

Motion: Moved by Senator Walker, seconded by Senator LaFleche, that Senate approve the process for the Appointment of Heads of Clinical Departments, School of Medicine and Queen's University affiliated Principal Teaching Hospitals (Appendix 1, Schedule "A")

Senate Briefing Note

Clinical Departments are mainly based in hospitals where members are responsible for both clinical and academic deliverables. In this academic health sciences centre (AHSC) it has been the prevailing wisdom and practice for over half a century that the hospitals and University recognize unified Departments across sites with one head, responsible through University authority for academic matters and through Hospital authority for clinical matters.

It is, thus, that the selection, appointment, appraisal and reappointment process for Heads is shared between institutions, as a reflection of the governance realities described above.

The proposed modification to the pre-existing process recognizes those responsibilities and realities and will be incorporated into the formal, revised, affiliation agreements between the University and the Principal Teaching Hospitals in this AHSC. The proposed changes properly rebalance the roles of the partner institutions. It is believed that the process appropriately recognizes the missions of all institutional partners while protecting their particular interests.

These changes have received the unanimous approval of the School of Medicine Executive Council, the School of Medicine Academic Council, Faculty Board of the Faculty of Health Sciences and is brought forward to the senate for consideration.

D.M.C. Walker
Dean
Monday, February 9, 2009

Appointment of Heads of Clinical/Academic Departments

The School of Medicine within the Faculty of Health Sciences at Queen's University and the Principal Teaching Hospitals (the Hospitals) work in a closely integrated and cooperative manner to advance the missions of education, research and patient-care. One essential element of this arrangement is the joint appointment of highly qualified individuals to serve simultaneously as the Head of the University academic department and also as the Head of the respective Clinical department of the Hospitals. To ensure that the selection and appointment process for heads is in keeping with the spirit of close collaboration among the institutions, while recognizing the authority of each institution, it is proposed that the following be adopted:

1. Appointment Process

The appointment of a Department Head and Head of a Clinical Department (the Head) will be governed by the Parties' internal policies and procedures and will respect and observe the principles of employment equity. The Parties support the general principle of equity between the Hospitals and the University in the appointment process.

2. Search Committee

At least 9 months before the end of the incumbent Head's term or as soon as is feasible should the position become vacant, a Search Committee will be established to recommend a Head comprised of:

- The Chief of Staff (or delegate) of each participating* Hospital
- One representative of each participating Hospital selected by its Board
- One member selected by the Department in question
- One Head of a Clinical Department , selected by the Chiefs of Staff of the participating Hospitals and the Dean
- The Dean of the Faculty (or Vice-Dean)
- Two members of the Faculty, one of whom shall be from the Department in question, appointed by the Dean
- Two learners, one of whom shall be enrolled in a graduate, or post-graduate medical program, to be selected by the respective groups.

The Search Committee shall be co-chaired by a Chief of Staff selected by the participating Hospitals and the Dean (or Vice-Dean).

Administrative support for the Search Committee will be provided by the University, Faculty of Health Sciences. The other costs associated with the search process, including advertising, candidates' travel and accomodation costs and costs associated with any search firm, will be shared among the University and the participating Hospitals according to a cost sharing formula to be agreed upon and described in a memorandum of understanding.

3. Announcement of Search Committee

The membership of the Search Committee will be published in the Queen's Gazette and the appropriate Hospital circulars. A copy of the Gazette announcement will be sent to other Department Heads and decanal appointees within the Faculty of Health Sciences. The announcement will include requests asking interested parties to provide written comment upon the current state and future prospects of the Department concerned and suggestions

of possible candidates for the position. Further, the Co-Chairs of the Committee will write to members of the affected department asking for their comments on the same matters and suggestions as referred to above.

4. Search Committee Process

The Hospitals and the School of Medicine will provide the Search Committee with a role description and an accountability framework for the Head.

Short listed candidates will be required to identify their clinical and academic needs and requirements, which will be reviewed by the participating Hospitals and the University as an essential part of the search and selection process.

The Search Committee's deliberations shall include a review of the current state and future prospects of the Department and consultations with the CEOs of the participating Hospitals, via the Chiefs of Staff, and may include an external review.

