



Office of Administrative Responsibility: Office of the Dean, Faculty of Education

Approver: Education Faculty Council – June 7, 2011
General Faculties Council Executive – February 6, 2012

Purpose: To provide a guide to policy and procedures regarding the selection or review of Department Chairs in the Faculty of Education.

Overview

Section 26(1) of the *Post-Secondary Learning Act* gives the General Faculties Council responsibility, subject to the authority of the Board of Governors, over “academic affairs.” On approval of the Board of Governors, it is noted in *GFC 103* that procedures concerning the Selection of Department Chairs, Review of Department Chairs, and Chair’s Roles and Responsibilities policy statements are outlined in *UAPPOL*.

The conditions of employment and criteria for future evaluation of the person selected must be specified fully at the time of the appointment if these differ from statutory duties or standard expectations. Acceptance of an appointment letter is taken as indicating full acceptance of the procedures and criteria to be used at the end of the term. The letter of appointment is binding on both the Board and the person being appointed. (*UAPPOL*)

This document will also apply to the selection or review of the Director of the School of Library and Information Studies. (*EFC June 7, 2011*)(*GFC Exec Feb 6, 2012*)

The term of office for a Department Chair will not exceed five (5) years. (*UAPPOL*)

The process for any Chair’s term served beyond two terms is selection. To be clear, a Chair may be reviewed and reappointed for a five-year term only once. (*UAPPOL*)

For Department Chairs, selection procedures (rather than review procedures) will be used in all cases unless Faculty Council has adopted review regulations or other procedures to be used in that Faculty and such regulations have been approved by GFC. (*UAPPOL*)

The letter of appointment must specify whether reappointment is to be by selection or review. (*UAPPOL*)

At the appropriate time (normally September, but *at least* six months prior to the end of the incumbent’s term) the Dean will begin to establish a Chair Selection or Review Committee for those departments with an incumbent Chair whose term of office will end June 30 of the following year. If a review of an existing Department Chair is carried out, the decision must be reached no later than two months after the formation of the Review Committee. (*UAPPOL*)



Composition of Chair Selection and Review Committees (UAPPOL)

- Dean of the Faculty concerned, or designee (Chair)
- Dean of the Faculty of Graduate Studies and Research, or designee
- Provost and Vice-President (Academic), or designee
- Three (3) faculty members from the Department concerned, elected by the faculty members of the Department (from Categories A.1, A1.5 or their counterparts in A1.6¹)
- One (1) member elected by GFC
- One (1) full-time continuing member of the support staff (Category B1.0²) from the Department concerned
- One (1) graduate student from the Department concerned
- One (1) undergraduate student (if the Department has an undergraduate enrolment)
- One (1) full time continuing APO (from category A1.2³) from the Department concerned as a non-voting member (EFC June 7, 2011)(GFC Exec Feb 6, 2012)

Note: Although the APO category, which typically carries major administrative functions, is excluded from the UAPPOL-defined Chair Selection/Review Committee structure, the process for departments who have an APO member should normally include this individual through extensive and continuing consultation and/or by invitation to attend Selection/Review Committee meetings, as appropriate, as a non-voting member. (EFC June 7, 2011)(GFC Exec Feb 6, 2012)

Quorum

No more than one member of a selection or review committee shall be absent from any meeting at which a final decision is made. (UAPPOL)

Composition of Chair Selection and Review Committees – Special Cases

Small Departments

For Departments with fewer than six faculty members, two of the three department academic staff will be replaced by two faculty members elected by Education Faculty Council. (UAPPOL)

Departments with six to ten faculty members, inclusive

For Departments with six to ten faculty members, one of the three department academic staff will be replaced by one faculty member elected by Education Faculty Council. (UAPPOL)

Changes in Committee Composition

In the event that the majority of the *statutory* members (by means of position) of a selection committee, or the Dean, is of the opinion that divisions within the Department are such that the normal composition of the committee is inappropriate, the *statutory* members, or the Dean, shall recommend to the Provost and Vice-President (Academic) that a committee with a different composition be established. The Provost and Vice-President (Academic) is authorized to establish a revised composition of the committee, bearing in mind the principles underlying the normal composition. (UAPPOL)

¹ *Academic Staff:* Continuing members from the following categories:

