

TELFER SCHOOL OF MANAGEMENT

BYLAWS 2021

Updated Version was Approved by the Executive Committee of the Senate on March 16, 2021

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PREAMBLE

The Telfer School Council develops bylaws for the effective management of Telfer School of Management affairs. Such bylaws are subject to approval by the University's Senate in academic-related matters and by the designated University authority for all other matters (section 18(2) of the University of Ottawa Act, 1965).

The Standing Committees of the Telfer School of Management Council consist of:

- 1) The Executive Committee of the School
- 2) The Undergraduate Programme Committee
- 3) The Graduate Research Programme Committee
- 4) The Graduate Professional Programme Committee
- 5) The Research Committee

BYLAW 1: DEFINITIONS

- 1.1. APUO: Association of Professors of the University of Ottawa.
- 1.2. APTPUO: Association of Part-Time Professors of the University of Ottawa.
- 1.3. BOARD OF GOVERNORS (BOARD): University of Ottawa Board of Governors.
- 1.4. DEAN: Titular head of the School.
- 1.5. EX OFFICIO MEMBER: A member of a body given a specific responsibility by virtue of office or position.
- 1.6. FACULTY: All academic staff members holding a regular appointment, as defined in article 17 of the APUO collective agreement.
- 1.7. NON-REGULAR MEMBER: Non-regular members are defined as full-time faculty who are designated as continuing special appointment professors (CSAP) or replacement professors. It does not include professors who are limited-term appointments (LTA), part-time, visiting, or adjunct.
- 1.8. PRESIDENT: Head of the University of Ottawa.
- 1.9. REGULAR PROFESSOR: An academic staff member holding a regular appointment, as defined in article 17 of the APUO collective agreement, and who is a member of the APUO.
- 1.10. REGULAR STUDENT: A student enrolled full time in a programme at the Telfer School of Management.
- 1.11. SCHOOL: Telfer School of Management
- 1.12. SCHOOL SECRETARY: A Vice-Dean at the School who is Secretary of the School Council, School Assembly, and School Executive Committee.
- 1.13. SENATE: Senate of the University of Ottawa.
- 1.14. TELFER: Telfer School of Management
- 1.15. SCHOOL COUNCIL: School Council of the Telfer School of Management.
- 1.16. VICE-DEAN: Member of the School's administrative team.

BYLAW 2: TELFER SCHOOL OF MANAGEMENT COUNCIL (SCHOOL COUNCIL)

The Telfer School Council develops bylaws for the effective management of the Telfer School of Management affairs. Such bylaws are subject to approval by the University's Senate in academic-related matters and by the designated University authority for all other matters (section 18(2) of the University of Ottawa Act, 1965).

The standing committees of the School Council consist of: the Executive Committee of the School, the Undergraduate Programme Committee, the Graduate Research Programme Committee, the Graduate Professional Programme Committee, the Research Committee.

2.1. Mandate of the School Council

The School Council is the primary governing body of the School. The Council's mandate is to:

- 2.1.1. Make bylaws for the efficient management of the School, it being understood that no such bylaws is effective before it has been approved by Senate;
- 2.1.2. Establish regulations for the conduct of its meetings and for election procedures were provided for;
- 2.1.3. Establish its standing committees and, subject to Senate approval, any other committee or committees and to define the powers, functions and composition of such committees except in cases where this has already been specified in the regulations;
- 2.1.4. Make to those responsible, according to the approved procedures, recommendations on:
 - a) The policy and conditions for admission to all degree programmes offered by the School;
 - b) The structure of programmes leading to degrees, diplomas and certificates;
 - c) All undergraduate and graduate courses and programmes offered by the School;
 - d) Continuing and executive education and programme in the disciplines or professional studies within its jurisdiction: special upgrading programmes, special standards of admission for adult candidates, equivalence in university credits for work experience, etc.;
 - e) The presentation of candidates for degrees, diplomas and certificates.
- 2.1.5. Make to those responsible, according to the approved procedures, recommendations on interdisciplinary courses and programmes offered by the School at the graduate level;

- 2.1.6. Take such steps as may be necessary for ensuring compliance with The University of Ottawa Act, regulations of the Board of Governors and the Senate and its own bylaws;
- 2.1.7. Approve the strategic plan of the School;
- 2.1.8. Examine the operating budget, once approved by the Board of Governors and provide comments to the Dean;
- 2.1.9. Approve the annual report of the School before it is submitted to the President;
- 2.1.10. Make any recommendation to the Senate and the Board of Governors that it deems appropriate for the development of the School;
- 2.1.11. Establish general policies, regulations, and procedures for the School.

