most nearly concerned with the academic discipline of any deanship candidate about the standing of the candidate in his discipline.
  - f. requesting, before a candidate is recommended to the President, that the department concerned report on its expectations of being able to assimilate him into its teaching and research program upon termination of his period in office.
  - g. bringing to the President of the University within a reasonable period one or more recommendations for appointment to the position.
2. If the President does not find it possible to recommend to the Board of Governors the appointment of a candidate recommended by the committee he shall so inform the committee, and shall supply an explanation of his decision.

C. 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.
2. During his term of office a Dean shall serve on a three-semester-a-year basis, with one month annual vacation.
3. Upon completion of his term of office, whether three, four, or five years, a Dean shall be entitled to research leave of one year.

4. 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.
5. Where the position of Dean becomes vacant, for any reason, before the normal expiration of the term of office for which an individual was selected, the Academic Vice-President, in consultation with the chairmen of departments in the Faculty involved, shall recommend to the President for transmission to the Board the name of a person who shall serve as Acting Dean until a Dean is appointed. The Acting Dean shall have all powers and responsibilities pertaining to the office of Dean.

D. Related Matters:

1. Final responsibility for the function of his position may not be delegated by the Dean. To the extent permitted by the full-time nature of his position, 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 appoint the person or persons to serve in such positions. The appointment of an Associate Dean, however, shall be subject to ratification by a vote of the faculty members in the Faculty involved.
2. 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.
3. 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 sections III A. 2(c), III C. 4, and III D. 1.
4. Where not otherwise specified in the above document, election rules and procedures shall be those prevailing in elections to Senate.