A number of sources were consulted and used in the revision of the By-laws of the Telfer School of Management. These include the School of Management by-laws approved in 1993, last revised in 2001, the University Government (UG), the Collective Agreement between the University of Ottawa and the APUO, and some wording was borrowed from the by-laws of other faculties on campus (in particular, from the faculties of Social Sciences (SS) and Health Sciences (HS)). The following table provides the organization of the revised School by-laws as well as useful references.

By-Law 1: School Council

In compliance with Article 157 of the University Government, the Faculty Council enacts policies for the management of Faculty affairs, it being understood that such policies are subject to Senate approval in academic matters and approval by designated University authorities in other matters (see University of Ottawa Act, Section 18(2)).

The standing committees of the School Council consist of: the Executive Committee of the School, the Undergraduate Programs Committee, the Graduate Research Programs Committee, the Graduate Professional Programs Committee, the Research Committee, the International Operations Committee, the Human Resources Planning Committee, and the Faculty Teaching Personnel Committee as defined in the Collective Agreement between the University and the Association of Professors of the University of Ottawa (APUO).

1.1   Mandate of the School Council

Subject to the provisions of Article 157 of University Government, the School Council is the primary governing body of the School. The Council's mandate is to:

1.1.1   Make by-laws for the efficient management of the School, it being understood that no such by-law is effective before it has been approved by Senate;

1.1.2   Establish regulations for the conduct of its meetings and for election procedures where provided for;

1.1.3   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;

1.1.4   Make to those responsible, according to the approved procedures, recommendations on:
   (a) the policy and conditions for admission to baccalaureate programmes and to first professional degree programmes offered by the School;
   (b) the structure of programmes leading to degrees, diplomas and certificates;
   (c) all other undergraduate courses and programmes;
   (d) continuing and executive education and programs 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.

1.1.5   To make to those responsible, according to the approved procedures, recommendations on interdisciplinary courses and programmes offered by the School at the graduate level;

1.1.6   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 by-laws;

1.1.7   Approve the five-year strategic plan of the School;

1.1.8   Examine the operating budget, once approved by the Board of Governors, in terms of whether it meets the requirements of the development plan prepared by the School Council and the Senate, and to determine, if need be, modification of the plan for future

years;

1.1.9   Approve the annual report of the faculty before it is submitted to the Rector;

1.1.10 Make any recommendation to the Senate and the Board of Governors that it deems appropriate for the development of the School.

1.2   Membership of the School Council

Subject to the provisions of Article 158 of University Government, the School Council is composed of the following members[1]:

1.2.1   Ex-officio[1] 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.

NOTE: One of the Vice-Deans shall be designated by the Dean as the administrative exclusion: in the absence of the Dean, the administrative exclusion shall assume the Dean's role, including that of chairing meetings. One of the Vice-Deans shall be designated by the Dean as the School Secretary.

1.2.2   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.

1.2.3   Elected student members:

(a) Three undergraduate students in third or fourth year in compliance with article 1.3.2 below;

(b) Two graduate students (one from the Research-based programs of the School and one from the Professional Programs of the School);

(c) One undergraduate student elected to Senate, ex-officio.

1.2.4   Administrative personnel:

The School's Chief Administrative Officer.

1.2.5   Replacements

---

[1] Ex-officio: A person given a specific responsibility by virtue or because of an office. This person is necessarily a member of certain committees.

Members who are absent from the School Council may not be replaced.

1.2.6   Guests (non-voting)

The Chair may invite guests when their expertise is required.

1.3   Procedures for Electing Council Members

1.3.1   Procedures for electing academic personnel members:

(a) The professors of each Section shall select one faculty member from their Section to represent their Section on the School Council. In the event that the appointment of a Section representative becomes vacant prior to the normal expiry date of the term of office, the Section must elect a replacement to fill the vacancy for the remainder of the term of the filled appointment;

(b) The "at large" members are then elected by preferential ballot (see Appendix 2) by all full-time faculty members;

(c) The non-regular faculty member is elected by preferential ballot (see Appendix 2) by all non-regular, full-time faculty members;

(d) Except where otherwise stated, elected members serve a two-year term, renewable;

(e) Terms of office are from July 1 to June 30;

(f) Section coordinators must convey the names of their Section representative to the Secretary of the School, who thereafter administers the elections for members "at large".

1.3.2   Procedures for electing student members:

(a) The Secretary of the School shall launch the procedure by asking the undergraduate and graduate student associations to appoint student representatives according to the Student Associations' rules;

(b) Student members are appointed by the School Council for a one (1) year term, renewable, starting on October 1 and ending on the following September 30;

(c) The undergraduate student representatives must be third- or fourth-year full-time students;

(d) Student Associations must convey the names of their representatives to the Secretary of the School.

1.4   Quorum at Council Meetings

1.4.1   Quorum is 50% plus one (1) of the total number of voting members excluding vacancies.

1.4.2   Student members are not counted in the determination of quorum from May 1 to September 30.

1.4.3   Members missing three meetings within one year without proper notice to the Secretary of the School shall be asked by the Secretary to resign from the Council. If the member is the representative of a Section, the Section Coordinator shall be informed: the Section shall be asked to select a replacement. 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.

1.5 Meeting Schedule

1.5.1 The School Council shall hold at least three meetings annually.

1.5.2 Council meetings are normally held once a month from September to June, inclusively.

1.5.3 Specific meeting dates and times are determined by the Dean and announced in September.

1.5.4 The Chair may convene special meetings when required.

1.5.5 Upon written request of at least one third of the members, the Chair will schedule a special meeting.

1.5.6 The Secretary of the School shall notify all members of the School Council of each meeting five (5) working days prior to the meeting. The notice shall include the agenda of the meeting.

1.6 Agenda

1.6.1 Requests for items to come before the School Council must be submitted in writing to the Secretary of the School ten (10) working days before a regular meeting.

1.6.2 The Secretary of the School, in consultation with the Dean and the Vice-Deans, shall prepare the agenda, a copy of which is to be sent to all members along with all supporting documents five (5) working days prior to each meeting. Items of an urgent nature may be added to the agenda by the Chair at the beginning of a meeting, with the consent of the majority (50% plus one) of the voting members present.

1.6.3 At each regular meeting, the Order of Business shall normally be presented in the following manner:

(i) Approval of the agenda

(ii) Adoption of the minutes of the previous meeting

(iii) Business arising from the minutes

(iv) Dean's remarks

(v) Reports of Committees

(vi) Motions

(vii) Planned items depending on the time of year (for example, report on Strategic Plan)

(viii) Other business

1.7 Conducting Meetings

The articles concerning "Points of Order", "Motions", "Minutes", and "Virtual Participation" described in Appendix I of these By-Laws apply to the School Council.

2.1   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 by-law.