2.2. Membership of the School Council

The School Council is composed of the following members:

2.2.1. Ex-officio members:

- a) The Dean, who serves as Council Chair (non-voting, tie breaker);
- b) The School's Vice-Deans;
- c) The School's Section Coordinators.

2.2.2. Elected members from the academic personnel:

- a) Two regular professors representing each Section. It is the responsibility of the Section representatives to adequately represent all the fields within their section;
- b) Five regular professors of the School "at large"; no more than 2 from any given Section;
- c) One non-regular, full-time faculty member.

2.2.3. Elected student members:

- a) Three undergraduate students in second, third or fourth year;
- b) Three graduate students (one from an MSc programme, one from the PhD programme and one from a Professional programme of the School).

2.2.4. Administrative personnel:

- a) The School's Chief Administrative Officer, ex-officio.

2.2.5. Replacements

- a) Members who are not able to attend a School Council meeting may not be replaced.

2.2.6. Guests (non-voting)

- a) The Chair may invite guests when their expertise is required.

2.3. Procedures for Electing Council Members

The Procedures for Electing Council Members are provided in *Telfer Governance Policies and Procedures*.

2.4. Term of Members on the Telfer School Council

- a) Except where otherwise stated, elected members serve a two-year term, not normally exceeding two terms, starting on July 1 and ending on June 30;
- b) Terms for members who are appointed by the Section are renewable, not normally exceeding two terms;
- c) Student members are appointed for a one (1) year term, renewable, not normally exceeding two terms, starting on October 1 and ending on the following September 30.

2.5. Quorum at Council Meetings

- 2.5.1. Quorum is achieved when the majority of voting members (excluding vacancies or pre-approved leaves of absence) are present.
- 2.5.2. Student members are not counted in the determination of quorum from May 1 to September 30.
- 2.5.3. Members missing three meetings within one year shall be asked by the Secretary to resign from the Council. Quorum will be adjusted until such time as the vacancy is filled. For all other vacancies, the seat shall remain vacant until the following School year. Where such a seat is vacant, the requirements for quorum will be modified accordingly.

2.6. Meeting Schedule

- 2.6.1. The School Council shall hold at least three meetings annually.

BYLAW 3: STANDING COMMITTEES

The Standing Committees of the School Council consist of the Executive Committee of the School, the Undergraduate Programme Committee, the Graduate Research Programme Committee, the Graduate Professional Programme Committee, the Research Committee.

3.1. Executive Committee of the School

The powers of the Executive Committee are such as have been delegated to it by School Council, expressed in this bylaw.

3.1.1. Mandate of the Executive Committee

The mandate of the Executive Committee is to:

- a) Manage School affairs in accordance with School Council policy and the rules of the University Government, and to make whatever administrative action is necessary to ensure good management of the School;
- b) Lead the School's strategy formulation and make recommendations on the School's strategic plan to School Council;
- c) Monitor the execution of the strategic plan; in particular, set performance metrics and targets, monitor the School's progress with respect to these metrics and recommend corrective actions;
- d) Review a budget in line with School objectives and priorities as they relate to the strategic plan of the School and to review its implementation;
- e) Help the Dean produce strategic, accreditation or other formal planning documents for submission to the School Council;
- f) Review all financial or resource implications of proposed developments of the undergraduate and graduate programme, and make recommendations to the School Council or other bodies of the University;
- g) Establish policies with respect to faculty workloads within the context of the collective agreement and resources of the School;
- h) Make decisions on the sanctions proposed by the School's Committee of Inquiry with regards to cases of academic fraud and approve sanctions as per Senate regulations;
- i) Act in lieu of the School Council with emergency powers, between meetings of the School Council, it being understood that such actions must subsequently be ratified by the School Council;
- j) Perform other duties that may be assigned to it by the Dean or by the School Council.

