Approval Date: December 11, 2009

Parent Policy: Recruitment Policy

> This document is an appendix to its parent document. Questions regarding this document should be addressed to the Office of Administrative Responsibility.

Department Chairs Selection Procedure (Appendix B): Terms and Conditions for Department Chairs

Office of Administrative Responsibility:	Provost and Vice-President (Academic)
Approver:	Provost and Vice-President (Academic)

"Reporting to the Dean of the Faculty, the Department Chair is charged with a complex, demanding role of providing the management and leadership necessary to enable successful academic endeavours in the areas of teaching, research and service."

The Chair uses his/her personal reputation to build trust and momentum to move the Department forward. Faculty members who take on this role have the opportunity to develop as academic leaders and make a direct contribution to the success of their Department, Faculty and the University.

Gmelch and Miskin (2004) describe the Chair as sitting in a swivel chair, where the Chair faces administration and leadership demands in one moment and in the next turns to face the demands of scholarship. "Some of the design problems of the … chair as administrative leader and scholar are structural and inherent in the way college and universities are organised; others are personal and are rooted in how we manage ourselves. Higher education will continue to have a leadership crisis as long as chairing a department remains an unmanageable and unproductive option for faculty members.... We must create qualities that make the chair position more attractive, tenable, and meaningful for promising professors." (pg. 132) "When faculty transform into chairs, their roles and duties typically shift in several ways: from a focus on scholarship activities to a focus on fragmented meetings and interruptions from a feeling of autonomy to purse their own interest to a feeling that both faculty and administration control their time and actions; from professing in the class to persuading in meetings and political arenas; from a solitary work style to social collective action; from receiving departmental resources to allocating resources; and from writing manuscripts to writing memos." pg. 130

In the research intensive university committed to excellence in its undergraduate and graduate programs the Chair's reputation is based on the relationships she/he has and on his/her research, scholarship and teaching. Kouzes and Posner write that leaders model the way, inspire a shared vision, challenge the process, enable others to act and encourage the heart (2003). To support the Chair, resources must be made available for him/her to maintain the academic and professional reputation that contributed to his/her selection for this leadership position. Those resources come in the form of time, staff and money. Time is often found by releasing the Chair from a full-time teaching load. Administrative support staff and funds are secured through departmental budgets. There is also a need for teaching support (when the Chair continues to teach) and research support (when the Chair continues to conduct research). It is in the University's best interests to encourage a Chair's continued engagement on both fronts. This will support the Department's mission and facilitate the transition back to a non-administrative role at

the end of the term of appointment. Such support must be offered to Chairs at the time of their appointment and reappointment. Additionally, there is a need to provide support for the Chair re-entering the professoriate after his/her tenure as Chair. The intent of this document is to ensure that the offer of appointment (and reappointment) as Chair is an attractive career choice and that the contributions Chairs make to develop the profile of the University is acknowledged and valued.

Prior to appointment or re-appointment, the negotiations between the Dean and Chair should address the following matters:

- *Research*
    - Amount, source and frequency (i.e., one time, annual) of resource support to maintain research productivity during appointment
- *Teaching*
    - Teaching assignments and teaching release
- *Budget and Resource Management*
    - Identify the parameters of the Chair's role in Department budget management - e.g. envelope funding, chart line management, etc.
    - Discuss process for decisions related to budget allocation, e.g., recruitment, vacancies, discretionary funds and special initiatives
    - Clarify process for requests and decisions related to space allocation, e.g., offices, labs, classrooms and renovations
- *Chair's Stipend*
    - At end of each term as Chair, the administrative stipend be converted into base salary, unless a special base adjustment was made at the start of, or near end of, the term. This could become a market supplement should the Chair be an Associate Professor;
    - The cost of the increase to base salary could be split 50/50 between the Faculty and Central, submitted by the Dean to the Provost as a Faculty Salary Adjustment Fund request; OR it could be a soft-funded increase that diminishes over time as cost of living and increments catch up
- *Post-Chair Annual Evaluations and Re-integration into the Department*
    - A variety of models are possible:
        - If administrative leave is taken immediately following the end of term as Chair, the Dean could be responsible for reviewing performance in the first year following the end of the term, as well as the succeeding year (at the request of the staff member)
        - If there is no immediate administrative leave following the end of term as Chair, the Dean could be responsible for reviewing performance in the succeeding year
        - Research support to assist post-chair transition

Grmelch, W. and Miskin, V. (2004). Chairing an Academic Department (2nd Edition). Atwood Publishing: Madison, WI.

Kouzes, J and Posner, B. (2003). Academic Administrators Guide to Exemplary Leadership. Jossey-Bass: San Francisco, CA.

DEFINITIONS

There are no definitions for this Appendix. [▲Top]

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