



# GUIDE FOR CHAIRS/DIRECTORS

**Version: 2.0**

**Last Updated: October 2016**

**Note:** In the event there is a conflict between the contents of this Guide and a collective agreement provision, the collective agreement provision is the authoritative source for the information.

## **DEFINITION**

- A Department is an academic Department or School.
- A Chair is the Chair of a Department or the Director of a School.

## **STATUS OF CHAIR**

- A Chair is a tenured faculty member.
- In exceptional circumstances a Chair appointed upon the recommendation of the Search Committee from outside the University sector may be appointed with probationary faculty status.
- A Chair is a member of the faculty and is an academic.
- A Chair is a regular member of the Ryerson Faculty Association (RFA).
- A Chair will carry out teaching and research responsibilities.

## **TERM OF CHAIR**

- Term is 3 years.
- Chair will not serve for more than 3 consecutive terms.
- A single one-year extension at the end of the third term may be permitted upon mutual consent of the parties.
- A Chair cannot serve for more than 10 years consecutively.

## **RENEWAL OF TERM**

- If the current chair is eligible for reappointment and wishes to be reappointed, he/she will advise the dean at least six months before the end of his/her term.
- Search committee will become a review committee.
- Committee will perform an assessment of the Chair's performance, soliciting input from the Chair and members of the department.
- After considering the review, the committee will vote.

- Vote requires a double-majority. First vote is a simple majority of all voting members present. Second vote is a majority of the following group – all elected members, plus appointed members who are members of the department.
- In the case of a positive vote, the committee recommends to the Dean that the Chair receive an additional term.
- In the case of a negative vote, the committee proceeds to search for a Chair.

## **INTERIM APPOINTMENT FOR VACANT CHAIR POSITION**

- An interim appointment will be for not more than one year.
- Dean will consult with the members of the Department, to the extent possible.
- In unusual circumstances a faculty member who was an unsuccessful candidate for the Chair position may be appointed to the interim position, with the agreement of the search committee.
- Dean recommends the interim appointment to the Vice Provost, Faculty Affairs.
- Vice Provost, Faculty Affairs makes the decision regarding the interim appointment.

## **INTERIM APPOINTMENT DUE TO CHAIR'S ABSENCE**

- Chair is absent for a period of less than a month, the Chair can appoint an Acting Chair (without stipend).
- Chair's absence is one to six months in duration, the Dean will appoint an Acting Chair (with pro-rated stipend).
- Chair's absence is greater than six months: the Dean will initiate a search for a new Chair and appoint an Acting Chair as necessary. The Dean may decide, after consultation with the members of the Department, to the extent possible, to appoint an interim Chair for the absence. Alternatively, he/she may decide to initiate a search for a new Chair. This decision is not grievable.

## **ROLE OF THE CHAIR**

- The Chair is accountable to the Dean.
- Chairs are primarily *academic* leaders of RFA members and are supervisors of non-RFA members.

- Overall the Chair is responsible for providing academic and administrative leadership in the following areas:
  - representing the Department within and external to the University and liaison with the profession and the community;
  - teaching;
  - the development and delivery of undergraduate and graduate curricula and programs;
  - creating a fair, equitable, inclusive and supportive environment for student learning and engagement;
  - supporting faculty involvement in scholarly, research and creative activity; and
  - stewardship of the human and financial resources of the Department.

## **DUTIES AND RESPONSIBILITIES OF THE CHAIR**

### **A) ACADEMIC LEADERSHIP**

- Provide leadership and initiative in the development of the Department's curricula, academic planning, programs, and SRC Activity, including liaison with the broader academic community within his/her discipline where appropriate.
- Represent the Department's interests in administrative and academic matters. In cases where the members of the Department are divided on a particular matter, the Chair/Director will, after appropriate discussion and attempts to reach consensus, represent the views within the Department, and where a vote has been taken the view of the majority.
- Attend Dean's Council meetings and update meetings with the Dean.
- In keeping with the local norms of the Department, convene such regular meetings of the faculty within the Department as are required to facilitate collegiality and collegial decision-making. This includes, but is not necessarily restricted to, circulating agendas prior to meetings; arranging for notes (or formal minutes) of meetings to be taken and circulated in timely fashion; and allowing for the presentation of formal motions, discussions and votes as required..
- Annually, arrange a meeting of the faculty of each Department to discuss academic priorities, Department direction and operational requirements.
- Oversee the work of such committees as may be established by the Department from time to time.
- Ensure that the DEC, DHC and IACs are constituted as provided for in the Collective Agreements. Ensure that departmental committees are constituted and operate transparently in consultation with departmental faculty members.

