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SIMON FRASER UNIVERSITY

MEMORANDUM SM 23/9/68

To.....	The Registrar	From.....	D. G. Tuck
Subject.....	see below	Date.....	6 September 1968

Senate Committee on the method of appointment, tenure and functions of Deans and Heads of Departments.

I am enclosing the final report of the above committee for distribution to Senate at the earliest opportunity.

(Signed) D. G. TUCK
Chairman.

SM 23/9/68

Meeting

S-141(a)

Responsibilities of Department Chairman at S.F.U.

General:

The Chairman of a Department is responsible to the President of the University for the quality of teaching and scholarship in his Department in accordance with academic policy established by the Senate. He is also required to maintain the concern of his Department for effective collaboration between Departments, and for the academic progress of the University as a whole. He will further ensure that faculty members and students in his Department 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 S.F.U. community.

The departmental Chairman should put the interest of the Department ahead of his own research interest or the interest of his own specialty or section.

The Chairman of the Department should be the chief executive officer of the Department and act as such. He should consult with other members of the Department on matters of policy and practice, but in the last analysis, should be responsible for carrying out decisions made by the Department. He also has the obligation to report any significant dissent.

In the making and development of departmental policy the Chairman should seek the advice of the Department expressed either through a representative committee or a meeting of the whole Department. The division of duties between these two bodies may be expected to vary from department to department, but in general such matters as undergraduate curricula should be discussed by the Department as a whole, while appointments and promotions and other confidential matters should be discussed with a committee.

There should be regularly scheduled meetings of the committee and of the whole Department. The Chairman, however, has a responsibility to protect individual members of the Department as much as possible from a degree of involvement in the work of committees that would interfere with their research activity or other scholarly pursuits.

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Specific:

Without limiting the generality of the foregoing, the Department Chairman has the following duties:

1. To be responsible for leadership in establishing the academic quality of his Department, including quality of teaching, quality of research, interest in the well-being of students, and interest in the academic progress of the University.
2. To supervise and participate in the teaching program of his Department, including the assignment of specific courses, tutorials and laboratories by agreement with members of the Department.
3. To recommend to Senate, after consultation with his Departmental colleagues and with the support of Faculty, the courses of instruction to be offered by his Department.
4. To ensure that there is in his Department at all times members of faculty assigned the duties of faculty student advisors, and that the Registrar is notified of the names.
5. To collaborate with Senate, and other Department Chairmen in ensuring that duplication of courses or activities is avoided, and that the resources of his Department are used to the maximum advantage of the academic community.
6. To organize and supervise the graduate work in his Department in conformity with the policies and practices of the Senate Graduate Studies Committee.
7. To recommend to the Dean, and on his approval, to appoint suitable Teaching Assistants to authorized positions and to report these to the President each semester.
8. To recommend to the President, after consultation with departmental and faculty committees, the appointment of teaching staff to his Department.
9. To make recommendations to the President, through the appropriate departmental and other committees, on the promotion, salary increases, renewal of appointments, and tenure, of members of faculty in his Department.
10. To prepare the annual estimates for the Department after appropriate discussions and present them with supporting material through the appropriate channels to the President.

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11. To oversee the budget administration in the Department so as to ensure the best use of the funds available, in conformity with the purchasing, personnel, and financial policies of the University.
12. To 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 that the teaching and research activities of the Department are adequately supported.
13. To arrange for the Department to be represented on committees as necessary, and to ensure that his Department carries its fair share of the committee work required of faculty in the operation of the University.
14. To ensure the acceptance of the University within the community by maintaining close and responsive contact with the academic, cultural, business and other groups of the province.
15. To 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.

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Responsibilities of Associate Chairman

A minimum list of duties of the Associate Chairman of a department would be as follows:

1. to assume full responsibility and authority for the duties of the Chairman during the Chairman's research semester.
2. to assume full responsibility and authority for the duties of the Chairman on occasions when it would be impossible for the Chairman to be present.
3. to assume additional specific responsibilities within the Department by agreement with the Chairman and other members of the Department.

