

Guidelines on The Graduate Chair in Arts & Science Graduate Units: The Role, Responsibilities and Appointment Procedures

1. Introduction

Graduate education is an important element of the core educational mission of the University of Toronto, forming the basis for much of our academic planning and priority setting. This has been recognized in the leadership provided by the University of Toronto in the area of graduate education: The U of T represents approximately a third of all graduate activity in the Province of Ontario, it was the first University among its peers to guarantee funding to its graduate students for the first five years of doctoral study, and most recently has undertaken an unprecedented expansion in doctoral education.

Within the disciplines traditionally associated with arts and science, graduate education at the University of Toronto is a three-campus activity, involving the University of Toronto at Mississauga (UTM), the University of Toronto at Scarborough (UTSC) and the Faculty of Arts and Science (FAS) on the St. George campus. There has been significant evolution in the three-campus relationships, as evidenced in the 2003 Framework on Three-Campus Planning. Concurrent with the approval of that policy document, significant changes were being made in the structure of academic units at UTM and UTSC. More recently, the structure of the School of Graduate Studies (SGS) and the governance of graduate programs have been significantly revised, primarily to better align academic responsibilities and planning with resources.

As part of this process, the Arts & Science Tri-Campus Deans Committee (which represents the arts and science units across the three campuses) and the SGS Dean have been reviewing the role, responsibilities and appointment procedures for the graduate chairs of the three-campus arts & science graduate departments. As a result of this consultation and discussion, the deans have identified a number of initiatives that they believe will strengthen three-campus arts and science graduate education at the University of Toronto.

2. The Role of the Graduate Chair

The graduate chair is responsible for the health and administration of the graduate unit s/he is responsible for. Appointed by the SGS Dean, the graduate chair shall:¹

1. in association with the graduate faculty, maintain and improve the quality of scholarship in the graduate department, centre or institute;
2. appoint to the graduate faculty in the graduate unit:
 - existing or prospective members of faculty of the University, or affiliated institutions, of professorial rank, including members holding status-only appointments, to be full or associate members of the graduate faculty;

¹ SGS Constitution, revised April 2006.

- other individuals from within or outside the University, whether holding professorial rank or not, to be associate members of the graduate faculty; and
 - retiring full members of the graduate faculty who have received the title of Professor Emeritus from the University of Toronto to the category of member emeritus.
3. appoint faculty to one of three categories of appointments: full, associate and emeritus (see SGS Constitution for definitions).
 4. remove from the list of graduate faculty the names of those who, through retirement, resignation, death, or for any other reason in accordance with SGS policy, are no longer eligible for the graduate faculty in the graduate unit. The chair shall maintain an up-to-date list of graduate faculty members according to established procedures and notify the School of Graduate Studies of these changes annually;
 5. in accordance with SGS policy, arrange that every graduate student in the graduate unit has a faculty adviser throughout the program;
 6. on behalf of the graduate unit, ensure that graduate courses to be included in the calendar are duly approved;
 7. normally call a meeting at least once a year of the members of the graduate unit.
 8. in graduate units admitting students, appoint a full member of the Graduate Faculty as graduate coordinator who shall be responsible for such day-to-day operations of the academic program as may be delegated by the chair. The chair may fulfill both roles, at the chair's discretion.

In addition to this clearly defined set of responsibilities, the graduate chair is also responsible for academic planning for the graduate unit, representing the graduate unit on search committees and playing a key role in the evaluation and promotion of tenure-stream staff holding appointments in their graduate unit. Finally, the graduate chair has overall strategic responsibility for graduate enrolment planning, recruitment and the management of the graduate funding packages that underlie our funding commitment to doctoral-stream students. As part of this responsibility, the graduate chair ensures coordination of TA assignments for “subsequent appointments” for doctoral students across the three campuses.

This set of duties requires the appointment of an academic leader who has a clear vision for the discipline or area of study s/he represents, can represent the interests of the graduate unit, and has the trust and confidence of members of the graduate unit, including both staff and students. To date, this role has normally been filled by the chair of the Faculty of Arts & Science department.

The 2003 revisions to the Policy on the Appointment of Academic Administrators (PAAA)² envisioned that the role of the graduate chair could in future be separated from that of the St. George campus department chair. There are several reasons for separating these roles.