- Ensure that meetings of the Department Council take place and are conducted in accordance with Senate Policy and the bylaw of the Council.
- Ensure that all department policies are developed and approved by the faculty members of the department or departmental council in accordance with Senate Policy and the bylaws of the Department Council, as appropriate.
- Ensure that meetings of the Advisory Council, where one exists, take place and are conducted in accordance with Senate Policy.
- Ensure that Department proposals are discussed, voted upon, and moved toward the appropriate University bodies, ensuring that Senate and other applicable University regulations/policies are observed.
- Attend central administrative meetings and report to the Department significant discussions and actions relevant to the Department.

## **B) SUPPORTING STUDENTS**

- Ensure that effective communication is maintained with students in the Department's courses and programs; involve them, where appropriate, in the Department's activities and discussions; address student complaints and concerns unresolved by faculty and/or staff; and liaise with the Course Union, where one exists.

## **C) SUPPORTING FACULTY**

- Take an active role in the career development of members of the Department. The Chair/Director will encourage the tenure and promotion aspirations of members.
- Take a leadership role in coordinating the efforts of other faculty appointed to positions of academic administration within the Department.

## **D) FINANCIAL STEWARDSHIP**

- Annually present the non-salary components of the departmental budget to faculty members of the Department.
- Administer departmental budgets and staffing plans.

## E) HUMAN RESOURCES STEWARDSHIP

- Maintain authority over administrative and clerical functions and staff within the Department, in accordance with the appropriate collective agreements and policies.
- For non-RFA members (e.g. CUPE, Local 3904, Unit 1 instructors, OPSEU Local 596 support staff, etc.) Chairs, as managers, have the effective power and responsibility to hire, manage performance, discipline and recommend termination as well as to review and redefine jobs, organizational structures, internal policies and protocols, etc.
- Chairs do not administer discipline with respect to faculty members and will not be requested to attend meetings with faculty members where discipline is imposed.
- Deans or Associate Deans may impose discipline with respect to faculty members.
- Develop a transparent process for recommending course and teaching assignments (including limited contract assignments) to the Dean, such process to include consultation with individual members of the Department regarding their respective course and teaching assignments.
- Post all approved teaching assignments to faculty members within the Department.

## F) HEALTH AND SAFETY

- Chairs are to assume health and safety responsibilities consistent with University policies (e.g. Environmental Health and Safety (EHS) Management System Policy – <http://www.ryerson.ca/policies/board/ehsmanagementsystempolicy.html>) and prevailing legislation to the degree that they are competent to act in this capacity as defined by the *Occupational Health and Safety Act* (<http://www.labour.gov.on.ca/english/hs/>).

## SABBATICAL CREDITS

- A Chair accrues 1.5 sabbatical credits for each half year of full-time service.
- The maximum for accrual of credits is two terms per year.
- Chairs on leaves with or without pay of six months or more (including period of time on Long Term Disability) do not accrue sabbatical credits.
- Chairs on maternity/parental leave and secondments accrue full sabbatical credits.
- Sabbatical credits are pro-rated for faculty members that either provides service for a half year or on a part-time basis.

## EVALUATION OF CHAIR'S PERFORMANCE

- The evaluation will be carried out in October of the second year of the appointment, and in subsequent years only where there is a perceived need to provide further feedback and development of the Chair.
- Evaluation will only apply to the responsibilities of the Chair's position.
- The primary purpose of the evaluation is to maintain and increase the effectiveness of academic leadership through providing feedback on performance and, where appropriate, recommendations for improvement. Informal communication or processes that can contribute constructively to the effectiveness of Chair can and should take place between the Dean and the Chair.
- The Dean is responsible for the Chair's evaluation.
- The Dean will take into account the feedback of the faculty, staff, and students in respect to the Chair's execution of his/her responsibilities.
- The Dean will request each faculty member of the Department to provide the Dean with a confidential written assessment of the Chair's performance together with any suggestions for improvement. This written communication from the Dean will include an outline of the Chair's responsibilities.
- The Dean will also invite full-time staff and program students to make written submissions.
- The Dean will provide the Chair with a summary of unattributed written submissions from faculty, staff and students.
- The Dean will meet with the Chair to review the overall performance of the Chair and to make any recommendations for improvement.
- The evaluation will be in writing and a copy will be placed in the Chair's Performance and Conduct File.
- The Chair may respond, in writing, to his/her evaluation, within three weeks of receipt of the evaluation. The Chair's written response will be placed in his/her Performance and Conduct File.