2.1.1   Mandate of the Executive Committee

Subject to the provisions of Article 160 of the University Government, the mandate of the Executive Committee is:

a) To 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) To lead the School's strategy formulation and make recommendation on the School's strategic plan to School Council;

c) To 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) To approve 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) To help the Dean produce strategic, accreditation or other formal planning documents for submission to the School Council;

f) To review all financial or resource implications of proposed developments of the undergraduate and graduate programs, and make recommendations to the School Council or other bodies of the University;

g) To establish policies with respect to faculty workloads within the context of the collective agreement and resources of the School;

h) To approve the appointment of visiting and adjunct professors in accordance with the guidelines set by the Collective Agreement;

i) To receive and evaluate the recommendations of the Committee of Inquiry with regards to cases of academic fraud and approve sanctions as per Senate regulations;

j) To 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;

k) To perform other duties that may be assigned to it by the Dean or by the School Council.

2.1.2   Membership of the Executive Committee

Subject to the provisions of Article 161 of the University Government, the Executive Committee is composed of the following members:

2.1.2.1   Ex-officio members (voting):

(a) The Dean, who serves as Chair;

(b) The School's Vice-Deans;

(c) The School's Section Coordinators.

NOTE: One of the Vice-Deans shall be designated by the Dean as the administrative exclusion: in the absence of the Dean, the administrative exclusion shall assume the Dean's role, including that of chairing meetings. One of the Vice-Deans shall be designated by the Dean as the School Secretary.

2.1.2.2   Administrative personnel members:

(a) The School's Chief Administrative Officer;

(b) The Assistant Dean, External Relations;

(c) The Executive Director, Centre of Executive Leadership;

(d) The Manager, Finance (non-voting).

2.1.2.3   Guests and replacements

(a) The Chair may invite guests when their expertise is required. Guests do not have voting rights.

(b) Members who are absent from the Executive Committee may not be replaced.

2.1.3	Quorum at Executive Committee Meetings

Quorum is 50% plus one (1) of the total number of voting members excluding vacancies.

2.1.4	Meeting Schedule

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

b) Executive meetings are normally held monthly from September to June, inclusively.

c) Specific dates and times are determined by the Dean and announced no later than in September.

d) The Executive Committee shall normally hold at least one strategic planning retreat annually.

e) The Chair may convene special meetings when required.

f) Upon written request of at least one third of the members, the Chair will schedule a special meeting.

g) The Secretary of the School shall notify all members of the Committee of each meeting five (5) working days prior to the meeting. The notice shall include the agenda of the meeting.

2.1.5	Agenda

a) Requests for items to come before the Executive Committee should be submitted in writing to the Secretary of the School ten (10) working days before a regular meeting.

b) The Secretary of the School, in consultation with the Dean and the Vice-Deans, shall

prepare the agenda, a copy of which is to be sent to all members along with all supporting documents five (5) working days prior to each meeting. Items of an urgent nature may be added to the agenda by the Chair on the day of the meeting, with the consent of the majority (50% plus one) of the voting members present.

c) At each regular meeting, the Order of Business shall normally be presented in the following manner:

(i) Approval of the agenda

(ii) Adoption of the minutes of the previous meeting

(iii) Business arising from the minutes

(iv) Dean's remarks

(v) Motions

(vi) Update on budget

(vii) Planned items depending on the time of year (for example, strategic planning discussion)

(viii) Other business

2.1.6 Conducting Meetings

The articles concerning "Points of Order", "Motions", "Minutes", and "Virtual Participation" described in Appendix I of these By-Laws apply to the Executive Committee.

2.2 Undergraduate Programs Committee

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

2.2.1 Mandate

Subject to Article 162 of the University Government, the Undergraduate Programs Committee:

1. Reviews and assesses admission policies and their implementation;
2. Reviews suggestions, issues and/or concerns from professors or students about courses/curricula and student experience;
3. Participates and assists in program reviews and appraisals;
4. Evaluates exchange programs;
5. Suggests and assesses new pedagogical initiatives such as team-teaching, non-classroom teaching, online teaching, seminar series, etc.;
6. Reviews the program's relations and preparation vis-à-vis accrediting bodies, alumni, and the field;
7. Reviews the BCom program's relations with faculties, schools and institutes of the University of Ottawa with interests common to the program;
8. Monitors the satisfaction level of the students and uses this feedback in regular

revision of the curriculum and pedagogy;

9. Monitors the progress of students in meeting the learning goals of the program, and makes appropriate changes to the program curriculum and pedagogy in order to ensure that a high percentage of students meet the program's learning goals;

10. Makes recommendations to the School Council concerning:

    a. Admission requirements and transfer credit guidelines of the School's undergraduate programs;

    b. Structure, content, and learning objectives of the School's undergraduate programs;

    c. Program creation and changes;

    d. Implementation of policies and initiatives that promote academic success and enhance students' university experience;

    e. Course creation, abolition or modification;

    f. Internationalizing undergraduate programs and developing opportunities for student mobility.

2.2.2   Membership of the Undergraduate Programs Committee

Subject to Article 163 of the University Government, the members of the Undergraduate Programs Committee are:

a. The Vice-Dean, Undergraduate and Professional Programs, ex-officio member and chair of the committee (non-voting; tie breaker);

b. One professor representing each Section, who teaches in the BCom program, to serve for a two-year term, renewable. It is the responsibility of the Section representatives to adequately represent all the fields within their Section;

c. The Undergraduate Programs Director, as Secretary of the Committee;

d. One (1) full-time BCom student, selected by the Student Association, who serves a one-year term, renewable;

e. One (1) alumnus, chosen by the Vice-Dean Undergraduate and Professional Programs, for his/her professional or academic competence, who serves for a two year term, renewable at most once, for a maximum of four years;

f. The Director, Student Services Centre;

g. The Administrator, Undergraduate programs (non-voting member);

h. The Manager, Student Experience (non-voting member).

The terms of office for selected professors are staggered so that, normally, no more than two (2) members' terms terminate each year.

Members who anticipate to be absent for a given meeting may be replaced. However, the member must inform the Chair of his/her absence and make the necessary arrangements for his/her substitute to be prepared for the meeting.

2.2.3   Quorum at Undergraduate Programs Committee Meetings

Quorum is 50% plus one (1) of the total number of members excluding vacancies.

2.2.4   Meeting Schedule

a. The Undergraduate Programs Committee shall hold at least five meetings annually.

b. Specific dates and times are determined by the Chair and announced no later than in September.

d. The Chair may convene special meetings when required.

e. Upon written request of at least one third of the members, the Chair will schedule a special meeting.

f. The Secretary of the Committee shall notify all members of the Committee of each meeting five (5) working days prior to the meeting. The notice shall include the agenda of the meeting.

2.2.5   Agenda

a. Requests for items to come before the Undergraduate Committee should be submitted in writing to the Secretary of the Committee ten (10) working days before a regular meeting.

b. The Secretary of the Committee, in consultation with the Chair, shall prepare the agenda, a copy of which is to be sent to all members along with all supporting documents five (5) working days prior to each meeting. Items of an urgent nature may be added to the agenda by the Chair, with the consent of the majority (50% plus one) of the voting members present.