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Appointment of Department Chairman

1. The appointment of a Department Chairman shall be made by the Board of Governors on the recommendation of the President who shall be advised by a committee of faculty newly constituted for each such appointment.
2. The committee of the faculty shall consist of the Academic Vice-President, the Dean of the faculty concerned, one member of that faculty outside the Department concerned, and one member of another faculty, both to be named by the President, and three members of the Department concerned elected by ballot among members of its teaching staff of the rank of instructor and above.
3. At its first meeting, this committee shall name an external advisor who shall be from another university. Such external advisor shall be, in the opinion of the committee, one who is a leading academic figure in the area of the Department concerned. This external advisor may attend committee meetings, but shall have no vote. His function is to serve the committee as one source of information regarding the qualifications, stature, and abilities of individuals being considered by the committee.
4. The committee shall not be restricted in the names it may consider nor the sources it may request to suggest such names. However, to ensure that the Department directly concerned shall have every opportunity to act as one source of names for the consideration of the committee, the President shall inform each member of the Department concerned of the intention to seek a new Chairman and shall invite the submission directly to the committee of names of suitable candidates together with any relevant information.
5. The recommendation of the committee for a new Department Chairman will be passed by the committee Chairman to the President, who may transmit the nomination to the Board for approval or refuse to forward the name.
6. Should the President so refuse, the committee shall be reconvened and shall receive the President's objections which shall be placed before it by him. If agreement is not then reached between the President and the committee, the committee shall proceed to a further recommendation. The President shall bring the final recommendation to the Board of Governors, as in (5).
7. While majority support for a Chairman in the Department is obviously desirable, it is essential at all times that the chief academic officers of the University (i.e., the President, the Vice-President and the Deans) have the right to insist on the appointment to a Department of somebody from outside the University if the academic conditions within the Department in question so require. This will obviously be an unpleasant situation and one to be faced by all concerned with the appropriate degree of seriousness. There must, however, be such an option for the situation where a Department needs the type of academic boost which it cannot get by electing one of its own members or one of its own choosing to the Chairman. (c.f. Duff-Berdahl Report, p.48 et seq).

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8. Such appointments shall be for a period of three years with provision for a single reappointment if desired and accepted.
9. Annually, each Department Head, after conferring with the members of his Department, shall select an Associate Department Head who shall hold office for one year and may not continue for two consecutive terms (see attached document).
10. A selection committee for appointment or reappointment, as previously herein described, shall be constituted to make recommendations at least six months prior to the end of the three year term of each Department Chairman.

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Included by App?

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Responsibilities of Deans

Each Faculty has on previous occasions produced a statement of the responsibilities of the Dean of that Faculty. There seems to be little to be gained in attempting to reduce these to a single unified document at this time, and we therefore recommend that these stand. It is possible that the new terms of reference for Chairman may make changes in the responsibilities of Deans necessary, but this should be left until the proposed new system has a chance to be tested in operation. A period of 8-12 months is suggested for this moratorium.

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Final Report

DEAN OF ARTS

1. General

a) The Dean will lead the activities of the Faculty, and will speak for the Faculty as a whole on those occasions when a synthesis or interpretation of Faculty opinion is to be offered to agencies outside the University.

b) The Dean will be chairman of meetings of the Faculty of Arts, the Arts Heads of Departments, the Arts Faculty Graduate Studies Committee, and of other Faculty committees for which, ex officio, he seems the most suitable chairman.

2. Budgetary

a) The preparation, justification and application of departmental budgets is the responsibility of the Heads concerned. The principle of open budgeting is retained.

b) The Dean will ensure that all such budgets are constructed according to certain agreed and uniformly-interpreted criteria. These criteria, which are the common measures by which departmental needs should be calculated, should include such considerations as faculty work-loads, teaching assistant work-loads, student-faculty ratio, student enrolments and enrolment predictions, maximum standardization of line items, required support staff.

c) The Dean will represent the Faculties' interests in the construction of the University budget.