A1.1 Faculty Tenure-track; teaching; research, Board-AAS:UA (Faculty) Agreement

A1.5 Faculty Soft-Tenure; Soft-tenure track; research, teaching; Board-AAS:UA Agreement Faculty (Faculty) (e.g., NSERC Fellows, special "Continuing" Academic Staff specified in Section 24.1 of the University Calendar, etc)

A1.6 Faculty Part-time (continuing) to A1.1-A1.5: Tenure-track; appropriate Board-AAS:UA to the above

² *Support Staff* B1.0 members of the continuing support staff who are members of NASA and continuing support staff who are not members of NASA

³ *APO* A1.2 Administrative and professional Officers (continuing) Tenure-track; professional, managerial; Board-AAS:UA (A/PO) Agreement



Procedures for Electing Department Representatives to Chair Selection and Review Committees

Election of Continuing Academic Staff Members

All faculty members of the Department, including those on leave, are eligible to vote in this election. (UAPPOL)

Faculty members cannot serve as representatives on selection and review committees if they are on leave during the time the committee will meet. The Provost and Vice-President (Academic) may approve exceptions to this regulation and may consult with the GFC Executive. (UAPPOL)

Declared candidates for Chair may not be elected to a Selection Committee, but they should be included in the electorate. (UAPPOL)

The election of academic department representatives could be conducted by one of the following methods (UAPPOL):

- 1) the Dean arranges for a secret ballot
- 2) the Dean of the Faculty or designee chairs a special departmental meeting
- 3) the Dean approves election procedures proposed by the Department.

The Faculty of Education has traditionally chosen for the Dean to arrange a secret ballot conducted through the Dean's Office. In following the procedures used for election to Faculty committees, a call for nominations from the Dean's Office is distributed to all eligible members of the Department. Nominations must include the approval of the nominee. Once the deadline for nominations has passed, a ballot is distributed to Department members with names of those nominated. (EFC June 7, 2011)(GFC Exec Feb 6, 2012)

Election of one (1) full-time continuing member of the Department support staff

One (1) full-time member of the support staff (Category B1.0) from the Department concerned, elected by the full-time support staff (Category B1.0) in that Department. The Dean's Office shall be responsible for directing the election of any support staff member serving on the selection committee. (UAPPOL)

Election of one (1) graduate student

All Departments that enroll graduate students must include a graduate student on their Department Chair Selection or Review Committee, as selected by the Department Graduate Student Association by whatever means the Association deems suitable. Once a student is selected, the name and contact information of that student must be forwarded to the Dean's Office and Graduate Students' Association. If the Department Graduate Student Association is unable to find a graduate student, or if there is no Department Graduate Student Association, then the Graduate Students' Association will be responsible for the selection of the graduate student representative from the Department. If the Department enrolls fewer than ten (10) graduate students, the Dean's Office may request permission from the Provost and Vice President (Academic) to waive graduate student representation. (UAPPOL)

Election of one (1) undergraduate student

All Departments that enroll undergraduate students must include one undergraduate student on their Department Chair Selection or Review Committee, as selected by the appropriate Department student association using whatever method the association deems suitable. If the department student association does not exist, then the appropriate Faculty student association will be responsible for selecting the undergraduate student from the department. Once selected, the name and contact information of the student representative must be forwarded by the appropriate department or faculty



student association to the Dean's Office, and the Students' Union. If the department student association (or the faculty student association) is unable to find an undergraduate student, the Students' Union will be responsible for the selection of the undergraduate representative from the department. (UAPPOL)

APO Involvement

Although UAPPOL does not provide for APO membership on Chair Selection Committees, in a department, which has an APO, they should be included in the selection process as extensively as possible. (EFC June 7, 2011)(GFC Exec Feb 6, 2012)

Chair Selection Procedures

A selection committee is charged with the task of obtaining the best person available for the position. In order to do so, it may have to play an active, rather than passive, role in the process. (UAPPOL)

The Dean, as Chair of the Selection Committee, shall invite Department members to (a) contact the Selection Committee with their views regarding the Department, (b) suggest candidates from the Department, and (c) offer themselves as candidates. (UAPPOL)

