

Complete Policy Title:  
**Recommendations Of The  
Task Force On The  
Integration Of Female  
Faculty At Mcmaster**

Policy Number (if applicable):

N/A

Approved by:  
**Senate**

Date of Most Recent Approval:  
**April 8, 1992**

Date of Original Approval(s):

Supersedes/Amends Policy dated:

Responsible Executive:

Enquiries:

**Provost and Vice-President (Academic)**

**[University Secretariat](#)**

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**POLICY**

**Recommendation**

**Responsible for  
Implementation**

| <p><u>Recommendation 1</u></p> | <p>The Provost should report annually to Senate on the progress made on the various recommendations in this report, and on the integration of female faculty at McMaster. The Provost's report will include elements that Chairs include in their annual reports to Deans, and Deans in their reports to the Provost. The Provost's report to the Senate with respect to these matters should be published in the Courier or otherwise be given wide circulation.</p> | <p>Provost</p> |
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| <u>Recommendation 2</u> | The Vice-President, Health Sciences, should ensure that a group be set up within the Faculty of Health Sciences to consider the extent to which the findings in the IFFM Report apply to that Faculty, to undertake a study of the integration of female faculty in Health Sciences, and to recommend ways to implement changes in that Faculty that will further the integration of women within it.  | Dean and Vice-President (Health Sciences)    |
| <u>Recommendation 3</u> | The Dean of Graduate Studies should ensure that the criteria for eligibility for chairing or participating in the examination of doctoral theses are clearly documented for the information of all faculty.  | Dean of Graduate Studies                     |
| <u>Recommendation 4</u> | The Dean of Graduate Studies should extend to all who meet formal criteria the opportunity to chair or participate in the examination of doctoral theses. The School of Graduate Studies should include all such individuals in an appropriate rota unless they choose to exclude themselves   | Dean of Graduate Studies                     |
| <u>Recommendation 5</u> | The Senate Appointments Committee should consider ways to ensure that their nominations to search committees follow the principle of inclusion, and should report to Senate on the procedures they have adopted to accomplish this goal.   | Senate Committee on Appointments             |
| <u>Recommendation 6</u> | For all available academic administrative positions, within the University, the chair of the search committee (who would be the President, one of the Vice-Presidents, or a Dean) shall make known to all relevant members of faculty information about the availability of the position, the requirements of the position, the criteria by which candidates for the position will be judged and the fact that all members of faculty who meet the criteria have equal opportunity to apply for and be considered for the position | President, Vice-Presidents and Faculty Deans |

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| <u>Recommendation 7</u>      | Department Chairs and Faculty Deans should ensure that mechanisms are in place to identify qualified women for participation in important decision making committees and to encourage the participation of such women in these committees. Widespread discussion should take place within Departments/ Faculties to develop ways of increasing the participation of qualified women and other under-represented groups at all levels of Faculty governance. Such discussion must take into account the real risk of over-burdening small numbers of women in some departments and address ways of dealing with this problem | Faculty Deans and Department Chairs                   |
| <u>Recommendation 8</u>      | The annual reports submitted by Chairs and Deans to the President should include a list of members of important decision making committees, particularly Promotion and Tenure committees and Hiring/Search committees. Such a report should also include information about the process by which members of these committees were selected.  | Deans and Department Chairs                           |
| <u>Recommendation 9</u>      | The Provost and Vice-President, Health Sciences, should ensure that orientation and workshops for both Chairs and new faculty address the need to consider all faculty members for inclusion in informal networks and in invitation lists to meetings and informal gatherings with visiting academics.  | Provost and Dean and Vice-President (Health Sciences) |
| <u>Recommendation 10</u>     | Chairs should ensure that the scholarly and professional achievements of all faculty members be publicly acknowledged and widely publicized in their Departments.   | Department Chairs                                     |
| <u>Recommendations 11-14</u> | Outside the <u>vires</u> of Senate  |   |
| <u>Recommendation 15</u>     | Departmental Chairs should make clear to all members of faculty how duties are allocated.   | Department Chairs                                     |