3.1.2. Membership of the Executive Committee

The Executive Committee is composed of the following members:

- a) Ex-officio members (voting):
 - i. The Dean, who serves as Chair;
 - ii. The School's Vice-Deans;
 - iii. The School's Section Coordinators.

- b) Administrative personnel members:
 - i. The School's Chief Administrative Officer;
 - ii. The Executive Director, Development and Community Engagement;
 - iii. The Manager, Finance (non-voting).

- c) Guests and replacements
 - i. The Chair may invite guests when their expertise is required;
 - ii. Guests do not have voting rights;
 - iii. Members who can't attend a meeting of the Executive Committee may not be replaced.

3.1.3. Quorum at Executive Committee Meetings

Quorum is achieved when the majority of voting members (excluding vacancies or pre-approved leaves of absence) are present.

3.2. Undergraduate Programme Committee

The Undergraduate Programme Committee ensures the quality of the programme according to requirements of the University and the Undergraduate Programme Review Audit Committee (UPRAC) and of the School's accrediting bodies (AACSB, EQUIS).

3.2.1. Mandate

The Undergraduate Programme Committee:

- a) Reviews and assesses admission policies and their implementation;
- b) Reviews suggestions, issues and/or concerns from professors or students about courses/curricula and student experience;
- c) Participates and assists in programme reviews and appraisals;
- d) Evaluates exchange programme;
- e) Suggests and assesses new pedagogical initiatives such as team-teaching, non-classroom teaching, online teaching, seminar series, etc.;
- f) Reviews the programme's relations and preparation vis-à-vis accrediting bodies, alumni, and the field;

- g) Reviews the BCom programme's relations with faculties, schools and institutes of the University of Ottawa with interests common to the programme;
- h) Monitors the satisfaction level of the students and uses this feedback in regular revision of the curriculum and pedagogy;
- i) Monitors the progress of students in meeting the learning goals of the programme, reviews program effectiveness and makes appropriate changes to the programme curriculum and pedagogy;
- j) Makes recommendations to the School Council concerning:
 - i. Admission requirements and transfer credit guidelines of the School's undergraduate programme;
 - ii. Structure, content, and learning objectives of the School's undergraduate programme;
 - iii. Programme creation and changes;
 - iv. Implementation of policies and initiatives that promote academic success and enhance students' university experience;
 - v. Course creation, abolition or modification;
 - vi. The internationalization of the undergraduate programme;
- k) Makes recommendations to the Executive Committee on the viability and sustainability of the undergraduate programme.

3.2.2. Membership of the Undergraduate Programme Committee

The members of the Undergraduate Programme Committee are:

- a) The Vice-Dean (programme), ex-officio member and chair of the committee (non-voting; tie breaker);
- b) One professor representing each Section, who has experience teaching in the BCom programme, it is the responsibility of the Section representatives to adequately represent all the fields within their Section;
- c) The Undergraduate Programme Director, as Secretary of the Committee;
- d) One (1) full-time BCom student, selected by the Student Association;
- e) One (1) alumnus, chosen by the Vice-Dean (programme), for his/her professional or academic competence;
- f) The Director, Student Services Centre;
- g) The Assistant Director, Student Services Center (non-voting member).

3.2.3. Term of Members on the Undergraduate Programme Committee

- a) Professor is appointed for a two-year term, renewable, not normally exceeding two terms;

- b) Full-time BCom student serves a one-year term, renewable, not normally exceeding two terms;
- c) Alumnus serves for a two-year term, renewable at most once, for a maximum of four years.

3.2.4. Quorum at Undergraduate Programs Committee Meetings

Quorum is achieved when the majority of voting members (excluding vacancies or pre-approved leaves of absence) are present.

3.2.5. Meeting Schedule

- a) The Undergraduate Programme Committee shall hold at least five meetings annually.

3.3. Graduate Research Programme Committee

The Graduate Research Programme Committee ensures that programme quality meets the standards set by the Senate under the auspices of the Institutional Quality Assurance Process (IQAP), and by the School's accrediting bodies (AACSB, EQUIS).