2.2.6   Conducting Meetings

The articles concerning "Points of Order", "Motions", "Minutes", and "Virtual Participation" described in Appendix I of these By-Laws apply to the Undergraduate Programs Committee.

2.3   *Graduate Research Programs Committee*

The Graduate Research Programs Committee ensures that program 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).

2.3.1   Mandate

The Graduate Research Committee:

1. Reviews and assesses admission policies and their implementation;

2. Reviews suggestions, issues and/or concerns from professors or students about courses/curricula and student experience;

3. Participates and assists in program reviews and appraisals;

4. Reviews admission requirements, structure, content, and learning objectives of the interdisciplinary research-based programs in which the School takes part;

5. Suggests and assesses new pedagogical initiatives such as team-teaching, non-classroom teaching, online teaching, seminar series, etc.;

6. Introduces policies and initiatives for graduate students to receive proper financial assistance;

7. Reviews the research program's relations with faculties, schools and institutes of the University of Ottawa with interests common to the School's program;

8. Monitors the satisfaction level of the students and uses this feedback in regular revision of the curriculum and pedagogy;

9. Monitors the progress of students in meeting the learning goals of the research programs, and making appropriate changes to the programs curriculum and pedagogy in order to ensure that a high percentage of students meet the programs' learning goals;

10. Makes recommendations to the School Council concerning:

    a. Admission requirements and transfer credit guidelines of the School's research programs;

    b. Structure, content, and learning objectives of the School's research programs;

    c. Program creation and changes;

    d. Implementation of policies and initiatives that promote academic success and enhance students' university experience;

    e. Course creation, abolition or modification;

    f. Internationalizing research programs and developing opportunities for student mobility.

2.3.2   Membership of the Graduate Research Programs Committee

Subject to Article 163 of the University Government, the members of the Graduate Research Programs 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 teaches or supervises a graduate student in at least one of the School's research programs, to serve for a two-year term, renewable. It is the responsibility of the Section representatives to adequately represent all the fields within their section;

c. All Program Directors of research programs;

d. One (1) full-time graduate student from one of the School's research programs, selected by the Student Association, who serves a one-year term;

e. One (1) alumnus of one of the School's graduate research programs, chosen by the Vice-Dean Research, for his/her professional or academic competence, who serves for a two (2) year term, renewable at most once for a maximum of four (4) years;

f. The Executive Administrator, Graduate Programs, Secretary of the Committee.

The terms of office for selected professors are staggered so that, normally, no more than two (2) members' terms terminate each year.

Members who anticipate to be absent for a given meeting may be replaced. However, the member must inform the Chair of his/her absence and make the necessary arrangements

for his/her substitute to be prepared for the meeting.

2.3.3	Quorum at Graduate Research Programs Committee Meetings
	Quorum is 50% plus one (1) of the total number of members excluding vacancies.

2.3.4 Meeting Schedule

a. The Graduate Research Programs Committee shall hold at least five meetings annually.
b. Specific dates and times are determined by the Chair and announced no later than in September.
c. The Chair may convene special meetings when required.
d. Upon written request of at least one third of the members, the Chair will schedule a special meeting.
e. The Secretary of the Committee shall notify all members of the Committee of each meeting five (5) working days prior to the meeting. The notice shall include the agenda of the meeting.

2.3.5 Agenda

a. Requests for items to come before the Graduate Research Programs Committee should be submitted in writing to the Secretary of the Committee ten (10) working days before a regular meeting.

b. The Secretary of the Committee, in consultation with the Chair, shall prepare the agenda, a copy of which is to be sent to all members along with all supporting documents five (5) working days prior to each meeting. Items of an urgent nature may be added to the agenda by the Chair on the day of the meeting, with the consent of the majority (50% plus one) of the voting members present.

2.3.6 Conducting Meetings

The articles concerning "Points of Order", "Motions", "Minutes", and "Virtual Participation" described in Appendix I of these By-Laws apply to the Graduate Research Programs Committee.

2.4   Graduate Professional Programs Committee

The Graduate Professional Programs Committee ensures that program 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).

2.4.1 Mandate

The Graduate Professional Programs Committee:

1. Reviews and assesses admission policies and their implementation;
2. Reviews suggestions, issues and/or concerns from professors or students about courses/curricula and student experience;

3. Participates and assists in program reviews and appraisals;

4. Reviews admission requirements, structure, content, and learning objectives of the interdisciplinary programs in which the School takes part;

5. Suggests and assesses new pedagogical initiatives such as team-teaching, non-classroom teaching, online teaching, seminar series, etc.;

6. Introduces policies and initiatives for graduate students to receive proper financial assistance;

7. Reviews the graduate professional program's relations with faculties, schools and institutes of the University of Ottawa with interests common to the School's programs and with professional bodies with whom the School chooses to associate the professional programs (CMA, CMC, etc.);

8. Monitors the satisfaction level of the students and uses this feedback in regular revision of the curriculum and pedagogy;

9. Monitors the progress of students in meeting the learning goals of the graduate professional programs, and making appropriate changes to the programs curriculum and pedagogy in order to make sure that a high percentage of students meet the programs' learning goals;

10. Makes recommendations to the School Council concerning:

    a. Admission requirements and transfer credit guidelines of the School's graduate professional programs;

    b. Structure, content, and learning objectives of the School's graduate professional programs;

    c. Program creation and changes;

    d. Implementation of policies and initiatives that promote academic success and enhance students' university experience;

    e. Course creation, abolition or modification;

    f. Internationalizing graduate professional programs and developing opportunities for student mobility.

2.4.2   Membership of the Graduate Professional Programs Committee

Subject to Article 163 of the University Government, the members of the Graduate Professional Programs Committee are:

a. Vice-Dean (Undergraduate and Professional Programs), ex-officio member and chair of the committee (non-voting; tie breaker);

b. One (1) regular professor selected from each Section, who teaches or supervises a graduate student in at least one of the School's graduate professional programs to serve for a two-year term, renewable. It is the responsibility of the Section representatives to adequately represent all the fields within their section;

c. All Program Directors of graduate professional programs;

d. One (1) full-time graduate student from one of the School's graduate professional programs, selected by the Student Association, who serves a one-year term;

e. One (1) alumnus of one of the School's graduate professional programs, chosen by the Vice-Dean Undergraduate and Professional Programs for his/her professional or

academic competence, who serves for a two (2) year term, renewable at most once, for a maximum of four (4) years;

f. The Executive Administrator, Graduate Programs, Secretary of the Committee.

The terms of office for selected professors are staggered so that, normally, no more than two (2) members' terms terminate each year.

Members who anticipate to be absent for a given meeting may be replaced. However, the member must inform the Chair of his/her absence and make the necessary arrangements for his/her substitute to be prepared for the meeting.

2.4.3	Quorum at Graduate Professional Programs Committee Meetings

Quorum is 50% plus one (1) of the total number of members excluding vacancies.