3. Curriculum

a) The Dean will supervise curricula developments within the Faculty to ensure departmental programmes, both undergraduate and graduate, evolve systematically with a minimum of needless duplications and a maximum of interdisciplinary collaboration.

b) The Dean will further ensure that all programmes conform to the general regulations of the University.

4. Standards

a) The Dean will be responsible to the University Senate for ensuring that departmental programmes and examination systems aim at common levels of scholastic achievement.

b) The Dean will be responsible to the University Senate for ensuring that departmental graduate programmes require comparable standards of performance at the M. A. and Ph. D. levels: the Dean will retain a complete set of records pertaining to all graduate students currently working for higher degrees within the Faculty.

c) The Dean will ensure that recommendations for new appointments to faculty positions in the Faculty of Arts, and annual recommendations for promotion and/or salary increase for existing Faculty are scrutinized in the Committee of Arts Heads in order to maintain a system of equal rewards for equal performances.

August 25, 1967

The following is a minimum list of duties for the Dean of Education

The Dean of Education will be responsible to the President for:

1. The overall effectiveness of meetings of the Faculty. The Dean will ensure, inter alia, that matters coming before Senate and Joint Faculty have been considered by Faculty.
2. Representing the Faculty on Senate and Faculty Council.
3. Representing the Faculty on Joint Board of Teacher Education.
4. Co-ordination with the Department of Education on matters affecting teacher certification and on all other matters affecting teacher education.
5. Co-ordination with professional organizations in education on matters of teacher education.
6. Co-ordination on matters of multilateral interest in the Faculty, with the object of bringing them into sharp enough focus so that resolutions can be obtained at meetings of Centres, Faculty or Heads.

August 25, 1967

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Friday April

DEAN OF SCIENCE

The following are the principal duties for the Dean of Science at Simon Fraser University:

1) General Administrative

The Dean will lead the activities of the Faculty and will coordinate the activities of the several Departments. He will chair meetings of the Faculty and of the Heads of the Science Departments and will synthesize Science Faculty opinion. He will speak for the Faculty as a whole at those times when the Faculty as a whole is to be represented.

2) Budgetary

The principles of open budgeting will be observed.

a) Each Department Head will prepare his own budget and will provide copies to the Dean and to each of the other Departments in the Faculty.

b) The Dean in consultation with the Department Heads will coordinate Departmental budgets, requiring such modification or justification of contentious items or items of unusual magnitude as appropriate. The Dean will then construct the Science Faculty budget. If agreement is not reached within the Faculty, the matter will be referred to the Committee of Heads.

c) The Dean will then speak for the Faculty when the University budget is being constructed.

The Dean will correlate the approaches of the Faculty to various agencies and Foundations for funds in support of the research and teaching program. The Dean will be responsible for the deployment of the funds in the President's NRC grant in the best interests of the program of the Faculty as a whole.

3) Curriculum

The Dean will supervise curriculum developments among the Departments so that they evolve systematically and facilitate the development of significant areas of interdisciplinary study. The Dean will supervise the servicing, by the curriculum of one Department, of the needs of other Departments.

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The Dean will maintain supervision of the curricula of the various Departments with regard to the requirements of professional schools into which SFU students may transfer. The Dean will speak for the Faculty as a whole when the requirements of students in Faculties other than Science, or matters relating to the general University curriculum, are under discussion.

4) Counselling

The Dean will direct the counselling of students on matters general to the Faculty as a whole and particularly relating to transfer between institutions.

5) Research

The Dean will act for the Faculty in the development of inter-university research projects. The Dean will engage in research in such areas as are of interest to him. His research will be considered to be part of the research efforts of that Department in which he holds his academic appointment and will be financed through normal Departmental channels.

6) Science Workshop

The Dean will supervise the operation of the Science Workshop and will chair the Science Workshop Committee.

