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Parent Policy: [Recruitment Policy](#)

Department Chairs Review Procedure

Office of Administrative Responsibility:	Office of the Provost and Vice-President (Academic)
Approver:	General Faculties Council Executive Committee
Scope:	Compliance with this University policy extends to all academic, support and excluded staff, postdoctoral fellows, and academic colleagues as outlined and defined in the Recruitment Policy (Appendix A and Appendix B: Definitions and Categories).

Overview

The University of Alberta ("University") is committed to appointing the best-qualified deans and aspires to achieve an **equitable, diverse and inclusive** community of **senior administrators** and **employees** consistent with the mission set out in *its Strategic Plan for Equity, Diversity and Inclusivity* ("EDI Strategic Plan"). By adopting EDI principles and practices into its Faculty Dean review process, the University hopes to achieve diversity in the workplace and correct employment disadvantages experienced by **persons historically under-represented at the University**. These principles and practices are designed to ensure that access to the University's employment opportunities is equitable and inclusive by removing employment-related barriers - particularly those based on **protected grounds**. This will require periodic assessment of demographic, intellectual, and other aspects of diversity when contemplating a search. Committees must consider any diversity-related issues that exist with respect to the relevant employee group and must consider what steps it may reasonably take to address those issues.

With respect to the procedures for the review of Department Chairs, the Board and GFC delegate their approval authority to the GFC Executive Committee for all matters of a routine editorial nature. For matters of a substantive nature, the GFC Executive Committee shall recommend to the Board Human Resources and Compensation Committee (BHRCC). The Provost and Vice-President (Academic) will determine what is of a routine/editorial or substantive nature.

Purpose

To detail the procedure for the review of Department Chairs.

PROCEDURE

In accordance with the Department Chair Selection Procedure, review procedures will be used instead of selection procedures in the following instances: first, at the end of a term; second, when a Faculty Council has adopted regulations that review procedures will be used in that Faculty and such regulations have been approved by GFC. A certain amount of flexibility may also be permitted. For example, a Faculty may propose to the Dean for approval the use of selection or review procedures [in some cases and review in others]. As well, alternate procedures have been adopted by Faculty Councils and approved by GFC.

1. INSTIGATION OF REVIEWS

Review may come about in three (3) ways:

- a. 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 term of office for a Department Chair shall not exceed five (5) years.

In accordance with the Department Chair Selection Procedure, 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 in that Faculty and such regulations have been approved by GFC. A certain amount of flexibility may also be permitted. For example, a Faculty may propose using selection procedures in some cases and review in others. Alternate procedures have been adopted by Faculty Councils and approved by GFC.

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 Dean shall be responsible for ensuring that recruitment and decision-making processes within their respective areas of accountability are equitable, appropriately documented, and contribute to an equitable, diverse and inclusive community of employees.

- b. During the term at the joint initiative of the Provost and Vice-President (Academic) and Dean of the Faculty.
- c. During the term by petition, as follows:
 - i. Petitions for review of Department Chairs shall be submitted to the Dean.
 - ii. Where the petition is signed by a majority of Academic Faculty Members in the Department, the Dean must establish the appropriate review committee.
 - iii. Where the petition is not signed by a majority of Academic 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.

2. CONTINUING APPOINTMENTS

In the case of those Department Chairs whose appointments were made prior to the development of these procedures and whose appointments as Department Chairs are on a continuous basis, performance review procedures will be used and such reviews will be carried out every five (5) years.

3. PERFORMANCE EVALUATIONS

The specifics of evaluating performance of an incumbent Chair with a view to reappointment fall within the jurisdiction of the review or selection committee. The review should be largely based on an evaluation of the individual's administrative performance. 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 or Faculty. The appointment agreement should stipulate the workload and performance expectations in teaching and research for the term, with particular attention to career advancement in Associate Professors.

4. COMPOSITION OF REVIEW COMMITTEES

- a. 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.
- b. Once members have been elected, the Provost and Vice-President (Academic) may name up to two additional full-time Academic Faculty Members to the Committee to ensure broad representation and demographic diversity across the Faculty. The Provost shall consult with the Chair or the Vice-chair of the GFC Nominating Committee. Overall, the Committee composition should be inclusive of persons historically under-represented.
- c. Notwithstanding the provisions of 4a (above), 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 Committee.