3.3.1 Mandate

The Graduate Research Committee:

- a) Reviews and assesses admission policies and their implementation;
- b) Reviews suggestions, issues and/or concerns from professors or students about courses/curricula and student experience;
- c) Participates and assists in programme reviews and appraisals;
- d) Reviews admission requirements, structure, content, and learning objectives of the interdisciplinary research-based programme in which the School takes part;
- e) Suggests and assesses new pedagogical initiatives such as team-teaching, non-classroom teaching, online teaching, seminar series, etc.;
- f) Introduces policies and initiatives for graduate students to receive proper financial assistance;
- g) Reviews the research programme's relations with faculties, schools and institutes of the University of Ottawa with interests common to the School's programme;
- h) Monitors the satisfaction level of the students and uses this feedback in regular revision of the curriculum and pedagogy;
- i) Monitors the progress of students in meeting the learning goals of the programme, reviews program effectiveness and makes appropriate changes to the programme curriculum and pedagogy;
- j) Makes recommendations to the School Council concerning:

- i. Admission requirements and transfer credit guidelines of the School's research programme;
 - ii. Structure, content, and learning objectives of the School's research programme;
 - iii. Programme creation and changes;
 - iv. Implementation of policies and initiatives that promote academic success and enhance students' university experience;
 - v. Course creation, abolition or modification;
 - vi. The internationalization of the graduate research programme;
- k) Makes recommendations to the Executive Committee on the viability and sustainability of the graduate research programme.

3.3.2. Membership of the Graduate Research Programme Committee

The members of the Graduate Research Programme Committee are:

- a) Vice-Dean (Research), ex-officio member and Chair of the committee (non-voting; tie breaker);
- b) One (1) regular professor selected from each Section, who has experience teaching or supervising graduate students in at least one of the School's research programme. It is the responsibility of the Section representatives to adequately represent all the fields within their section;
- c) All Programme Directors of research programmes;
- d) One (1) full-time graduate student from one of the School's research programme, selected by the Student Association;
- e) One (1) alumnus of one of the School's graduate research programme, chosen by the Vice-Dean Research, for his/her professional or academic competence;
- f) The Graduate Academic Administrator who is the Secretary of the Committee;
- g) The Manager, Research Enterprise who is a non-voting member.

3.3.3. Term of Members of the Graduate Research Programme Committee

- a) Regular professor selected from each section serves for a two-year term, renewable, not normally exceeding two terms;
- b) Full-time graduate student serves for a one-year term;
- c) Alumnus serves for a two (2) year term, renewable at most once for a maximum of four (4) years.

3.3.4. Quorum at Graduate Research Programs Committee Meetings

Quorum is achieved when the majority of voting members (excluding vacancies or pre-approved leaves of absence) are present.

3.3.5. Meeting Schedule

- a) The Graduate Research Programme Committee shall hold at least five meetings annually.

3.4. Graduate Professional Programme Committee

The Graduate Professional Programme Committee ensures that programme quality meets the standards set by the Senate under the auspices of the Institutional Quality Assurance Process (IQAP), and by the School's accrediting bodies (AACSB, EQUIS, AMBA).

3.4.1. Mandate

The Graduate Professional Programme Committee:

- a) Reviews and assesses admission policies and their implementation;
- b) Reviews suggestions, issues and/or concerns from professors or students about courses/curricula and student experience;
- c) Participates and assists in programme reviews and appraisals;
- d) Reviews admission requirements, structure, content, and learning objectives of the interdisciplinary programme in which the School takes part;
- e) Suggests and assesses new pedagogical initiatives such as team-teaching, non-classroom teaching, online teaching, seminar series, etc.;
- f) Introduces policies and initiatives for graduate students to receive proper financial assistance;
- g) Reviews the graduate professional programme's relations with faculties, schools and institutes of the University of Ottawa with interests common to the School's programme and with professional bodies with whom the School chooses to associate the professional programme (CPA, CMC, PMI, SCIP, etc.);
- h) Monitors the satisfaction level of the students and uses this feedback in regular revision of the curriculum and pedagogy;
- i) Monitors the progress of students in meeting the learning goals of the programme, reviews program effectiveness and makes appropriate changes to the programme curriculum and pedagogy;
- j) Makes recommendations to the School Council concerning:
 - i. Admission requirements and transfer credit guidelines of the School's graduate professional programme;

- ii. Structure, content, and learning objectives of the School's graduate professional programme;
 - iii. Programme creation and changes;
 - iv. Implementation of policies and initiatives that promote academic success and enhance students' university experience;
 - v. Course creation, abolition or modification;
 - vi. The Internationalization of the graduate professional programme;
- k) Makes recommendations to the Executive Committee on the viability and sustainability of the graduate professional programme.

