

Confidential memo reprinted in its entirety

TO: All Academic Deans
From: Deans Ker, MacIver and Veitch (ad-hoc Sub-Committee of the Board of Deans)
RE: Decanal Terms and Conditions

The following comprises a series of proposals for discussion purposes only and is offered in response to the request by the Board of Deans in November 1979 for a position paper on decanal salaries and other conditions of service. The input of associate and assistant deans has been solicited and their comments have been incorporated into the proposals where appropriate.

The sub-committee considered, in order, the following items: term of office, salary make-up, stipend make-up, size of stipend, re-entry to the bargaining unit, research assistance, administrative leaves, administrative personnel in decanal offices, the roles of associate and assistant deans, travel allowances, entertainment budgets and appointment and re-appointment procedures for deans.

1. Term of Office

The sub-committee considered three possibilities:

- (i) 6 year term
- (ii) 5 year term
- (iii) lesser term

The six year term is employed by some universities while the five year term is by far the most popular across the country and has been utilized in the past by the University of New Brunswick although there are exceptions to that practice. However, recent research in other jurisdictions (see appendix attached) suggests that deans are not serving out their terms of office with the result that three years has become the conventional term, at least in these jurisdictions.

Whatever the causes of the latter trend, it seemed appropriate to this committee that past practice at the University of New Brunswick be continued and that five years be recommended as the conventional term of office for an academic dean. However, a shorter period such as three years should be an option available to any dean who is asked or seeks to re-offer for a further term of office.

The same provisions with respect to the term of office should apply to the associate and assistant deans.

2. Decanal Salaries

Herein the committee examined three possibilities:

(i) professional salary on a bargaining unit base coupled with a stipend along with maximum merit payment payable within the bargaining unit.

(ii) an administrative salary independent of the bargaining unit base along with a stipend related to the specific discipline; and

(iii) a decanal salary tied to the Office of Dean per se.

The sub-committee recommends the adoption of the first mode of calculation on the premise that deans are professors of the University who has temporarily left the bargaining unit. Therefore in the interests of collegiality it is preferable that the decanal remuneration be linked directly to his or her professional salary with the differential compensation being made by way of an administrative stipend of significant proportions but also ensuring that the administrator is not penalized by denial of merit allowances granted to the professoriate.

The same formula should be used in calculating salaries for associate and assistant deans.

3. Decanal Stipends

The sub-committee looked at the following alternatives:

- (i) variable stipends, and
- (ii) uniform stipends.

The committee reviewed the arguments in favour of differing stipends ranging either with the sizes of the faculties in the University or with the market-scarcity of personnel in any particular discipline. The members were of the opinion that differentials of workload as determined by size should be evened out by the greater sizes of administrative staffs. In addition it was felt that market factors are more likely to be reflected in the professional salary and need not be duplicated by some system of variable stipends. It is recommended that the same practice be followed in determining stipends for associate and assistant deans.

Therefore the committee recommends that uniform stipends be adopted for all faculties.

4. Size of Stipend

A survey conducted by one member in October of 1979 revealed that decanal stipends ranged from a high of \$7,500 (Laval) to a low of

\$3,000 (UNB) with an average of approximately \$5,300 in the major institutions. With the Provincial educational structure administrators in the High School System are awarded stipends up to \$10,000. The committee recommends a decanal stipend of \$10,000 per annum. This figure while in excess of the present highest payment can be justified on two grounds.

(a) To fully compensate some of the present members of the Board of Deans for several years of underpayment.

(b) To offer a large enough inducement to able persons both within the University of New Brunswick and from other universities in the country, who, along with some of the present members of the Board of Deans will be called upon to cope with the increased administrative burdens in what is not a collectivised institution.

It is recommended that the present percentage differential in stipends of deans, associate deans and assistant deans be maintained. The same arguments in favour of increased stipends for deans apply equally to associate and assistant deans. It is recommended therefore, that the stipends for associate and assistant deans be set at \$6,600 and \$3,300 per annum respectively.

5. Re-Entry into the Unit

There are at least four possible modes of re-entry:

- (i) Re-entry with stipend plus eligibility for all increments under the collective agreement.
- (ii) re-entry with stipend but red-circled, except for cost of living allowances.
- (iii) re-entry with stipend but red-circled.
- (iv) re-entry minus stipend but will full eligibility under the agreement.

The committee recommends the adoption of option (ii) and for the following reasons.

The adoption of the second option by the University of New Brunswick should ensure that it can compete in the strongest terms for the best persons, either within the University or elsewhere, to accept the Office of Dean of a Faculty. To adopt some second best position would run counter to the University's stated commitment to excellence in all facets of its operations.

It is recommended that the same method of re-entry apply to associate and assistant deans.

6. Research Assistance for Deans

As holders of the Office of Dean are first and foremost professors of the University who have temporarily left the bargaining unit, it is important that procedures be adopted which will make it possible for the returning dean to meet the University requirements of a professor and in particular those requirements of excellence in teaching and research. This is of particular concern where there is in operation some form of merit scheme based on research performance. Accordingly, the committee recommends that a sum of money be placed in the budget of the Dean's Office for the hiring of student research personnel during each year for decanal research purposes. Even where administrators are awarded top merit allowances whilst in office, it is vital that research assistance be provided so that the administrator is not penalized in years one and two after re-entry into the unit.

The same arguments apply to associate and assistant deans. Funds for research assistance should be provided directly to them or alternatively through the Office of the Dean.

7. Administrative Leaves

The committee recommends the adoption of the following:

One year's leave at 100 per cent of salary normally after five years in office. This leave shall accrue at 25 per cent of salary per year but shall not exceed 100 per cent of salary.

The primary recommendation recognizes the necessary consequences of the burden of office and the need of the individual for a period of study to prepare for re-entry to a full teaching load and research responsibility.

The recommendation recognizes the possibility of an individual leaving office for unforeseen circumstances which are in no way precipitated by the individual. It is intended that such rights to administrative leave shall not intrude upon the normal professorial sabbatical privileges.

The same provisions should

apply to associate and assistant deans.

8. Administrative Support Staff

The present system of "Secretary to the Dean" plus part-time professional assistance in the form of associate and assistant deans and chairmen does not effectively cope with the present demands on the Office of the Dean and will most certainly be incapable of coping with increased strains through the daily administration of the collective agreement.

It is therefore imperative that the operation of the Dean's Office be re-examined and that constructive approaches be taken to deal with the manning of the post in the Dean's Office which presently demands that the officer functions as budget

officer and as executive officer; is responsible for the establishment and maintenance of an effective budgetary control operation, responsive to the overall needs of the faculty, in accordance with University policies and guidelines. The job includes responsibility for all activities associated with the financial controls, records and reports of funds received from all sources by the faculty and the ultimate use made of such funds. This person assumes responsibility for handling confidential materials relating to the distribution of student examination identification numbers, teaching evaluations and faculty appointments, promotions and tenure.

This person also assists in the training, position assignment of staff, and supervision of overall administrative workloads to ensure adequate service levels. This person is responsible to the Associate Dean for the physical requirements of the faculty, replacement of equipment and furnishings, the purchasing of supplies and services, the establishing of economic use of the Faculty building and space, and a continuing review of new equipment and procedures. Further, this person acts as a central information and inquiry facility within the Faculty, and acts as liaison person with the Office of the Registrar, the University community and the public. This person assumes responsibility for contact with the student body regarding inquiries on course selection, scheduling

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