In addition to accepting applications from qualified candidates, a Selection Committee may, if it sees fit, solicit applications. (UAPPOL)

All vacancies must be advertised within the University. If a vacancy could, potentially, be filled by an appointee from outside the University, then the vacancy must be advertised in accordance with the Advertising of Faculty Vacancies Procedure. (UAPPOL)

Each short-listed candidate will normally provide a public presentation of their vision for the Department and important priorities for the years ahead. All members of the Department, as well as Faculty, will be invited. (EFC June 7, 2011)(GFC Exec Feb 6, 2012)

Department members in particular, and all Faculty members, will be invited to submit their views on the candidate(s) directly to a Selection Committee member, the Dean, or the Governance Administrator. The Dean will stress confidentiality; however, members are provided with the option of having their letters kept anonymous (with only the Faculty of Education's Governance Administrator serving the Committee and the Dean aware of the authorship of the correspondence and able to confirm its authenticity). In this instance, letters will be marked "anonymity requested and respected" and any identifying marks will be removed. (EFC June 7, 2011)(GFC Exec Feb 6, 2012)

If the incumbent is a candidate, past performance must be considered by the selection committee. (UAPPOL)

Where a selection committee requires additional information concerning the duties, responsibilities, authority, etc. of the Department Chair position in question, it is urged to obtain such information from the incumbent and/or other source in the Faculty or Department. (UAPPOL)

When the selection committee has made its decision, the Dean of the Faculty has the authority to accept or reject the committee's recommendation. If the Dean accepts the recommendation, the Dean offers the appointment to the candidate and, following the candidate's acceptance, advises the Provost and Vice-President (Academic). The Provost and Vice-President (Academic) formally advises the candidate on behalf of the University. (UAPPOL)

If the Dean of the Faculty does not accept the committee's recommendation, the Dean will explain his or her reasons to the committee and the committee will then discuss whether another candidate should go forward, or whether to terminate the search and begin again. (UAPPOL)



Note: In the case of the appointment of a Department Chair from outside the University, the selection committee established shall serve as both the selection committee in relation to the administrative appointment and the advisory selection committee in relation to the academic staff appointment. The appointment of a Department Chair from outside the University will be done in accordance with the Appointment of Faculty Procedure. (UAPPOL)

Chair Review Procedures

In accordance with the *Department Chair Selection Procedure* in UAPPOL, review procedures will only be used instead of selection procedures at the end of a term when a Faculty Council has adopted regulations that review procedures will be used and they have received approval by GFC.

Review may come about in three ways (UAPPOL):

1. In anticipation of an end of term if provided for in the terms of appointment. (Such a review should serve two purposes. The first is the traditional one of determining if an appointment is to be renewed. The second is to provide an opportunity for an incumbent to obtain an objective and helpful assessment, which may not be available by other means.)

The process of review in anticipation of the end of a term is initiated by the Dean of the Faculty concerned. The process must be initiated at least six (6) months prior to the end of the incumbent's term. If a review is carried out, the decision must be reached no later than two months after the formation of the committee.

The incumbent Department Chair will be considered for reappointment only when, in the opinion of the Review Committee, such reappointment is the consensus of opinion in the various department constituencies.

2. During the term at the joint initiative of the Provost and Vice President (Academic) and Dean of the Faculty.
3. During the term by petition, as follows:
 - a) Petitions for review of Department Chairs shall be submitted to the Dean.
 - b) Where the petition is signed by a majority of faculty members in the Department, the Dean must establish the appropriate review committee.
 - c) Where the petition is not signed by a majority of faculty members in the Department, the Dean shall decide in conjunction with the Provost and Vice President (Academic) whether or not a review committee shall be established.