3.4.2. Membership of the Graduate Professional Programme Committee

The members of the Graduate Professional Programme Committee are:

- a) Vice-Dean (programme), ex-officio member and chair of the committee (non-voting; tie breaker);
- b) One (1) regular professor selected from each Section, who has experience teaching or supervising graduate students in at least one of the School's graduate professional programme. It is the responsibility of the Section representatives to adequately represent all the fields within their section;
- c) All Programme Directors of graduate professional programme;
- d) One (1) full-time graduate student from one of the School's graduate professional programme, selected by the Student Association;
- e) One (1) alumnus of one of the School's graduate professional programme, chosen by the Vice-Dean Undergraduate and Professional programme for his/her professional or academic competence;
- f) The Graduate Academic Administrator who is the Secretary of the Committee;
- g) The Manager, Business Development & Student Experience, non-voting member.

3.4.3. Term of Members of the Graduate Professional Programme Committee

- a) Regular professor selected from each section serve for a two-year term, renewable, not normally exceeding two terms;
- b) Full-time graduate students are appointed a one-year term;
- c) Alumnus serves for a two (2) year term, renewable at most once, for a maximum of four (4) years.

3.4.4. Quorum at Graduate Professional Programs Committee Meetings

Quorum is achieved when the majority of voting members (excluding vacancies or pre-approved leaves of absence) are present.

3.4.5. Meeting Schedule

- a) The Graduate Professional Programme Committee shall hold at least five meetings annually.

3.5. Research Committee

The Research Committee promotes and coordinates research by whatever means it deems appropriate.

3.5.1. Mandate

The Research Committee will:

- a) Make recommendations to the School Council concerning the establishment and updating of School research policy;
- b) Make recommendations to the Executive Committee concerning:
 - i. Annual budget estimates for research;
 - ii. Priorities for the allocation of School operating funds for research;
 - iii. The administration of the research budget;
 - iv. The standards for assessing the quality and quantity of faculty members' research-related activities to be referenced in policies addressing faculty workloads within the context of the collective agreement and resources of the School.
- c) In addition, the Research Committee
 - i. Advises the Dean in matters of research policy;
 - ii. Provides advice to the Head, Management Library, on library matters related to resources and services, as appropriate. Committee members will also disseminate relevant library issues to their sections;
 - iii. Sets direction for research office programme and dissemination strategies;
 - iv. Makes recommendations in the allocation of funds for research out of the School's operating budget;
 - v. Makes recommendations on criteria and procedures for evaluating new programme financed by allocations from the operating budget;
 - vi. Evaluates applications and allocates funds for funding programme managed by the Research Office;
 - vii. Makes recommendations on budget estimates for research and publications as well as the administration and apportionment thereof.

3.5.2. Membership

The members of the Research Committee are:

- a) The Vice-Dean (Research), who also chairs the Committee;

- b) Four (4) regular research-active professors, at a level of associate or full, as follows:
 - i. One representative per section; it is the responsibility of the Section representatives to adequately represent all the fields within their section;
 - ii. One regular professor, of any rank, elected at large;
 - iii. The Manager, Research Enterprise, as voting member ex-officio, who acts as the Committee's Secretary.

NOTE: The Chair may invite guests when their expertise is required.

3.5.3. Term of Members on the Research Committee

Regular research-active professor serves for two-year terms of office, renewable, not normally exceeding two terms.

3.5.4. Quorum at Research Committee Meetings

Quorum is achieved when the majority of voting members (excluding vacancies or pre-approved leaves of absence) are present.

3.5.5. Meeting Schedule

- a) The Research Committee shall hold at least five meetings annually.