2.4.4	Meeting Schedule

a. The Graduate Professional Programs Committee shall hold at least five meetings annually.

b. Specific dates and times are determined by the Chair and announced no later than in September.

c. The Chair may convene special meetings when required.

d. Upon written request of at least one third of the members, the Chair will schedule a special meeting.

e. The Secretary of the Committee shall notify all members of the Committee of each meeting five (5) working days prior to the meeting. The notice shall include the agenda of the meeting.

2.4.5	Agenda

a. Requests for items to come before the Graduate Professional Programs Committee should be submitted in writing to the Secretary of the Committee ten (10) working days before a regular meeting.

b. The Secretary of the Committee, in consultation with the Chair, shall prepare the agenda, a copy of which is to be sent to all members along with all supporting documents five (5) working days prior to each meeting. Items of an urgent nature may be added to the agenda by the Chair on the day of the meeting, with the consent of the majority (50% plus one) of the voting members present.

2.4.6	Conducting Meetings

The articles concerning "Points of Order", "Motions", "Minutes", and "Virtual Participation" described in Appendix I of these By-Laws apply to the Graduate Professional Programs Committee.

2.5	*Research Committee*

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

2.5.1   Mandate

Subject to Article 164 of the University Government, 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 programs 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 programs financed by allocations from the operating budget;
    vi.   evaluates applications and allocates funds for funding programs managed by the Research Office;
    vii. makes recommendations on budget estimates for research and publications as well as the administration and apportionment thereof.

2.5.2   Membership

Subject to Article 165 of the University Government, the members of the Research Committee are:

a. The Vice-Dean (Research), who also chairs the Committee;
b. Five (5) regular professors for two-year renewable terms of office, 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 elected at large.
c. The Research Facilitator, as non-voting member ex-officio, who acts as the Committee's Secretary;

d. The Chair may invite guests when their expertise is required.

2.5.3 Procedures for Electing Committee Members:

a. Once Section representatives have been confirmed by the Sections, the School Secretary, on behalf of School Council, will conduct an election by preferential ballot (see Appendix 2) at the School level for one regular professor at large.

b. Terms of office are staggered so that, normally, no more than two members' terms terminate each year.

2.5.4 Quorum at Research Committee Meetings

Quorum is 50% plus one (1) of the total number of voting members excluding vacancies.

2.5.5 Meeting Schedule

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

b. Specific dates and times are determined by the Chair and announced no later than in September.

c. The Chair may convene special meetings when required.

d. Upon written request of at least one third of the members, the Chair will schedule a special meeting.

e. The Secretary of the Committee shall notify all members of the Committee of each meeting five (5) working days prior to the meeting. The notice shall include the agenda of the meeting.

2.5.6 Agenda

a. Requests for items to come before the Research Committee should be submitted in writing to the Secretary of the Committee ten (10) working days before a regular meeting.

b. The Secretary of the Committee, in consultation with the Chair, shall prepare the agenda, a copy of which is to be sent to all members along with all supporting documents five (5) working days prior to each meeting. Items of an urgent nature may be added to the agenda by the Chair on the day of the meeting, with the consent of the majority (50% plus one) of the voting members present.

2.5.7 Conducting Meetings

The articles concerning "Points of Order", "Motions", "Minutes", and "Virtual Participation" described in Appendix I of these By-Laws apply to the Graduate Research Committee.

2.6 Faculty Teaching Personnel Committee

Subject to Article 166 of the University Government, the composition and operation of the Faculty Teaching Personnel Committee (FTPC) are determined by Article 14 of the Collective Agreement between the University of Ottawa and the APUO. The following provisions apply specifically to the Telfer School of Management:

2.6.1   The FTPC is composed of five (5) regular tenured professors.

2.6.2   Each Section will be represented by at least one (1) member on the FTPC. Once Section representatives have been confirmed by the Sections, the School Secretary, on behalf of School Council, will conduct an election by preferential ballot (see Appendix 2) at the School level for one regular professor at large.

2.6.3   The articles concerning "Points of Order", "Motions", "Minutes", and "Virtual Participation" described in Appendix I of these By-Laws apply to this committee.

2.7   School Assembly

Subject to Article 167 and 168 of the University Government, the School Assembly is "an advisory body which must convene at least once a year to receive the annual report of the Faculty". It is a forum where overall direction, strategy, and operating issues are discussed and debated with the goal of providing input to the Dean.

2.7.1   Mandate

   a. discuss and provide input and advice on major issues relevant to the direction, strategy and functioning of the School, periodically;
   b. receive the annual report of the School.

2.7.2   Membership of the School Assembly

The School Assembly consists of the following members:

   a. all members of School Council;
   b. all full-time faculty members;
   c. all full-time administrative personnel.

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.

2.7.3   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 in September.
   d. The Dean may convene special assemblies when required.

2.8   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.

2.8.1   Mandate

The mandate of the Professors' Assembly is to discuss and provide input and advice on major academic issues (teaching, research).

2.8.2   Membership of the Professors' Assembly

The Professors' Assembly consists of the following members:

a.   all full-time faculty members.

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.

2.8.3   Meeting Schedule

a.   The Professors' Assembly shall hold at least one meeting annually.
b.   One Professors' Assembly meeting is normally scheduled every semester.
c.   Specific dates and times are determined by the Dean and announced no later than in September.
d.   The Dean may convene special assemblies when required.

2.9   International Operations Committee

The International Operations Committee will advise School Council and the Executive Committee on the School's strategy and efforts in the international arena.

2.9.1   Mandate

The International Operations Committee supports and executes the international strategy of the School. In particular, it:

a.   Collects and keeps track of information related to all international initiatives of the School;
b.   Recommends to School Council and the Executive Committee the strategic direction of the School in the international arena and is responsible for monitoring its implementation;
c.   Reviews and provides input on the strategy to the Executive Committee and School Council on an annual basis;
d.   Validates and approves international academic and corporate partnerships of the School;
e.   Approves policies related to faculty exchange programs and international visiting professors;
f.   Recommends participation and creation of international projects, including offering programs or executive education abroad and creating joint programs;
g.   Oversees the management of international projects.

2.9.2   Membership

The International Operations Committee consists of the following core members:

a. Vice-Dean (Strategy Implementation and International) as chair;
b. Dean, ex-officio;
c. Vice-Dean (Research);
d. Vice-Dean (Undergraduate and Professional Programs);
e. Assistant Dean (External Relations);
f. Executive Director, Centre for Executive Leadership;
g. Director, Student Services Centre;
h. Project Manager, Accreditations (secretary of the committee).

Additional operational members may be invited as appropriate to deal with specific initiatives.

2.10 Human Resources Planning Committee

The Human Resources Planning Committee is mandated by School Council to formulate faculty hiring priorities.

2.10.1 Mandate

The Human Resources Planning Committee:

a. Prepares a hiring plan addressing the hiring needs and priorities for a 3-year rolling horizon and the coming year based on the Sections' proposed hiring plans, strategic considerations and data (e.g. Strategic Areas of Excellence (SAE) development, program development and needs, projected enrollment and growth, current and projected course coverage ratios, known and expected retirements, accreditation standards, financial considerations such as expected number of funded positions, etc...);
b. outlines as part of the hiring plan the specific qualifications and profile of candidates for the positions, including field, rank, level of academic and professional experience, etc...