5. REVIEW PROCEDURES
a. General

- i. The review Committee is advisory to the Dean and shall obtain information about the effectiveness of the incumbent with respect to the expectations and directions at the time of appointment, and the desirability of reappointment or continuation. The Dean of the Faculty has the authority to accept or reject the Committee's recommendation.
- ii. The Committee Chair should
 - a. ensure the Committee documents practices for ensuring the equitable assessment of the incumbent
 - b. ensure that Committee evaluations are supported by evidence and that the incumbent's strengths and weaknesses are evaluated equitably and consistently.
- iii. As a minimum, the Committee shall solicit submissions from the staff of the Department or Faculty, and the Dean in this regard.
- iv. All submissions to the Committee shall be in writing and signed; the review committee shall make every effort to ensure confidentiality.
- v. The relevancy of all materials submitted shall be determined by the review Committee in consideration of the original job advertisement and expectations at the time of appointment.
- vi. After the relevancy of all material submitted has been determined by the review Committee, the Committee Chair 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). It is not acceptable to use redacted versions of the original submissions.
- vii. The incumbent shall be invited to submit an oral or written presentation, or both, concerning their performance.
- viii. After sufficient discussion, the Chair of the Committee polls the committee to reach a "preliminary decision" in the case. The Dean of the Faculty has the authority to accept or reject the Committee's recommendation.
- ix. When the Dean accepts a recommendation to offer an additional term to the incumbent (or to continue in office in the case of a review under 1.b. or 1.c.), or rejects a recommendation not to offer an additional term to the incumbent, the Dean offers the reappointment to the incumbent and, following the incumbent's acceptance, advises the Provost. The Provost formally advises the candidate on behalf of the University.
- x. If the Dean of the Faculty does not accept the Committee's recommendation to reappoint, the Dean will explain their reasons to the Committee and to the incumbent. A selection committee will then be established.
- xi. If the Dean accepts a recommendation not to reappoint, the Dean will inform the incumbent and the Provost. A selection committee will then be established.

DEFINITIONS

Any definitions listed in the following table apply to this document only with no implied or intended institution-wide use. [▲Top](#)

Equity/Equitable	In the context of this policy, equity is about fair access to employment and the opportunity to succeed in this domain. Employment equity principles, policies, and practices promote [or facilitate] access, representation, opportunities, and meaningful participation of persons historically under-represented.
Diversity	In the context of this policy, diversity refers to the demographic and identity difference and-variety within the University's workforce, including that based on the protected grounds. More broadly, within the University,

	diversity also encompasses difference or variety in education, ideas, perspectives, opinions, heuristics, disciplines, methodologies, epistemologies, faculties, skills, and learning opportunities.
Inclusion/Inclusivity	In the context of this policy, inclusion is a principle and practice that values and cultivates the full and meaningful participation and representation of persons historically under-represented in the University's workforce.
Employee(s)	A person employed by the University and defined under <i>Recruitment Policy (Appendix A) Definition and Categories of Academic Staff, Postdoctoral Fellows, Academic Colleagues and Excluded Academic Staff</i> or <i>Recruitment Policy (Appendix B) Definition and Categories of Support Staff</i> .
Persons historically under-represented	Women, Indigenous persons (First Nations, Métis, Inuit), members of visible minority groups, persons with disabilities, persons who identify with under-represented sexual orientations, gender identity or expression.
Senior Administrators	President, Vice-Presidents, Deputy Provost, Associate Vice-Presidents, Vice-Provosts, Deans, Directors and Chairs.
Protected Grounds	Refers to those grounds set out and defined in the <i>Alberta Human Rights Act</i> and in the University's <i>Discrimination, Harassment and Duty to Accommodate Policy</i> (UAPPOL) which are: race, religious beliefs, colour, gender, gender identity, gender expression, physical disability, mental disability, age, ancestry, place of origin, marital status, source of income, family status, sexual orientations or political beliefs.
University Employment Equity Statement	"The University of Alberta is committed to an equitable, diverse, and inclusive workforce. We welcome applications from all qualified persons. We encourage women; First Nations, Métis and Inuit; members of visible minority groups; persons with disabilities; persons of any sexual orientations or gender identity and expression; and all those who may contribute to the further diversification of ideas and the University to apply."
Conflict	Conflict of interest, conflict of commitment, or institutional conflict as defined in the University of Alberta Conflict Policy – Conflict of Interest and Commitment and Institutional Conflict.

FORMS

There are no forms for this Procedure. [\[▲Top\]](#)

RELATED LINKS

Should a link fail, please contact uappol@ualberta.ca. [\[▲Top\]](#)

[Recruitment Policy \(Appendix A\) Definition and Categories of Academic Staff, Postdoctoral Fellows, Academic Colleagues and Excluded Academic Staff](#) (UAPPOL)