

# Confidential memo reprinted (continued)

of classes and cooperates with faculty committees regarding correspondence, publicity etc., for guest speakers. This office also maintains records on matters directly relating to students, faculty, staff, scholarships and prizes and policy and planning.

Much of this range of services is provided in other universities by an assistant dean. Without adequate administrative services, the need for which is likely to increase in a collectivised structure, and in particular for an executive officer with appropriate work and salary level, the present problem raised can only be expected to magnify.

Accordingly it is recommended that the University of New Brunswick reassess the administrative needs of the Deans Office and consider the establishment of a new rank of administrative officer.

#### 9. Roles of Associate and Assistant Dean

The arguments made above with regard to the increased burdens on the Dean's Office presented by the collective agreement render it essential

that each faculty have as a minimum, an associate and an assistant dean. Under the present arrangement it is clear in the larger faculties that the load on these offices have reached the upper limit. Therefore if they are asked to undertake additional duties then they must be given financial and other compensations. A recommendation with respect to stipends for these offices has been made earlier in proposal number 4. With respect to teaching loads it is recommended that (a) Associate Deans be given a reduction in teaching load of 50 per cent and (b) Assistant Deans be given a reduction in teaching load of 33 1/3 per cent.

The Associate Dean of Graduate Studies currently has an approved 66 2/3 per cent reduction in teaching load and it is recommended that this percentage reduction be retained for this position.

#### 10. Travel Allowances

The current system of incorporation of the Dean's travel allowances within the poverty of the general faculty budget in conjunction with the regular reliance of the

Deans on University funds in order to fulfill their public functions on behalf of the University of New Brunswick is not satisfactory; partly because of the smallness of the former, but also because of the uncertainty of the latter. That is to say, the Academic Development Fund is not entirely appropriate for the administrative related travel and for the other public relations and fund raising activities associated with the office.

If the University of New Brunswick is committed to the enhancement of the image of the university nationwide then it is only appropriate to make available to the senior academic officers the funds to carry out their efforts to achieve that agreed goal.

The committee therefore recommends that a sizable amount of funds are added to the budget of the Dean's Office to make possible the journeys necessary to enhance the reputation of the University of New Brunswick in other academic centres. Correspondingly, funds should be available to associate and assistant deans either as a separate

item of the budget or through funds allocated to the Dean's Office.

11. Entertainment Allowances  
One of the more persistent and divisive myths in the faculties is the belief that the Deans receive substantial entertainment allowances which remain unused or are diverted by them for other purposes.

...for the Deans often necessitating the drawing upon personal resources. Unnecessarily it fosters unwelcome distrust between teachers, staff, and the Dean's Office. It frequently creates unnecessary tension between the student organizations within the faculties and the Dean's Offices. Associate and assistant deans face similar demands from students and faculty and funds should be allocated for their use as well.

Therefore in order to cope with internal expectations and external obligations it is recommended that a realistic amount of some \$1,000,000 be added to the budget of the Dean's Office and a sum of \$500.00 be available for use by each associate and assistant dean.

#### 12. Appointment and Re-Appointment Procedures

The committee is of the opinion that the identification of the Office of Dean as a pre-eminently management position in a collectivised university demands that this fact be reflected in the procedure for appointment and re-appointment of Deans.

That is to say, the interests of the Board of Governors the President's Office and the Board of Deans should be more tangibly realized in the membership of the committee for appointment and re-appointment of Deans.

Therefore it is recommended that the Administration in co-operation with the Board

of Deans review the procedures for appointment and reappointment of persons to

the Office of Dean, Associate Dean and Assistant Dean.

13. All rights accrue to all holders of office as of 1st July, 1978 or where applicable 1st July 1979.

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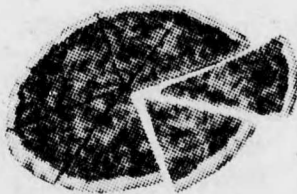
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