

SIMON FRASER UNIVERSITY

MEMORANDUM

S.71-80

As amended by
Senate 2/8/71

To: SENATE

From: B. G. WILSON

VICE-PRESIDENT, ACADEMIC

Subject: SELECTION OF DEPARTMENT CHAIRMEN

PAPER S.71-80

Date: JULY 19, 1971

MOTION:

"That Paper S.71-80, Selection of Department
Chairmen, be received."

SIMON FRASER UNIVERSITY

S.71-80

MEMORANDUM

Members of Senate

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

SELECTION OF DEPARTMENT CHAIRMEN

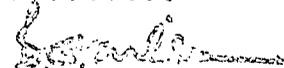
Subject.....

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.


B.G. Wilson

:kp
Encls.

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.

2A. 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. and 5.
- ~~Four departmental representatives, including at least~~ **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.

** ~~If the fourth member is a student, he 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, 4 and 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

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 ~~Dean~~^{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, ~~in his capacity as Chairman of the Committee,~~ 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 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.

2B. Alternative method of appointment.

- a) Provided that an additional appointment is authorised, the Department will decide whether it wishes to select an internal or external nominee for the position of Chairman of the Department.
- b)
 - i. If the Department decides to select an internal candidate, the Dean shall supervise the election for position of Chairman. The person elected must be acceptable to the majority of the Department; a definition of majority shall be arrived at by the Department prior to the election.
 - ii. 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.
 - iii. The nomination of the Department shall be forwarded to the Dean of the Faculty. Provided that he concurs in the appointment and the Vice-President, Academic, agrees, the nomination shall be forwarded to the President who may then recommend the appointment to the Board of Governors.
 - iv. In the event that the nomination is not acceptable to the President or to the Board of Governors, the Search Committee shall seek a second name for the position. The same procedures will then be carried out as for the first nomination.

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:
- i. 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.

(Appendix to document)

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.

S. 71-80a

SIMON FRASER UNIVERSITY
MEMORANDUM

To: All Members of Senate

From: M.E. Eliot Hurst
A/Chairman, Geography

Subject: Senate Paper S71-80

Date: August 2, 1971

At the last Department meeting held on July 28th, my colleagues and I reviewed Senate Paper S71-80 concerning Chairmanships. It was decided, unanimously, to circulate our comments and observations on Senate Paper S71-80.

FIRST, we unanimously endorse method 2B p.5 as the most acceptable way of choosing a Department Chairman. This accords most closely with the way this Department choose to move from a headship to an acting chairmanship position (submitted to the Dean of the Faculty of Arts, March 1970). The only query we have concerns:

2B b)1., in asking for definition of the word "Department". The use of this term throughout the document is confusing and often contradictory. Does Department here mean faculty alone, or the "Department Meeting"?

SECONDLY, having made it clear that we prefer the alternative method of selecting Chairmen, we do have comments on the rest of the paper, which we would want clarified should method 2A be endorsed by Senate:

- p3. (F) 2, 3, 4 and 5. We would prefer a return to the earlier draft in which the fourth member was in all cases a student member of the Department. We would prefer to have those representatives elected by all those with voting rights at Departmental meetings.
- p4. (g) A quorum should be the Dean plus three others, at least two of whom should be the Departmental representatives (i.e. either student and faculty, or two faculty).
- p4. (h) ... should be afford all departmental faculty and students to meet...
- p4. (j) How do you measure "general acceptability"?
- p6. (b) second sentence. This clashes with a memorandum addressed to the Geography Department by the Vice President, Academic (23/7/71) in which he did not use the term "extraordinary circumstances". If there was to be no ratification of an external candidate, we would wish the power of recall to be available during the first year.

2.

p8. (d) ii

The suggestion of a candidate should originate with the Department, subject to the Dean's approval.

p8. (d) iii

Again, we believe the initiative should be the Department's, subject to the Dean's approval.