5. Recommendation

Prior to making a report and a final, formal recommendation, the Co-Chairs of the Search Committee will advise the participating Hospitals and the University of the preferred candidate. The Hospitals and the University, through their representatives, will engage in a coordinated process of negotiating an agreement with said candidate and resolving satisfactorily all issues related to the funding or resource needs of the candidate. Once those matters are resolved, the Co-Chairs will bring forward a recommendation to the Boards, through the CEOs, and to the Principal, through the Vice-Principal (Academic), simultaneously for confirmation.

6. Term of Appointment and Reappointment

Usually, the term of the appointment shall be for an initial term of five years, subject to an annual performance evaluation described in 8(d) of Schedule A of the Hospital Affiliation Agreement, to end on June 30. The appointment may be renewed following a full or modified review process, to be agreed upon by the participating Hospitals and the University.

7. Appointment of Head

Each institution will make the appointment according to its usual procedures.

* a participating Hospital is one in which the clinical discipline in question is active

March 17, 2009

II. Term of Office

At one time, department heads were appointed for indefinite terms, at the pleasure of the Board of Trustees, but modern practice, which is now widely accepted in the University, is to make appointments for a specific period. In the Faculty of Arts and Science the normal practice now is to make appointments for five years, though a number have been for three. In each case it has been made clear at the time of appointment that the post is renewable but that the normal selection procedures, including a review of the incumbent's stewardship, would be invoked at the end of each term. In the Faculty of Medicine, 10 years is now the normal term, with provision for re-appointment for further successive periods of five years. The practice in the Faculty of Applied Science is roughly the same as in the Faculty of Arts and Science.

We recommend:

- a. that all appointments be for a special term;
- b. that this term be five years, except that the search committee may recommend a longer (or shorter) term when a strong case is presented;
- c. that the full selection procedures be applied at the end of each term;
- d. that the incumbent be eligible for reappointment;
- e. that the term of office normally commence on July 1.

III. Appointment of Search Committee

At least nine months before the end of the incumbent's term of office, a Search Committee shall be appointed by the Principal after consulting with the dean of the Faculty concerned, and the fact of its appointment, and the names of its Chair and members shall be announced in the Queen's Gazette for the information of the University community.

IV. Composition of the Search Committee

The Composition of the Search Committee is critical in determining the best advice to be given to the Principal. It is likely, from present practice in the University, that the requirements of membership of such committees will vary between Faculties and even between departments in the same Faculty. Therefore, in order that the Principal receive advice in the most effective manner and as quickly as possible, it is necessary to provide for maximum flexibility in arriving at the membership of the Committee.

Our recommendations in the next section (under Procedures) attempt to ensure that all information from members of the University community that is pertinent to the search and selection process will be placed before the Committee. It is clear that the Committee must possess expertise to assess and use this information properly. It is also a concern that the Committee be able to arrive at advice to the Principal which balances University, Faculty, and departmental interests and concerns. Depending on the circumstances surrounding the selection of a given head of department, it may require judgement of a high order to provide that all of these interests are served in an optimal fashion.

With these considerations in mind, we recommend that the Chair of the Committee normally be the dean of the Faculty, and that the membership be as follows:

- a. At least three faculty members from departments other than the department concerned, but including closely related departments. In Faculties with associate deans, one of these members might be an associate dean;
- b. Where appropriate, the Dean or Associate Dean of the School of Graduate Studies and Research;
- c. At the discretion of the Principal, two faculty members of the department concerned, chosen as described below;

- d. At the discretion of the Principal, two students of the department concerned, chosen as described below.

The Principal may appoint one or more outside consultants to advise the Committee concerning the state and direction of the department and to suggest the kind of person required as head.

Where faculty members of the department are to be appointed to the Committee, the dean shall write to each member of the academic staff of the department asking for the submission of names and the appointments shall be made after a review of these lists.

Where students are to be appointed, they shall be chosen from lists submitted by the Departmental Student Council and/or other appropriate representative groups of students of the department.

In cases where the Principal considers it inappropriate to appoint departmental staff to the Committee, the number of members from other departments shall be increased accordingly.