The Board of Governors at their meeting of December 14, 1966, approved the foregoing terms of reference, and agreed:

- 1) That a continuing Dean of Science be appointed.
- 2) That the appointment as Dean be on a twelve-month basis, initially for a period of three years and extended by mutual agreement.
- 3) That the Dean of Science would divide his time between the duties of the deanship and active research work and/or teaching, and that adequate support staff will be provided to ensure that the appropriate division of his time is possible.
- 4) That the deanship carry with it an appointment at the rank of full Professor in one of the Science Departments.

August 25, 1967

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method of appointment

Methods of Appointment of Deans

The Faculty of Arts has produced a document on the selection of a Dean, and this has been accepted by the Board of Governors. We suggest that this be allowed to stand for the present.

The Faculties of Education and Science should be asked to approve the following statement, which follows by analogy from the earlier document on the appointment of Department Chairman.

1. The appointment of Deans shall be made by the Board of Governors on the recommendation of a committee composed of the President, the Academic Vice-President, one member of the faculty concerned selected jointly by the President and Vice-President, and two members of the faculty concerned elected by ballot among the members of that faculty. The three members of this selection committee, other than the President and Academic Vice-President, shall rank as full professor or above.
2. The committee shall not be restricted in the names it may consider nor the sources it may request to suggest such names. However, to ensure that the faculty directly concerned shall have every opportunity to act as one source of names for the consideration of the committee, the President or the Academic Vice-president shall inform each member of the faculty concerned of the intention to seek a new Dean and shall invite the submission of names of suitable candidates, together with any relevant information, directly to the committee.

METHOD OF SELECTION OF DEAN OF ARTS

Board Minutes of March 1, 1968

- (a) That the Dean of the Arts Faculty be elected for a limited term, the method of election to be decided by Faculty;
- (b) That the Dean be elected directly by the members;
- (c) That any member of faculty be eligible for the office of the Dean;
- (d) That the term of office be two years and that a retiring Dean has the right to seek re-election.

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noted by Dept.
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S 141 (b)

SIMON FRASER UNIVERSITY

DEPARTMENT OF ENGLISH



BURNABY 2, BRITISH COLUMBIA
Telephone 291-3111 Area code 604

9 September 1968

To the Secretary of Senate:

Senate Committee on the methods of
appointment, tenure and terms of Deans
and Heads

Minority Report

During the discussions in the Committee I was a proponent of the democratic procedures set forth in the Report of the Interim Committee of Joint Faculty under the section title "Short Term Appointment by Democratic Procedures of all academic administrators." These procedures differ significantly from those proposed in the majority report of this Committee of Senate, under the section on Appointment of Chairmen and Deans.

I append the relevant sections of the Interim Committee's report, and refer to paragraphs

4-4 through 4-7c, and 4-14 through 4-19.

A handwritten signature in cursive script that reads "Ralph Maud".

Ralph Maud

SECTION II-2
(cont'd)

2-2 Acknowledging with respect and gratitude the tremendous and unique contributions made by the Chancellor of Simon Fraser University, Dr. Gordon Merrit Shrum, and recalling with sincere appreciation his dedication to the service of this university in accepting with great reluctance and only upon the urgent pleading of members of the faculty of Simon Fraser University the nomination for a second term as Chancellor of Simon Fraser University, the Faculties of Simon Fraser University in joint session wish to remind the Chancellor of the words he spoke at his official investiture in the Fall of 1965 to the effect that, having established Simon Fraser University, he did not intend to run it or to play a major role in its operation and the Faculties of Simon Fraser University in joint session now ask the Chancellor respectfully to render one more service to this University in resigning as chairman of the Board of Governors and in restricting his functions within the university to the nominal and ceremonial duties associated with the office of Chancellor, this being in the considered opinion of the Faculties and in the light of recent events in the best interests of the future of Simon Fraser University.