2.10.2 Membership

The Human Resources Planning Committee consists of the following core members:

a. The Vice-Dean (Career Development) who serves as Chair;
b. The Dean, ex-officio;
b. The other School Vice-Deans;
c. The School's Section Coordinators.

Additional operational members may be invited as appropriate.

3.1 The Section

A section is an academic unit grouping of professors pursuing the objectives of the University in a given or in complementary disciplines. The Telfer School of Management is comprised of the following sections:

- Accounting and Finance
- Marketing/Organizational Behaviour & Human Resources
- Operations Management & Information Systems (OMIS)
- Management

3.1.1 Functions of the Section

Subject to the jurisdiction of the School Council and the Senate, notably with respect to the curriculum, the principal functions of the section are to:

a. make to the program committees, in compliance with the academic regulations enacted by the Senate and the other School by-laws, recommendations it deems appropriate regarding the courses it offers at the undergraduate and graduate levels;

b. cooperate with the program directors in the implementation of the provisions adopted by the School and the Senate concerning the definition, integration and measurement of attainment of course and program learning goals;

c. encourage and facilitate faculty contributions to research (e.g., by sharing information about disciplinary-specific research opportunities and/or encouraging informal meetings for exchanging research knowledge);

d. encourage and facilitate faculty contributions to teaching (e.g., by sharing information about disciplinary-specific teaching opportunities and/or encouraging informal meetings for exchanging knowledge on pedagogy);

e. provide mentorship to junior faculty members and new hires;

f. develop a 3-year section hiring plan to propose to the HR Planning Committee;

g. establish selection committees as part of the process to hire new professors to the Section, participate in the recruitment, interview and evaluation of candidates, and formulate hiring recommendations to the Section selection committee in keeping with the School hiring and selection process;

h. ensure, in co-operation with the programs, that academic counselling and information services are made available to students;

i. ensure active participation and effective representation on School Committees;

j. routinely monitor whether School support services are adequately serving the needs of section members in relation to all of the above. If they are not, to communicate this inadequacy to the appropriate service and to the Dean's office via the Section coordinator.

3.2 Section Coordinator

The section coordinator is the representative of the section, responsible for coordinating the dynamics of the section and representing its opinions and issues to the Dean and to the

Committees on which he/she serves as part of his/her duties.

3.2.1   The section coordinator has the following responsibilities:

a. convenes and presides over the Section meetings;

b. serves as an ex-officio member on all Section committees;

c. serves as the channel for all official communications intended for, or originating from, the section;

d. represents the opinions and input from the section on all issues deemed by the section to require investigation and/or decision-making by the Dean and appropriate School decision bodies;

e. following consultation with the members of the Section, provides input, guidance and recommendation to the Dean with respect to the teaching assignment and service duties of members of the section;

f. actively participates in the professor hiring process at different levels: establishes a 3-year hiring plan with the Section to propose to the HR Planning Committee; is a member of the HR Planning Committee; communicates the School's hiring plan to the Section; manages the process of professor input to the creation of new professor short-list choices; constitutes and chairs the Selection Committees anchored within the Section and composed of subject matter experts; oversees the structured interview process; encourages Section members in the discipline to actively participate in the interviews; collects the comments from the members of the Section, shares these comments with the Selection Committee and forwards the Selection Committee's recommendations to the Section and to the Dean;

g. liaises with the managers of the various School services and provides constructive feedback on behalf of the Section to improve service quality; shares information with the section regarding current and new service processes and procedures; communicates concerns of the School's administrative staff to the Section members;

h. manages and accounts for the budget assigned by the Dean to the Section for section-specific activities;

i. oversees the efforts of course coordinators in the definition, integration and measurement of course and program learning goals;

j. sits on the School's Executive Committee and the School Council and participates in regular meetings with the other Section Coordinators set by the Dean;

k. represents the Section in interactions with applicable external organizations;

l. carries out certain duties on behalf of the School as assigned by the Dean.

3.2.2   Qualifications of a Section Coordinator

a. be an experienced regular professor from the Section in question, usually an associate or full professor;

b. demonstrated administrative abilities;

c. fully understand School policies, regulations, programs and be committed to pursue the School's mission;

d. preferably be bilingual (French and English), or at least have a passive knowledge of the second language;

e. demonstrated leadership and good interpersonal skills.

3.2.3 Appointment procedure

A Section Coordinator is appointed by the Dean of the School according to the following process (adapted from article 37.2 from the APUO collective agreement):

1. A Coordinator selection committee is formed of the Dean (chair), two tenured members of the Section who are elected openly at a section meeting, and one tenured member from another Section who will be selected by the two elected section members and approached by the Dean to serve on the selection committee. At least one member of the selection committee must be a woman.

2. The Dean will approach the incumbent to confirm if he/she wishes to be a candidate for another mandate.

3. The Dean will inform members of the section as to whether or not the incumbent is willing to stand as a candidate and shall invite all members of the section to submit to their section's Coordinator-Selection committee, the names of possible candidates and reasons supporting their candidacy.

4. The selection committee, after undertaking any further inquiries that it deems appropriate and relevant, shall establish a short list of not fewer than 2 and not more than 3 candidates, unless it is convinced that it can find only one suitable candidate. If the selection committee finds only one suitable candidate, this candidate's name shall be submitted to the members of the Section who shall indicate whether they do or do not find this candidate acceptable to the Selection Committee. The name of the incumbent shall not appear on the short list of candidates unless at least half of the answers to the Dean's request for candidates included the incumbent as an acceptable candidate.

5. Members of the Section shall be informed of the short list. The Coordinator selection committee shall seek the opinion of the Section through written comments and through a preferential ballot (see Appendix 2). Ballots are sent to the Coordinator selection committee.

6. The Dean shall open the preferential ballots (see Appendix 2) in the presence of the committee. Members of the selection committee may raise any additional concerns they may have about the administrative or managerial qualifications or skills of the candidates. The selection committee shall then decide. The Dean, as chair of the selection committee, communicates the decision to the members of the Section.

3.2.4 Mandate

The term of office of a Section Coordinator is three years, renewable.

3.3   Changing Section

A member may wish to change his or her section affiliation. Such a change requires the Dean's approval. The member must demonstrate to the Section that he/she possesses the knowledge, training or background that would allow him/her to teach courses within the targeted Section. The Dean will make his decision in light of a recommendation from the assembly of the Section with which the member wishes to become affiliated.

4.1 The Dean

4.1.1 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 By-laws of the School.