² Policy on the Appointment of Academic Administrators, Governing Council Policies, revised 30 October 2003.

First, many graduate units are now reaching the size and complexity that it is no longer possible for the one administrator to meet the demands of administering both the undergraduate department and the entire graduate unit.

Second, the current expansion in complement at UTM and UTSC, along with the planned expansion in graduate enrolments, places even greater expectations on an administrator who has to manage both an undergraduate department and a three-campus graduate unit.

Finally, there are times when the needs of the graduate unit and that of one or more campus departments may conflict or be perceived to be in conflict. In those cases, it is difficult for an FAS, UTM or UTSC department chair to effectively represent the graduate unit.

Given these considerations, the Tri-Campus Deans and the SGS Dean recommend that the role of the graduate chair be **reconceptualized** in the following manner:

1. The role of the graduate chair, in those disciplines where there is substantial graduate activity on two or more campuses, should be separated from the role of the relevant undergraduate department chairs.
2. The graduate chair should report to the SGS Dean and the Tri-Campus Deans Committee, with the SGS Dean taking the administrative lead in appointing the incumbent, as dictated by current policy.
3. The graduate chair should work closely with the relevant FAS, UTM and UTSC department chairs, meeting regularly with them, and – most importantly – taking the lead role in academic planning for the graduate discipline across the three campuses.

A key issue in this reconceptualization is how the administrative affairs of the graduate unit are conducted. Currently, the St. George department chair appoints a graduate coordinator or associate chair, often drawn from another campus, to have day-to-day responsibility for the administration of the graduate unit. We recommend that the graduate chair in the future take the lead in making this appointment, in close consultation with the FAS, UTM and UTSC department chairs.

We further recommend that the administration of graduate affairs in a given unit remain in its current form, with the personnel, operating and space resources provided by the St. George A&S department. Where appropriate, additional administrative resources may be located on UTM or UTSC campuses, as determined by the relevant dean in consultation with the SGS Dean and the Tri-Campus Deans Committee.

Finally, we note that a number of extra-departmental units with appointment authority have primarily a graduate role (e.g. the Centre for Medieval Studies). Given the modest undergraduate activities in these units, the creation of a graduate chair separate from the Director of the unit is not envisioned.

3. Appointments Process

The current policy framework in the PAAA provides the appropriate framework for implementing the recommended reconceptualization. We recommend that the following

procedure be used, and reviewed periodically as appropriate, when a graduate chair is in the last year of his/her term (see Figure 1):

1. The Tri-Campus Deans Committee and the SGS Dean will identify those Arts and Science units with substantial multi-campus graduate involvement. Those units with substantial graduate activity on more than one campus will have consideration of a graduate chair separate from St. George undergraduate chair.
2. In those units where there is no substantial multi-campus graduate activity, the role of the graduate chair and that of the undergraduate department chair will be carried out by the same person. One search committee that includes the SGS Dean (or representative) and appropriate multi-campus representation will be struck and follow current procedures for reviewing, consulting and making a recommendation.
3. In those units with substantial multi-campus graduate activity, a Graduate Chair Search Committee will be struck and chaired by the SGS Dean.³ In cases where an undergraduate department chair search is also taking place in the same year, the search for the undergraduate department chair will be completed first.
4. The Graduate Chair Search Committee will review the graduate unit's strengths and goals, consult widely within the multi-campus graduate unit, and make a recommendation to the SGS Dean for appointment.

4. Graduate Chair Job Description

As we implement the model of a separate graduate chair for multi-campus graduate programs in specific disciplines, the administrative duties and coordination of activities between the graduate chair and the campus department chairs require explicit elaboration.

The specific responsibilities of the graduate chair, aside from those already recognized by existing policy, will include the following:

1. The graduate chair will be responsible for all academic appointments to the graduate unit. The graduate chair will be expected to participate in all search processes for tenure-stream appointments in the graduate unit,⁴ to make all appointments to graduate faculty in the graduate unit, and to provide advice to the campus department chair in the promotions process.
2. The graduate chair will participate in the annual assessment of members of the graduate unit in relation to their duties as members of the graduate unit for the purpose of progress-through-the-ranks (PTR) evaluation. Final PTR assessments will remain the responsibility of the campus department chair.