Performance Evaluations

The specifics of evaluating performance of an incumbent Chair with a view to reappointment falls within the jurisdiction of the review or selection committee. However, it should also be based upon the belief that teaching and research work are continuing commitments of all academics, whether or not they occupy administrative positions. While it is expected that a Chair remain active in at least one of these areas, the extent of such participation will be greatly influenced by the administrative needs of the specific Department. *(UAPPOL)*

Composition of Review Committees

All reviews shall be carried out by a duly constituted review committee. Normally, the composition of the committee, the quorum and related matters shall be the same as for selection committees. *(UAPPOL)*

In the case of the review of a Department Chair, the incumbent shall not be eligible to vote in the election of departmental representatives to serve on the review committee. *(UAPPOL)*

Once department representatives have been elected, the Provost may name one additional full-time faculty member to the review committee to ensure broad representation across the Faculty. The Provost shall consult with the Chair or the Vice-Chair of the GFC Nominating Committee. *(UAPPOL)*

Review Procedures

The Dean will ascertain that the Chair wishes to be considered for a second term. *(UAPPOL)*

The review committee shall obtain information about the effectiveness of the incumbent and the desirability of reappointment. As a minimum, the committee shall solicit submissions from the staff of the Department or Faculty in this regard. *(UAPPOL)*

All submissions shall be in writing and signed. *(UAPPOL)*

The Dean will stress confidentiality; however, members are provided with the option of having their letters kept anonymous (with only the Faculty of Education's Governance Administrator serving the Committee and the Dean aware of the authorship of the correspondence and able to confirm its authenticity). In this instance, letters will be marked "anonymity requested and respected" and any identifying marks will be removed. *(EFC June 7, 2011)(GFC Exec Feb 6, 2012)*

The relevancy of all material submitted shall be determined by the review committee. *(UAPPOL)*

After the relevancy of all material submitted has been determined by the review committee, the chair of the committee shall then provide in writing to the incumbent a summary of that material. Comments contained in this summary shall not be attributed to any person(s). *(UAPPOL)*

The incumbent shall be invited to submit an oral or written presentation, or both, concerning his or her performance, to the selection committee. *(UAPPOL)*

The incumbent will normally provide a public presentation to which all members of the Department, as well as Faculty, will be invited. The incumbent will be asked to address accomplishments over the past term, as well as his or her vision for the future direction of the Department in the second term and thoughts on how to approach these objectives. *(EFC June 7, 2011)(GFC Exec Feb 6, 2012)*

After sufficient discussion, the chair of the review committee polls the committee to reach a "preliminary decision" in the case. If the "preliminary decision" is that the recommendation be to offer an additional



term to the incumbent, then this constitutes the decision of the review committee. (UAPPOL)

The Dean of the Faculty has the authority to accept or reject the committee's recommendation. If the Dean accepts the recommendation, the Dean offers the reappointment to the incumbent and, following the incumbent's acceptance, advises the Provost and Vice-President (Academic). The Provost and Vice-President (Academic) formally advises the candidate on behalf of the University. (UAPPOL)

If the Dean of the Faculty does not accept the committee's recommendation, the Dean will explain his or her reasons to the committee and to the incumbent. A selection committee will then be established. (UAPPOL).

Review Procedures Following a Negative Recommendation

Where the "preliminary decision" of the review committee is not to recommend an additional term, the chair of the review committee immediately adjourns the hearing and the following procedures are then followed prior to the reconvening of the committee. (UAPPOL)

The chair of the review committee advises the incumbent of the "preliminary decision". The chair also selects a time to meet with the incumbent to discuss the situation. (UAPPOL)

The chair invites the incumbent to make submissions to the review committee. The submissions may be in writing and/or in person and may introduce material not previously before the review committee. The chair also invites the incumbent to submit a list of persons who may have information of value to the committee. (UAPPOL)

After sufficient discussion, the chair polls the review committee to reach a final decision on the case and makes the recommendation to the Dean of the Faculty. (UAPPOL)

The Dean of the Faculty has the authority to accept or reject the committee's recommendation. If the Dean accepts the recommendation, the Dean offers the re-appointment to the candidate and, following the candidate's acceptance, advised the Provost and Vice-President (Academic). The Provost and Vice-President (Academic) formally advises the candidate on behalf of the University. (UAPPOL)

If the Dean of the Faculty does not accept the committee's recommendation, the Dean will explain his or her reasons to the committee and to the incumbent. A selection committee will then be established. (UAPPOL)

Referenced documents

UAPPOL Selection of Department Chairs Procedures

UAPPOL Selection of Department Chairs Review

Roles and Responsibilities of Department Chairs

GFC Section 103 Selection and Review Procedures for Deans and Department Chairs

GFC Section 5 Academic Staff, Academic Staff Agreements, and Support Staff