D. More specifically, the dean is responsible for:

a. preparing for submission to the School Council, the draft plan for academic development of the School and the modifications required for the annual updating;

b. preparing, in consultation with the Executive Committee of the School Council, itemized budgetary estimates (by code) for the following year in accordance with the academic development plan approved by the School and the Senate. The dean shall include his/her recommendations on the priorities to be established among the applications for new human and materials resources and also on the modifications to be made to the academic development plan;

c. the day-to-day administration of the School budget as approved by the Board of Governors;

d. presenting to the Joint Committee of the Senate and the Board of Governors the recommendations of the committee on teaching personnel of the School dealing with appointments, renewal or non-renewal of contracts, promotion, various types of leave, and tenure. The dean is also required to append his/her own recommendations to the Committee;

e. communications between the School and the rest of the University and, more specifically, for ensuring that the members of the School are kept informed of the work and decisions of the Senate and its committees and of the work and decisions of the School Council and its committees;

f. preparing the annual report on the activities of the School;

g. discharging such other responsibilities as may be entrusted.

4.1.2 Qualifications

The candidate must meet the following requirements:

a. be a senior regular professor of the Telfer School of Management. In the case of an external candidate, the appointment is conditional upon his/her appointment as a regular professor within the Telfer School of Management;

b. has a demonstrated interest and proven abilities in academic administration and in

matters relating to students;

c. have knowledge and understanding of the policies and regulations of the University;

d. be bilingual, that is, able to speak and write in both English and French;

e. have demonstrated outstanding leadership, academic, administrative and interpersonal skills;

f. is able to work efficiently with academic and administrative personnel as well as students.

4.1.3   Appointment procedure

The Dean is appointed in accordance with Article 170 of the University Government and University regulations.

4.1.4   Term of office

The term is normally five (5) years and is renewable. Please refer to articles 171 to 173 of the University Government.

4.2   Vice-Dean (Research)

4.2.1   Functions

The Vice-Dean (Research) assists the Dean with the administration of the School. More specifically, he/she is responsible for:

a. promoting research within the School;

b. increasing research dissemination and development;

c. supervising the operations of the School's Research Office;

d. chairing the School's Research Committee and ensuring the implementation of the School's research policy;

e. advising the Dean on all matters affecting research activities;

f. encouraging the development of international research and developing partnerships among national and international researchers;

g. overseeing the use of funds allocated for research in the School budget and reporting annually on the use of those funds to the Executive Committee;

h. contributing to the development of the strategic areas of excellence (SAE) and of research communities of interest (RCI) of the School;

i. facilitating the development and submission process of application for research grants to granting agencies by faculty members;

j. chairing the School's Graduate Research Programs committee;

k. overseeing the development, revision, planning and coordination of the graduate research programs of the School in collaboration with the respective Program Directors;

l. representing the School at the Research Commission of the University;

m. representing the School at the Faculty of Graduate and Postdoctoral Studies (FGPS) Graduate Committee, on the Council of the FGPS and with central Research Services;

n. facilitating the development of graduate research programs;

o. participating in the Human Resources (HR) Planning Committee;

p. engaging in public relations activities as representative of the School;

q. acting as a voting member of the School Council and Executive Committee;

r. performing other duties that may be assigned by the Dean.

4.2.2   Qualifications

The candidate must meet the following requirements:

a. demonstrated leadership and skill in teaching, research, administration, and interpersonal relations;

b. demonstrated interest and abilities in dealing with matters relating to research development;

c. be a regular professor, normally at the rank of associate or full professor;

d. preferably bilingual (French and English), but have at least a passive knowledge of the second language;

e. demonstrated knowledge of University research regulations and procedures;

f. demonstrated ability to work with academic and administrative personnel teams.

4.2.3   Appointment procedure

4.2.3.1   The School's Vice-Dean (Research) is appointed by the Board of Governors on the Dean's recommendation to the President, following consultations with the School Council members and faculty at large.

4.2.3.2   Consultations with School Council members are held according to the following procedures:

a. the Dean invites each member of the School Council to provide him/her with the names of any individuals deemed qualified to take up the position of Vice-Dean (Research);

b. a selection committee made up of the Dean, as well as two professors elected by the Executive Committee, submits the name of the candidate of their choice to the Executive Committee;

c. the Dean officially consults the School Council to inform its members of his/her recommendation and that of the Executive Committee;

d. once the appointment request has been approved by the Board of Governors, the Dean advises the School personnel.

4.2.4   Term of Office

The term of office is three (3) years, renewable.

4.3   Vice-Dean (Undergraduate & Professional Programs)

4.3.1   Functions

The Vice-Dean (Undergraduate and Professional Programs) assists the Dean with the administration of the School. More specifically, he/she is responsible for:

a. overseeing the development, planning and coordination of the undergraduate and graduate professional programs of the School;

b. coordination of the periodic and continuous revision of the Undergraduate and Graduate Professional Programs;

c. representing the School at the University level for Undergraduate Studies (University Council on Undergraduate Studies (CUS) and other sub-committees of CUS;

d. ensuring the highest level of standards and continuous improvement in the quality of teaching in the programs and ensuring that the programs are current and innovative;

e. recommending admission quotas and entrance averages and ensuring that the admission targets are met;

f. overseeing the quality of the student experience;

g. chairing the Undergraduate Programs Committee and the Graduate Professional Programs Committee;

h. overseeing the hiring of part-time professors and adhering to the CUPE and APTPUO collective agreements;

i. advising the Dean on all matters affecting the undergraduate and graduate professional programs;

j. participating in the Human Resources (HR) Planning Committee;

k. acting as a voting member of the School Council and Executive Committee;

l. engaging in public relations activities as representative of the School;

m. performing other duties that may be assigned by the Dean.

4.3.2   Qualifications

The candidate must meet the following requirements:

a. demonstrated leadership and skill in teaching, research, administration, and interpersonal relations;

b. demonstrated interest and abilities in academic administration and in matters relating to undergraduate and graduate professional students;

c. be a regular professor normally at the rank of associate or full professor;

d. be preferably bilingual (French and English), but have at least a passive knowledge of the second language;

e. possess knowledge of University academic program regulations and procedures;

f. demonstrated ability to work with academic and administrative personnel teams, as well as with students.

4.3.3   Appointment procedure

4.3.3.1   The School's Vice-Dean (Undergraduate and Professional Programs) is appointed by the Board of Governors on the Dean's recommendation to the President, following consultations with the School Council members and faculty at large.

4.3.3.2 Consultations with School Council members are held according to the following procedures:

    a. the Dean invites each member of the School Council to provide him/her with the names of any individuals deemed qualified to take up the position of Vice-Dean, Undergraduate and Professional Programs;

    b. a selection committee made up of the Dean, as well as professors elected by the Executive Committee, submits the name of the candidate of their choice to the Executive Committee;

    c. the Dean officially consults the School Council to inform its members of his/her recommendation and that of the Executive Committee;

    d. once the appointment request has been approved by the Board of Governors, the Dean advises the School personnel.

4.3.4 Term of office

The term of office is three (3) years, renewable.