³ As specified in the *Policy on Appointment of Academic Administrators*, its membership must include the deans of the relevant campuses, 3-5 members of the graduate teaching staff (including at least one member from each campus participating in the graduate program), 2-3 graduate students (including at least one graduate student working with faculty at each participating campus), and 2-3 members of cognate departments (including at least one member from each campus participating in the graduate program). The committee may also include an alumnus/a and a member of the administrative staff (C-17, p. 6).

⁴ It should be noted that the undergraduate chair and graduate chair must co-sign all letters of offer for tenure-stream appointments, as specified in the *Academic Administrative Procedures Manual*.

3. The graduate chair will be responsible for long-term academic planning for the graduate programs within the discipline, working closely with the campus department chairs. Such planning will include graduate enrolment planning, long-range program and curriculum development, and identification of specific research priorities, and will be done in collegial consultation with all members of the graduate unit.
4. The graduate chair will be responsible for the administration of the graduate program, appointing and working closely with the graduate coordinator⁵ who will have the responsibilities of day-to-day administration of the graduate programs. Although one of the campus departments will provide the administrative staff resources to support the graduate unit, the graduate chair will ensure that these resources are allocated in alignment with the priorities of the graduate unit.
5. The graduate chair will be responsible for graduate student recruitment activities, and for overall management of graduate student funding. The graduate chair will be responsible for the development of unit-level graduate student funding policies and guidelines, as required by the three-campus Arts & Science graduate funding guidelines.⁶
6. The graduate chair will be responsible for graduate student affairs within the graduate unit. Although administration of the programs will normally be delegated, the graduate chair will be responsible for administering the University's Code of Student Conduct and the Code of Behaviour on Academic Matters as it pertains to students registered in the graduate unit's programs.

5. Implementation Issues

The decision to create a separate graduate chair requires the presence of substantial graduate activity on at least two campuses. Thus, it is not anticipated that every graduate unit will adopt this structure.

The logical time to consider the creation of a separate graduate chair will be when the current graduate chair enters the last year of his/her term. Here, the Tri-Campus Deans and the SGS Dean will determine if the criterion of "substantial multi-campus involvement" has been met by the unit. This would be indicated primarily by the presence on more than one campus of numerous members of graduate faculty who hold appointments in the relevant graduate unit. The SGS Dean will have final responsibility for the decision to create this position, and will chair the Graduate Chair Search Committee in the event that a separate graduate chair position is created.

The decision on whether or not to appoint a separate graduate chair distinct from the Arts and Science department chair will be made after consultation with faculty members and graduate students in the multi-campus graduate unit, and the relevant campus department chairs. This consultation will normally take place as part of the Graduate Chair Search Committee process, in which all of these stakeholders are routinely represented or

⁵ Note that the role of the Graduate Coordinator in many graduate units also has the title of Associate Chair. This administrator would report to the Graduate Chair under this model.

