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

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"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 organized; 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 pursue 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:

- **Possibility of Research**
  - Amount, source and frequency (i.e., one time, annual) of resource support to maintain research productivity during appointment

- **Amount of Teaching**
  - Teaching assignments and teaching release

- **Role with Respect to Budget and Resource Management**
  - Identify the parameters of the Chair’s role in Department budget management - e.g. revenue generating initiatives, costs reduction scenarios, administrative efficiencies, 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**
  - In exceptional cases where superior achievements as a Chair were made, the Dean may make a written recommendation to the Provost at the end of a five year term to either convert the administrative stipend into base salary or provide a soft-funded market supplement that will be reduced by the value of any across the board (ATB) increases and increments until the market supplement has diminished to zero. Note that a request will only be accepted for consideration if a base salary adjustment has not already awarded in conjunction with the administrative appointment or at any point in the term as Chair. If the Chair is an Associate Professor, the administrative stipend would be changed to a market supplement and converted to base at the time of promotion to Professor.
  - The written request to the Provost from the Dean must include:
    - Rationale for the increase to compensation
    - Information relative to the faculty member’s strategic importance to the Department and Faculty
    - Evidence that the proposed salary adjustment compensates for a measurable loss
    - Data showing salary comparisons of other faculty with similar experience within the Department and Faculty. The table should include the name, rank, age, highest degree and year of conferral, and compensation (including supplements) of each staff member
    - Evidence that the Dean has had discussions with the faculty member regarding other ways to recognize the faculty member (e.g. research funding)
    - Funding source for the increase

- **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


**DEFINITIONS**

There are no definitions for this Appendix.

**RELATED LINKS**

Should a link fail, please contact uappol@ualberta.ca.

There are no related links for this Appendix.