BYLAW 4: OTHER COMMITTEES

4.1. Faculty Teaching Personnel Committee

The composition and functions of the Faculty Teaching Personnel Committee (FTPC) are indicated in the collective agreement between the University of Ottawa and the APUO.

The following provisions apply specifically to the Telfer School of Management:

4.1.1. Membership of the Faculty Teaching Personnel Committee

- a) The FTPC is composed of five (5) regular tenured professors;
- b) Each section will be represented by at least one (1) member on the FTPC.

4.1.2. Term of Members on the Faculty Teaching Personnel Committee

- a) The mandates of members appointed by the sections are renewable for one additional 2-year term following agreement of the majority of section members;
- b) The mandates of members at large are not renewable.

4.2. School Assembly

The School Assembly convenes at least once a year to receive the annual report of the School. It is a forum where the Dean presents the overall direction, strategy, and accomplishments of the School and its employees.

4.2.1. Mandate

- a) Receive information on the direction, strategy and functioning of the School;
- b) Receive the annual report of the School;
- c) Celebrate employee accomplishments and present awards.

4.2.2. Membership of the School Assembly

The School Assembly is normally chaired by the Dean. However, special assemblies may be chaired by any of the Vice-Deans. The Chair may invite other guests as appropriate to deal with specific matters.

The School Assembly consists of the following members:

- a) All full-time faculty members;
- b) All full-time administrative personnel;
- c) Graduate students at the doctoral or post-doctoral level.

4.2.3. Meeting Schedule

- a) The School Assembly shall hold at least one meeting annually;

- b) One School Assembly meeting is normally scheduled every semester;
- c) Specific dates and times are determined by the Dean and announced no later than a month in advance;
- d) The Dean may convene special assemblies when required.

4.3. Professors' Assembly

The Professors' Assembly is an advisory body that meets to provide input to the Dean on academic matters of importance for the School.

The Professors' Assembly is normally chaired by the Dean. However, special assemblies may be chaired by any of the Vice-Deans. The Chair may invite other guests as appropriate to deal with specific matters.

4.3.1. Mandate

- a) Receive the annual report of the School;
- b) Discuss and provide input and advice on major academic issues (teaching, research).

4.3.2. Membership of the Professors' Assembly

The Professors' Assembly consists of the following members:

- a) All full-time faculty members.

4.3.3. Meeting Schedule

- a) The Professors' Assembly shall hold at least one meeting annually;
- b) Specific dates and times are determined by the Dean and announced no later than one month in advance;
- c) The Dean may convene special assemblies when required.

BYLAW 5: SCHOOL EXECUTIVE

5.1. The Dean

5.1.1. Functions

- a) The Dean is the titular head of the School. His/her main functions are determined by his/her dual role as chairperson of the School Council and Chief Executive Officer of the School;
- b) As chairperson of the School Council, the Dean carries out his/her functions in accordance with the regulations of the Senate and of the School Council. The Dean is also an ex-officio member of all the committees of the School Council;
- c) As Chief Executive Officer of the School, the Dean acts in conformity with The University of Ottawa Act, the regulations of the Board of Governors and the bylaws of the School.

5.1.2. Appointment procedure:

- a) The Dean is appointed in keeping with the process outlined in Procedure for Appointing a Dean, approved by the Joint Committee of the Senate and the Board of Governors, available at uOttawa.ca/administration-and-governance/procedure-for-the-appointment-of-a-dean.

5.1.3. Term of office

- a) The term is normally five (5) years and is renewable.

5.2. Vice-Deans

5.2.1. Functions

The Vice-Deans' role is to actively contribute to the development of the School's Strategic Plan and to support the pursuit of excellence amongst the Faculty. The Vice-Deans execute their duties with the aim of maximizing opportunities for the School to innovate and occupy a leading position.

The details of the role and functions of each Vice-Dean are described in *Telfer Governance Policies and Procedures*.

5.2.2. Appointment procedure

The Vice-Deans are appointed in keeping with the process outlines in *Telfer Governance Policies and Procedures*.

BYLAW 6: AUTHORITY FOR AMENDING BYLAW

Any amendment to these bylaws must be approved by School Council of the Telfer School of Management, and by the Executive Committee of the Senate. The Telfer School of Management bylaws will be reviewed periodically.