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| <u>Recommendation 16</u> | Chairs and Directors should allocate all teaching, and in particular that done in evenings or in the summer or that is particularly onerous, according to equitable criteria. These criteria should be understood by and acceptable to members of their Department or School.   | Department Chairs |
| <u>Recommendation 17</u> | Chairs and Directors should ensure, either directly or by way of the Chair of their Graduate Committee, that graduate teaching is distributed according to their faculty members' qualifications and that information about all qualified faculty members' research interests is made known to potential graduate students and student advisors.  | Department Chairs |
| <u>Recommendation 18</u> | The chairs and members of committees, and any other individuals charged with the evaluation of scholarship, whether this evaluation is episodic or ongoing, should systematically consult with experts in the relevant field. If such experts are not available within the University, they should be sought outside. In this case, the conditions of the consultation should be as specified in /McMaster University Revised Policy and Regulations with Respect to Academic Appointment, Tenure and Promotion (1977, 1980)/. The chairs of such committees or groups or the individual responsible should be held accountable by their Deans for ensuring that the opinion of appropriate experts has been sought | Department Chairs |

**CLIMATE OF SUPPORT**

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| Recommendation 19 | Each Faculty Dean should be held responsible for ensuring that the Faculty provides an environment that supports and nurtures all its members - and especially new faculty. Deans should hold their Chairs accountable for Departments' roles in the provision of such a supportive climate | Faculty Deans |
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| Recommendation 20 | Senate should ensure that procedures for the selection of Chairs of Departments and Directors of Schools and Programmes are amended so that the formally constituted Selection Committees interview potential Chairs with particular regard to style of departmental governance and sensitivity to the problems of integration of female and junior faculty  |   |
| Recommendation 21 | The Provost should ensure that new Departmental Chairs attend a workshop on the topics of this report. Special attention should be paid to the sources of gender discrimination and their corrosive effect on the collegial spirit McMaster works to foster. This workshop should be distinct from any training in the administrative practices of the University. (See also Recommendation 9).                  | Provost   |
| Recommendation 22 | Each Chair should meet annually with every member of the Department to review career progress. This meeting should look forward and go beyond any discussion of past performance involved in explaining the latest merit award.  | Department Chairs   |
| Recommendation 23 | Each Chair should review annually for tenure all untenured faculty in the Department and review all assistant and associate professor for promotion. (That is, the Chairs should take the initiative and not require faculty to put themselves forward.)   | Already required under the terms of the Tenure and Promotion Policy |
| Recommendation 24 | The Joint Committee should develop amendments to the time- dependent rules in the Tenure and Promotion documents to allow a modest variety of 'stop-the-clock' choices.  |   |
| Recommendation 25 | Senate should modify the terms of permanent, tenured, part-time appointments to allow a variety of schemes. In all cases the assigned duties should have normal proportions of research, teaching, and administration. When a full-time appointee arranges to be on part-time status, the right to return to full-time status should be preserved. Time- dependent deadlines should be extended proportionately. |   |
| Recommendation 26 | Outside the <u>vires</u> of Senate   |   |

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| <p>Recommendation 27</p> | <p>The University Appointments Committee (which for any particular vacancy outside of Health Sciences consists of the Provost, the Dean of the Graduate School, the Dean of the Faculty involved, and the Chair of the Department concerned) should review the treatment and evaluation of all applications, and should require the Department to explain the reasons for their choice when a strong woman candidate is rejected in favour of a male candidate.</p> | <p>Provost, Deans and Department Chairs</p> |
| <p>Recommendation 28</p> | <p>The Provost should include in the annual report to Senate (Recommendation 1) a review of the percentage of women being hired, by Faculty (and areas within the Faculty where feasible), by type of appointment, and by rank, to ensure that the hiring of women to tenure-track positions does not fall below their proportion in the available pool.</p>  | <p>Provost</p>                              |
| <p>Recommendation 29</p> | <p>Faculty Deans and Department Chairs should ensure that when appointments are to be made at senior levels of the Faculty, every effort is made to find qualified women and to encourage them to apply.</p>  | <p>Faculty Deans and Department Chairs</p>  |
| <p>Recommendation 30</p> | <p>Faculty Deans should ensure that all members of hiring committees are familiar with the information on interviewing in the Ontario Human Rights Commission's publication "Human Rights: employment application forms and interviews", and with material on prejudicial perceptions of female candidates</p>  | <p>Faculty Deans and Department Chairs</p>  |
| <p>Recommendation 31</p> | <p>Faculty Deans and Department Chairs should bring to the attention of candidates for faculty positions the implementation of the other recommendations in this report, as an indication of the type of support available at McMaster for all faculty members</p>  | <p>Faculty Deans and Department Chairs</p>  |