4.4 Vice-Dean (Strategy Implementation & International)

4.4.1 Functions

The Vice-Dean (Strategy Implementation and International) assists the Dean with the administration of the School. More specifically, he/she is responsible for:

a. overseeing the management of the strategic planning process and the implementation of the strategic plan; in particular, monitors the performance metrics set for the School's strategic goals and Strategic Areas of Excellence;

b. leading the accreditation/re-accreditation processes for the School;

c. overseeing the development, evolution and management of the information and performance measurement systems in support of the strategic and operational plans for the School;

d. ensuring the measurement and reporting of the School's learning goals and related performance metrics;

e. managing the program rankings in which the School participates, targeting rankings for potential participation, and overseeing the production of data and analyses related to program rankings;

f. managing the design and data collection for surveys and evaluations related to overall School performance, professor performance, and administrative performance;

g. chairing the International Operations Committee, the purpose of which is to coordinate the School's efforts in the international arena. Such efforts include, but are not limited to, international initiatives focused on student recruitment, research, teaching, consulting, institutional relations with other graduate schools and Institutes, alumni and corporate bodies;

h. together with the other Vice-Deans and program directors of the School, preparing proposals for developing and implementing strategies and services to facilitate collaboration and partnerships with international institutions and organizations in

research, teaching and development;

i.   overseeing the proper management of all international partnerships;

j.   advising the Dean on all matters related to his/her area of expertise;

k.   participating in the Human Resources (HR) Planning Committee;

l.   engaging in public relations activities as representative of the School;

m.   acting as voting member of the School Council and Executive Committee;

n.   performing other duties that may be assigned by the Dean.

4.4.2   Qualifications

The candidate must meet the following requirements:

a.   demonstrated leadership and skill in teaching, research, administration, and interpersonal relations;

b.   demonstrated interest and abilities in the academic institution accreditation processes, strategic planning and implementation, performance measurement, benchmarking and management of information systems;

c.   be a regular professor within the School, normally at the rank of associate or full professor;

d.   preferably bilingual (French and English), but have at least a passive knowledge of the second language;

e.   demonstrated knowledge of University academic program regulations and procedures;

f.   experience in international collaboration on academic, research, and/or corporate projects;

g.   demonstrated ability to work with academic and administrative personnel teams.

4.4.3   Appointment procedure

4.4.3.1   The School's Vice-Dean (Strategy Implementation & International) is appointed by the Board of Governors on the Dean's recommendation to the President, following consultations with the School Council members and faculty at large.

4.4.3.2   Consultations with School Council members are held according to the following procedures:

a.   the Dean invites each member of the School Council to provide him/her with the names of any individuals deemed qualified to take up the position of Vice-Dean (Strategy Implementation and International);

b.   a selection committee made up of the Dean, as well as professors elected by the Executive Committee, submits the name of the candidate of their choice to the Executive Committee;

c.   the Dean officially consults the School Council to inform its members of his/her recommendation and that of the Executive Committee;

d.   once the appointment request has been approved by the Board of Governors, the Dean advises the School personnel.

4.4.4   Term of office

The term of office is three (3) years, renewable.

4.5 Vice-Dean (Career Development)

4.5.1 Functions

The Vice-Dean (Career Development) assists the Dean with the administration of the School. More specifically, he/she is responsible for:

a. Overseeing the creation, implementation, and/or communication of professional development opportunities for professors;

b. Staying up to date on the latest research related to professional development of university teaching and research staff;

c. Proposing initiatives and acting as a resource person on matters such as tenure, promotion, and more generally, career development of professors, in keeping with APUO rules;

d. Assisting the Dean in developing professor recruitment and retention strategies;

e. Overseeing the logistics and proper conduct of the recruitment process;

f. Ensuring that the Selection Committees, anchored within the appropriate Section, be struck for each discipline or SAE in which the School recruits;

g. Ex-officio member of all the Selection Committees;

h. Overseeing the use of a structured interview protocol by each Selection Committee;

i. Overseeing the use of a teaching competency assessment by each selection committee;

j. Ensuring that new faculty members are welcomed and mentored;

k. Advising the Dean on all matters related to his/her area of expertise;

l. Chairing the Human Resources (HR) Planning Committee;

m. Liaising with University services such as the Center for Academic Leadership and the Center for University Teaching to identify appropriate workshops to assist in the academic and professional development of Telfer Professors;

n. Engaging in public relations activities as representative of the School;

o. Overseeing the process of recruitment and renewal of Telfer Chairs, Professorships and Fellowships.

p. Acting as voting member of the School Council and Executive Committee;

q. Performing other duties that may be assigned by the Dean.

4.5.2 Qualifications

The candidate must meet the following requirements:

a. demonstrated leadership and skill in teaching, research, administration, and interpersonal relations;

b. demonstrated interest, experience and/or and expertise in human resources management, professional development, coaching and mentoring;

c. be a regular professor within the School, normally at the rank of associate or full

professor;

d. preferably bilingual (French and English), but have at least a passive knowledge of the second language;

e. demonstrated knowledge of University academic program regulations and procedures;

f. demonstrated ability to work with academic and administrative personnel teams;

g. demonstrated knowledge of University faculty hiring regulations and procedures.

4.5.3   Appointment procedure

4.5.3.1   The School's Vice-Dean (Career Development) is appointed by the Board of Governors on the Dean's recommendation to the President, following consultations with the School Council members and faculty at large.

4.5.3.2   Consultations with School Council members are held according to the following procedures:

a. the Dean invites each member of the School Council to provide him/her with the names of any individual deemed qualified to take up the position of Vice-Dean (Career Development);

b. a selection committee made up of the Dean, as well as professors elected by the Executive Committee, submits the name of the candidate of their choice to the Executive Committee;

c. the Dean officially consults the School Council to inform its members of his/her recommendation and that of the Executive Committee;

d. once the appointment request has been approved by the Board of Governors, the Dean advises the School personnel.

4.5.4   Term of Office

The term of office is three (3) years, renewable.

4.6   The Secretary of the School

In compliance with Article 181 of the University Government, there shall be a Secretary of the School. After consulting the Executive Committee, the Dean selects one of the Vice-Deans to become the School's Secretary. The Secretary of the School is one of its officers and, by virtue of the Act, is a member of Senate. That person is the Secretary of the School Council, of the School and Professors' Assemblies and of the Executive Committee, and discharges such other responsibilities as the Dean may entrust.

4.6.1   Mandate

The Secretary assists the Dean with the administration of the School. More specifically, he/she is responsible for:

a. ensuring that the School Council regulations are reviewed and updated in accordance with the University of Ottawa Act and the University Government;

b. assisting the Dean in preparing the School Council, the School and Professors'

Assemblies and the Executive Committee agendas;

c. receiving student appointments to the various School committees and following up with School Council;

d. coordinating the School election processes.

4.7   *Administrative Exclusion*

After consulting the Executive Committee, the Dean selects one of the Vice-Deans to become the Faculty's administrative exclusion.

In accordance with Article 174 of the University Government, the administrative exclusion exercises the powers of the Dean in his/her absence or when he/she is unable to do so. Should the office of Dean become vacant, he/she temporarily fills it until a dean, an acting dean or an administrator is appointed.