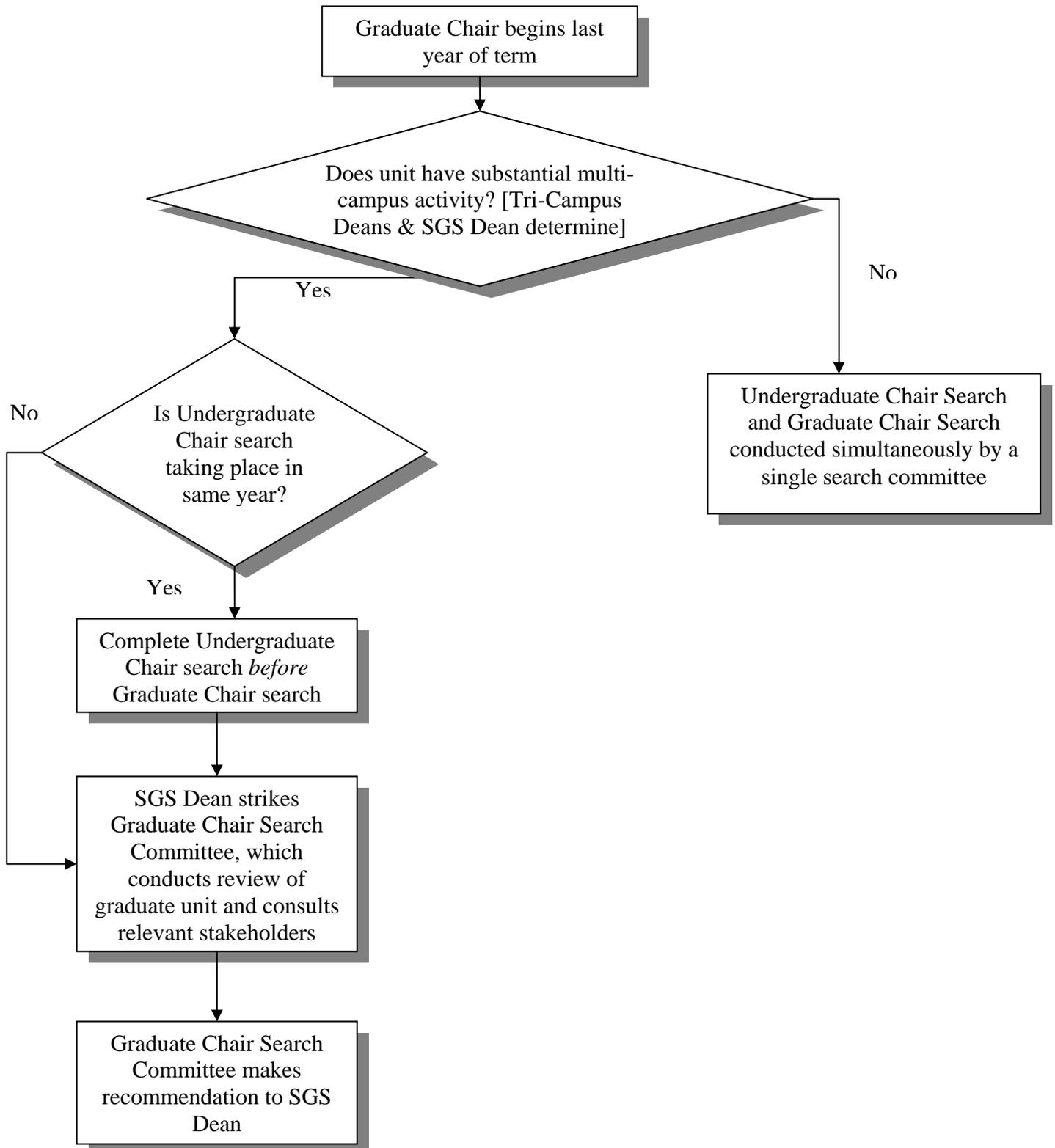
⁶ Guidelines for Graduate Funding and Enrolment Management in the Faculty of Arts & Science, November 2002.

consulted. Whether or not the individual ultimately appointed to the position of graduate chair has already been selected as chair of the St. George Arts & Science department (or its closest counterpart department at UTM or UTSC) is a decision best left in the hands of the Graduate Chair Search Committee, as it is properly constituted to perform the kind of collegial consultation necessary to generate an informed decision.

The administrative stipend provided to the graduate chair will continue to be administered by the Faculty of Arts & Science, but any workload adjustment necessary for the graduate chair will be the responsibility of the relevant campus department and the dean to whom the department reports. A fund administered by the Tri-Campus Deans to support modest provision of teaching relief will be created.

When the term of the chair of the undergraduate unit that is responsible for administering the graduate program comes to an end, the self-study includes a review of the graduate activities (which takes into account the three-campus context of the program). The graduate chair will be responsible for coordinating this part of the self-study. The dean responsible for the undergraduate unit will commission the external review; the review report and self-study will then be made available to the chair search for the undergraduate unit. When a graduate chair search is undertaken, the graduate element of the self-study will then be made available to the graduate chair search committee.

Figure 1: Graduate Chair Search Process



Graduate Chairs – FAQs

Recent discussions of the ‘Discussion Draft on The Graduate Chair in Arts & Science Graduate Units: The Role, Responsibilities and Appointment Procedures’ (20 January 2007) have raised a number of questions, which are addressed below:

1. Who decides how the graduate expansion funds for expenses such as administrative HR support will be spent?

These funds will flow through the department that provides the primary administrative support for the graduate program. The graduate chair and relevant department chair should collaborate on any decisions over how to use these funds.

2. Who decides on support for program-related expenditures such as graduate symposia, social events, and graduate student travel to conferences?

