

CHAIRS AND DIRECTORS ORIENTATION

Session 1: Roles of the Chair/Director
Collective Agreement
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Topics

- BUFA Collective Agreement
 - Duties of Department Chairs and Centre Directors
 - Faculty Hiring Process
 - Tenure and Promotion
 - Fair dealing with BUFA colleagues

Duties of Chairs/Directors (Article 27)

- Each Department shall have a Chair and each Centre shall have a Director who, in addition to responsibilities as a member of the faculty, has other responsibilities (*primus inter pares*).
- The primary responsibility of a member as Department Chair or Centre Director is to represent the interests of his/her Department or Centre.
- Other responsibilities include:

Duties - General

- Acting as academic leader in the following areas:
 - i. updating, revising and developing programs;
 - ii. orienting Departmental or Centre faculty and staff to policies, procedures, and practices;
 - iii. mentoring faculty members early in their research and teaching careers; and
 - iv. fostering an environment of excellence in teaching and research in the Department or Centre.
- Representing the Department's or Centre's interests to the Dean and within the University;

Duties – General (continued)

- Chairing the Departmental or Centre Committee or designating a representative to do so, and preparing the Committee meeting agenda in a timely manner;
- Convening meetings of the Department or Centre Committee at least once each fall and once each winter term for the purpose of establishing matters of internal policy, or recommending policy to the appropriate bodies within the University;

Duties - General (continued)

- Consulting with all members of the Department or Centre on its needs and academic goals;
- Encouraging participation in Departmental or Centre activities;
- Providing the Chair-elect or Director-elect with information and documents necessary to prepare to assume the office of Chair or Centre Director;

Duties – Operational

- Managing the operations of the Department or Centre;
- Overseeing the administration of the Department or Centre in consultation with members of the Department or Centre;
- Overseeing the use of space and equipment assigned to the Department or Centre;
- Designating a deputy and advising the appropriate Dean accordingly in the event of an absence for a period longer than five (5) working days;

Duties – Teaching Related

- Recommending teaching duties of Departmental or Centre members to the Dean, including:
 - i. normal scheduled teaching load for faculty members (including LTAs), two (2) full courses or equivalent;
 - ii. normal scheduled teaching load for faculty members appointed as ILTAs, four (4) full courses or equivalent; and
 - iii. unscheduled teaching responsibilities.
- Allocating non-teaching responsibilities to faculty members after appropriate consultation;

Duties - Performance Related

- Annually advising a probationary appointee whether or not the appointee's performance is adequate, and where appropriate and feasible, advising remedial measures;
- Advising the Dean annually on performance review of faculty members based on criteria and procedures established by the Departmental or Centre Committee;
- Providing the Dean with Annual Report Summaries for the Department/Centre;
- Forwarding to the Dean annual performance review recommendations for staff

Duties - Other

- Submitting to the appropriate Dean in writing an estimate of the Department's or Centre's budgetary requirements for the ensuing year and administering the current Departmental or Centre budget
- **Note:** Department Chairs and Centre Directors shall have full voting rights in Departmental and Centre Committee meetings
- **Note:** Department Chairs and Centre Directors are **not** responsible for deciding upon or implementing disciplinary action against members of BUFA.

- Questions?

Faculty Appointment Procedures

- Article 19.10 outlines the appointment procedures to be followed by the Department
- Three step process:
 1. Search
 2. Review
 3. Recommendation
- Process begins with Dean granting permission to initiate a competition

Faculty Appointment Procedures - Search

- Search Committee Makeup - Department Committee, a sub committee, membership from other Departments
- Department fully discusses the qualifications, area of competence and teaching responsibilities of the position
- Chair forwards the outcome of these discussions to the Dean for review and approval

Faculty Appointment Procedures - Search

- All vacant positions must be advertised [except as specified in Article 19.11 (b)]
- The advertisement must be approved by the Dean
- Candidates must apply in writing through Workday
- Department makes arrangements to collect, screen and answer all applications for the position
- All applications, CVs, off-prints, correspondence and other pertinent documents are kept on file and open to all Department faculty

Faculty Appointment Procedures - Review

- Short list, normally of 3 candidates, compiled by the Department
- The selection of candidates for the short list is based on the criteria in Articles 19.02 (a), 19.02 (b) and 20 (Employment Equity)
- If short list does not include a self-identified member of a designated group, written reasons must be provided to the Dean along with the dossiers of all self-identified members of designated groups for the position
- JCEE Review

Faculty Appointment Procedures - Search

- Discussions of the merits of the candidates shall take place in meetings of the Department or search committee.
- Minutes kept of all such meetings

Faculty Appointment Procedures - Recommendation

- After short listed candidates have been interviewed and the Department considers the choice to be made, a recommendation regarding the appointment is made, according to established Departmental procedures
- The Chair forwards the recommendation for the appointment to the Dean, in writing, within one week of the Department reaching its decision.
- Chair has the responsibility to report accurately and fully the views of the Department and shall include a minority report if, such viewpoint has been expressed.