SECTION II-3

ANY LEGITIMATE EFFORTS LEADING TO THE ELIMINATION OF THE BOARD OF GOVERNORS AS A GOVERNING BODY OF THE UNIVERSITY, AND TO THE TRANSFER OF ITS POWERS TO THE EXISTING GOVERNING BODIES WITHIN THE UNIVERSITY. UNTIL SUCH TIME THAT APPROPRIATE CHANGES IN THE UNIVERSITIES ACT CAN BE IMPLEMENTED, JOINT FACULTY IN PRINCIPLE SUPPORTS AND ASKS FOR SPEEDY IMPLEMENTATION OF A FACULTY/STUDENT COMMITTEE TO ADVISE THE BOARD OF GOVERNORS IN ITS DELIBERATIONS.

Recommendations - None

Alternative Considered -

Consideration was given to a committee which made no formal recommendations, but which, if the Board wished, could exchange information with the Board with respect to the CAUT censure, the feelings of faculty about various issues etc. It was decided that if such a committee were to be established it should be done on an informal basis.

SECTION II-4

THE SHORT TERM APPOINTMENT BY DEMOCRATIC PROCEDURES OF ALL ACADEMIC ADMINISTRATORS

4-1 The office of Department Head be known as Department Chairman.

4-2 That the powers of a Department Chairman should be those delegated to him by the Department.

4-3 That the term of office of a Department Chairman

SECTION II-4
(cont'd)

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4-3 (cont'd)

be not less than two years nor more than five years, the length of term to be determined by individual departments. The term shall be renewable.

4-4 The Chairman must be acceptable to the majority of the Department. The definition of majority should be arrived at by the Department.

4-5 A department may select a chairman in two ways:
(a) by election from within its ranks;
(b) from outside the department.

4-6a When a department elects its Chairman from within the Department; the Departmental nominee should be approved by a Dean's Committee of the Faculty involved.

4-6b Because the nomination submitted represents the collective will of the Department concerned, it would be approved, in normal circumstances, without question. The definition of normal circumstances arrived at by the council was that which originated in the Geography Department, and is as follows:

Normal circumstances may be taken to imply that the Department is functioning well within the University and that its members are well regarded by the wider academic community.

4-6c In cases where the Department chooses a Chairman from within its ranks who is not acceptable to the Dean's Committee, after discussions between the Department and the Dean's Committee, the department may be asked to seek a Chairman from outside the department.

4-7a In the second type of selection of Department Chairmen, the department seeks the person to fill the position from outside the department. In this case, the Department involved should form a search and nomination committee; this committee should present the names of its final candidates to the department. Following ratification by the department the name of the nominee should be brought before the Dean's Committee of the Faculty in question.

4-7b If, however, the Dean's Committee finds itself in disagreement with the Department over the nominee, then, if disagreement continues, the Dean's Committee and the Department involved should request arbitration of the dispute by a mutually acceptable committee consisting of members of the department's discipline from outside the university. This committee should resolve the dispute by examining the names of the nominees considered and the arguments in the dispute and should then make its recommendations known to the Dean's Committee and

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SECTION II
(cont'd)

4-7b (cont'd)
to the Department. This external decision should be binding on both parties to the original dispute.

4-7c That the composition of the Dean's Committee shall be at the discretion of each faculty.

4-8 Where a department decides to formalize the position of Associate Chairman with an honorarium attached, then the procedures followed should be the same as those outlined for a Department Chairman.

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4-9 In cases of the absence of the Department Chairman:
(a) where the absence is to be short term (one month), the Chairman may appoint an Acting Chairman.

(b) in cases where the absence is to be longer than one month or the office is vacant, departments which have an Associate Chairman would normally have this position filled by the Associate Chairman. Departments which do not have an Associate Chairman should propose an Acting Chairman or select an Acting Chairman by the procedures outlined for Chairman.

4-10 In the case of a deadlock in the question of of the Departmental nominee for the Chair between the Department and the Dean's Committee, the Department shall be chaired by the Acting Chairman as appointed by the Dean's Committee.