In most instances, these activities have been resourced out of the graduate office in the past, and so the decision-making has typically been delegated to the graduate coordinator. The same procedure can be followed, but now the graduate coordinator will be accountable to the graduate chair. A budget for such items will need to be determined through consultation between the graduate chair and department chair.

3. Who makes decisions on financial support for graduate alumni activities?

As in 2 above, the graduate office would normally have taken on this role in the past. If it was handled by the undergraduate St. George chair’s office, a decision has to be taken as to how best to continue this. For example, the St. George chair could be delegated to manage this, with reporting to the graduate chair. Alternatively, the graduate chair could take this on. This should be sorted out through discussion amongst the relevant chairs.

4. What budgetary authority does the graduate chair hold?

The financial resources that are embedded in the department budgets are the authority of the campus department chair. However, under this new system, all of the campus chairs are accountable to the graduate chair for the appropriate use of departmental resources in support of the graduate program. We expect department chairs and the graduate chair to interact collegially and cooperatively to ensure proper support for the graduate program. Pre-existing patterns of expenditure (for those items that involve existing budget allocations within a department budget) should serve as a useful point of reference to guide current and future expenditures. In cases where new sources of funding external to the department have been identified, their use should be decided through consultation between the graduate and department chairs.

5. Should we expect UTM and UTSC to make financial contributions to the cost of graduate-related activities, such as those listed above (and others)?

It seems reasonable to assume so, to the extent that incremental resources are available and they flow to these campuses. For example, TA support is flowing to all three campuses (in those instances where there is supervisory capacity on all three campuses), so the graduate chair must now work with department chairs on the appropriate campuses to ensure that TA support is most effectively used to meet our financial obligations to graduate students in the funded cohort.

6. How should decisions about teaching load and graduate/undergraduate balance be made?

These are three-campus discussions, coordinated by the graduate chair and involving the relevant department chairs.

7. Who represents the department at CPAD (the council of Chairs, Principals and Academic Directors)?

CPAD is a Faculty of Arts & Science advisory council, not a three-campus entity. However, in order to address most effectively three-campus graduate program responsibilities, CPAD will also include those chairs of multi-campus graduate units that are not also department chairs in the Faculty of Arts & Science.

8. What if disagreements arise between the graduate chair and one or more of the relevant department chairs that cannot be resolved by the parties themselves?

Chairs are urged to explore every opportunity for reaching agreement without third-party intervention. In those few rare cases where this proves to be impossible, responsibility for resolving such disputes will fall to the Dean of SGS and the Tri-Campus Deans Committee.

9. To whom does the graduate chair report?

Since the graduate chair is appointed by the Dean of the School of Graduate Studies, and because the financial resources to support the graduate unit are to be found primarily in the budgets of campus departments, the graduate chair will report to the SGS Dean and the Tri-Campus Deans Committee, with the SGS Dean taking the administrative lead in appointing the graduate chair. Annual review of the graduate chair's performance will continue to be undertaken by the appropriate Dean of the campus normally responsible for the individual's PTR assessment. The Dean will be responsible for incorporating into this assessment the individual's role as graduate chair.

UNIVERSITY OF TORONTO
FACULTY OF ARTS & SCIENCE

Office of the Dean

Memorandum

Date: 15 January 2008

To: Arts and Science Chairs, St. George Campus, UTSC and UTM

From: Meric Gertler, FRSC, Vice-Dean, Graduate Education and Research

Re: Guidelines on the Graduate Chairs in Arts and Science Graduate Units

CC: Pekka K. Sinervo, Dean & Vice-Provost, First-Entry Programs
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John Coleman, Vice-Principal, Research, UTSC
Ulrich Krull, Vice-Principal, Research, UTM
John Scherk, Interim Vice-Dean, UTSC
Vice Deans, Faculty of Arts and Science

On behalf of the Tri-Campus Deans Group in Arts and Science and Dean Susan Pfeiffer, I am enclosing the final version of the *Guidelines on the Graduate Chair in Arts and Science Graduate Units: The Role, Responsibilities and Appointment Procedures*.

The guidelines have now gone through several draft versions and have been reviewed by the department chairs & the Tri-Campus Deans Group. They have also been discussed at both the Council of Graduate Deans and the SGS Graduate Education Council. This final version incorporates responses received during the consultation process. These guidelines will be implemented in the context of current and future department chair searches.

MG/tn



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