- Questions?

Tenure and Promotion

- The Department/Centre makes a recommendation regarding T&P or P for a candidate to the Faculty T&P Committee
- The Faculty T&P committee reviews all applications for the Faculty and makes recommendations to the Provost regarding each applicant.
- The Dean makes a separate recommendation to the Provost on the applicant from the Faculty

Tenure and Promotion (Article 21)

- Articles 21.12 – 21.25 cover the Department/Centre Procedures for T&P
- Department/Centre Committee develops its own procedures for T&P in accordance with the D/C procedures and guidelines
- The candidate is excused from the consultation at every stage of the process (1 exception)
- Candidate's dossier is submitted by October 1, and made available to D/C Committee members electronically

T&P Department Role

- D/C meets in camera to review the content of the application and evaluates whether the candidate has met criteria for T&P to Associate (21.04) or Promotion to Professor (21.05)
- Committee also considers any information arising from any meeting held with the candidate (21.19)
- The committee must make a recommendation regarding the candidate by December 15.
- Only tenured and probationary faculty may consider and vote on an application

T&P Department Role

- Must make one of the following recommendations (21.15):
 - 1) For applications for tenure and promotion to Associate Professor:
 - 1) whether or not tenure and promotion to Associate Professor will be granted, and if not,
 - 2) whether or not a further probationary period (deferred tenure) of up to two (2) years will be offered.
 - 2) For applications for tenure by members hired at the Associate Professor or Professor rank: whether or not tenure will be granted.
 - 3) For applications for promotion to Associate Professor or to Professor: whether or not promotion will be granted.

T&P Department Role

- There are two routes by which the committee gets here:
 1. If the committee does not require further information or is not considering a negative decision it will vote by secret ballot (Art. 21.21)
 2. If the committee requires further information or is considering a negative recommendation, the candidate is informed in writing of the specific questions/concerns raised and afforded the opportunity to provide additional information in writing and /or in person at a meeting of the D/C Committee (Art. 21.19)

The D/C committee will subsequently meet, in camera without the candidate to discuss the application further and vote by secret ballot (Art. 21.20)

Tenure and Promotion (Article 21)

- Article 21.22 describes the procedures to be followed regarding voting.
 - For candidates applying for T&P to Associate, T&P shall be linked as one vote and one recommendation
 - Separate, sealed ballots for each candidate being considered
 - Results of the vote recorded by the Chair and a witness.
 - Ballots retained in sealed envelope, in a secure place, until an appeal process, if any, has concluded.
- Following the vote, a voting member may submit to the Dean, in confidence, signed, written comments regarding the candidate's application. Any comments are included in the dossier and forwarded to the Faculty T&P Committee.

Tenure and Promotion (Article 21)

- The Chair drafts a written report stating:
 - The D/C recommendation
 - The reasons for the recommendation
 - The recorded vote, and
 - The minority view, if any, and the reasons for the minority view

This report is made available for review by the D/C committee for 10 days, to allow for review and revisions.

After 10 days the Chair forwards the report to the candidate and the Dean for inclusion in the candidate's dossier

Fair dealing with faculty and staff

- Supervisor – staff
 - Will be covered in the Health & Safety Management session on July 22
- ‘Supervisor’ – faculty (*primus inter pares*)
 - Fair dealing with faculty colleagues
 - Sick leaves
 - Handling factionalized departments
 - Connecting with the Dean’s Office

Advice for New Administrators

Elizabeth A. Lechfeldt, Cleveland State University

- Things I wish someone had said to me when I made the switch to 'administration':
 1. Perspective: it gets easier
 2. Isolation: It can be a little lonely moving from faculty member to administrator
 3. Apologize: Don't be afraid to admit mistakes
 4. Delegating: Learn to share the load
 5. Emergencies: There are very few things that can't wait 24 hours

Source: <https://chroniclevitae.com/news/1513-advice-for-new-administrators>

Questions?