4-11 The Chairman, or Acting Chairman (unless appointed by the Dean's Committee) may be removed following the following procedures:

- (a) a petition, signed by at least one third of the members of the department;
- (b) followed by a simple majority vote of the entire department, the vote to be held no earlier than 60 days after the submission of the petition. No elected Chairman or Acting Chairman shall be subject to a recall vote prior to four months in office.

4-12 The Interim Council of Joint Faculty does not recommend student participation in the election of the Department Chairman, but recognizes that each Department may have differing views.

This recommendation provides guidance to departments, but recognizes the departmental prerogative in this matter.

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SECTION II--
(cont'd)

4-13 The Interim Council recommends that all departments adopt the Chairmanship system as soon as possible, but not later than September 1, 1969. The Council further recommends that a vote of confidence in the existing Head not be construed as adoption of the Chairmanship system.

4-14 That persons appointed to the position of Dean from outside the university be automatically acceptable to the appropriate Department of their discipline in the rank of Full Professor.

4-15 That the term of a Dean should not be less than three years nor more than five years.

4-16 The term of a Dean may be renewable with the recognition and recommendation that such renewal should occur only in exceptional circumstances and only after careful consideration by the faculty.

4-17 The conclusion of the term of a Dean should be followed by a sabbatical leave of one calendar year.

4-18 A Dean may be selected in two ways:

(a) by election from within the faculty in question.

(b) from outside the university.

In the latter case a Search and Nomination committee should be formed by election from members of the faculty. In both cases, the nomination, when ratified by Faculty, should go before a committee composed of the Academic Vice President, the Deans of the other Faculties, and three full Professors from the faculty involved. The decision of the Committee shall be forwarded to the President for recommendation to the Board of Governors. Because the nomination represents the collective will of the faculty concerned, it would be approved, in normal circumstances, without question.

4-19 The Dean may be removed on petition by one-third of department chairmen, followed by a majority vote of the faculty in a final vote to be held no earlier than one semester after the submission of the petition.

4-20 That the committee appointed to select an Academic Vice-President should be a search committee consisting of the President, the

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SECTION II-4
(cont'd)

- 4-20 (cont'd)
three Deans of the Faculties, and one representative from each faculty and two faculty members at large. This committee should forward its recommendations to the Board of Governors.
- 4-21 This Council recommends that Joint Faculty immediately establish procedures for the selection of an Acting Academic Vice-President to hold office until the Academic Vice-President is appointed.
- 4-22 That the search committee for the President consist of:
 - (a) three members of the Board of Governors;
 - (b) three Deans of the Faculties;
 - (c) one member of each faculty, elected at large;
 - (d) two representatives from the student body.

A negative vote by four of the six faculty members was considered to constitute a veto.
- 4-23 The term of office of both President and Academic Vice-President should be five years.
- 4-24 Both the President and the Academic Vice-President must be acceptable to a Department of the University with the rank of Full Professor.

SECTION II-5

THAT JOINT FACULTY ACCEPT IN PRINCIPLE STUDENT PARTICIPATION IN UNIVERSITY GOVERNMENT

- 5-1 That the Student Affairs Committee bring its final report to Joint Faculty for debate.

SECTION II-6

THAT THE COMMITTEE SET UP BY THE MINISTER OF EDUCATION TO CONSIDER THE CO-ORDINATION AND FINANCE OF INSTITUTIONS OF HIGHER EDUCATION IN B.C. SHOULD BE BROADENED TO INCLUDE VARIOUS MEMBERS OF THE ACADEMIC AND LAY COMMUNITY AND THAT THE COMMITTEE BE PREPARED TO ACCEPT BRIEFS FROM ANY INTERESTED GROUP

- 6-1 That Senate be asked to set up a Committee, or assign one of its existing committees, to deal specifically with co-ordination and finance; that this committee be charged with investigating these subjects and with holding open hearings, from which briefs could be prepared for transmission through Senate to the government committee.