Once the appointment request has been approved by the Board of Governors, the Dean advises the Faculty personnel.

The administrative exclusion's term of office ends when a new dean assumes the position.

5.1   The EMBA Program Director

5.1.1   Mandate

The EMBA Program Director reports both to the Vice-Dean (Undergraduate and Professional Programs) and to the Executive Director of the Center for Executive Leadership, and is responsible for:

a. leading, fostering, directing and marketing the School's EMBA program;

b. cooperating with the Sections in the implementation of the provisions adopted by the School and the Senate concerning the definition, integration and measurement of attainment of course and program learning goals;

c. ensuring a professional learning and personal development experience for students by providing them academic direction and first-rate comprehensive support services;

d. meeting enrolment targets of top quality candidates;

e. maintaining and nurturing links within the community and the program's alumni;

f. engaging in public relations and recruitment activities;

g. continuing to improve the EMBA program, engaging faculty members teaching in the program and recommending modifications to its academic content and services;

h. ensuring that the EMBA administrative and academic personnel provide a rewarding and stimulating environment for the execution of all phases of the program;

i. working closely with the Director of Executive Education;

j. overseeing the quality of the student experience;

k. advising the Dean, the Vice-Dean (Undergraduate and Professional Programs) and the Executive Director of the Center for Executive Leadership on all strategic recommendations pertaining to and affecting the EMBA program;

l. working on tasks required for program accreditation or appraisal;

m. attending the Graduate Professional Programs Committee as a voting member;

n. chairing the Admissions Committee of the EMBA program;

o. ensuring that the students enrolled in the program receive appropriate academic guidance and support;

p. deploying all possible efforts for the EMBA program to be ranked and recognized;

q. evaluating proposals for program and policy changes prior to review by the Graduate Professional Programs Committee;

r. providing input to the Dean on teaching assignment of courses offered by the program;

s. approving final marks submitted by the professors;

t. evaluating students' requests for grade review and managing the grade appeal process;

u. working closely with the EMBA Program Manager in developing the course schedule, including the addition and withdrawal of courses or seminars;

v. managing the budget associated with the EMBA program and providing an annual financial and performance report in service of delivering positive financial results;

w. capturing a critical mass of the regional EMBA marketplace;

x. performing other duties that may be assigned by the Dean.

5.1.2   Qualifications

The candidate must meet the following requirements:

a. demonstration of strong leadership, administration, and interpersonal relations;

b. demonstrated experience in executive education and demonstrated excellence in innovation abilities;

c. successful track record at managing an organization or a business unit for results;

d. demonstrated interest and abilities in academic administration;

e. excellent knowledge of the English language, bilingualism (French and English) is considered an asset;

f. core knowledge of academic processes;

g. experience with university academic programs, regulations and procedures;

h. ability to work with academic and administrative personnel teams, as well as with students.

5.1.3   Appointment procedure

5.1.3.1   The School's EMBA Program Director is nominated and appointed according to the process outlined in the 'Memorandum of Agreement' in the APUO Collective Agreement governing the nomination process for program directors in the Telfer School of Management.

The process is as follows:

a. The Dean creates a Selection Committee of no less than three (3) members, including: the Dean, as Chair of the Selection Committee, and at least two (2) other members of the Executive Committee of the School, including the Vice-Dean (Undergraduate and Professional Programs) and one (1) Section coordinator;

b. The Chair of the Selection Committee invites applications to the position through one, or a combination of the following: external advertising, internal calls for nominations and/or applications, or possible candidates to be also approached by the members of the Selection Committee, provided they accept that their nomination be considered for the position. The Chair may also use the services of a recruitment firm if appropriate;

c. Under exceptional circumstances, nominations to the position may be recommended directly to the Executive Committee;

d. A short list of potential candidates is established by the Selection Committee and interviews are held;

e. Once references have been verified, the Selection Committee consults faculty and staff members of the EMBA program through written comments submitted in confidence to the Dean and through a preferential ballot, and, if positive, makes its recommendation to the Executive Committee and

reports the results of the consultation;

f. Deliberations of the Selection Committee remain strictly confidential;

g. The nomination is approved by the Executive Committee of the School, upon recommendation by the Selection Committee;

h. At least six (6) months before the end of the mandate of the EMBA Program Director, the Dean determines, after consultation with the EMBA Program Director, if a new mandate should be sought;

i. If positive, the Dean consults his/her colleagues of the Executive Committee and, if positive, consults the faculty and staff members of the EMBA program through written comments provided in confidence to the Dean. Following the consultation, provided at least half of the answers from the consultation are positive, the Dean submits a recommendation for renewal to the Executive Committee along with the results of the consultation.

5.1.4   Term of Office

The term of office is determined at the time of appointment and is renewable.

5.2   The MBA Program Director

5.2.1   Mandate

The MBA Program Director reports to the Vice-Dean (Undergraduate and Professional Programs) and is responsible for:

a. leading, fostering and directing the School's MBA program;

b. cooperating with the Sections in the implementation of the provisions adopted by the School and the Senate concerning the definition, integration and measurement of attainment of course and program learning goals;

c. ensuring a professional learning and personal development experience for students by providing them academic direction and first-rate comprehensive support services;

d. meeting enrolment targets of top quality candidates;

e. maintaining and nurturing links within the community and the program's alumni;

f. engaging in public relations and recruitment activities;

g. continuing to improve the MBA program, engaging faculty members teaching in the program and recommending modifications to its academic content and services;

h. ensuring that the MBA administrative and academic personnel provide a rewarding and stimulating environment for the execution of all phases of the program;

i. overseeing the quality of the student experience;

j. advising the Dean and Vice-Dean, Undergraduate and Professional Programs on all strategic recommendations pertaining to and affecting the MBA program;

k. working on tasks required for program accreditation or appraisal;

l. attending the Graduate Professional Programs Committee as a voting member;

m. chairing the Admissions Committee of the MBA program;

n. ensuring that the students enrolled in the program receive appropriate academic guidance and support;

o. deploying all possible efforts for the MBA program to be ranked and recognized;

p. providing guidance and support to the students enrolled in the program;

q. evaluating proposals for program and policy changes prior to review by the Graduate Professional Programs Committee;

r. providing input to the Dean on teaching assignment for courses offered by the program;

s. approving final marks submitted by the professors;

t. evaluating students' requests for grade review and managing the grade appeal process;

u. working closely with the Academic Service Manager in developing the course schedule, including the addition and withdrawal of courses or sections;

v. approving directed readings and internships;

w. ensuring concordance and coordination of the English and French programs;

x. performing other duties that may be assigned by the Dean.

5.2.2   Qualifications

The candidate must meet the following requirements:

a. demonstration of strong leadership, administration, and interpersonal relations;

b. demonstrated experience in management education and demonstrated excellence in innovation abilities;

c. successful track record at managing an organization or a business unit for results;

d. demonstrated interest and abilities in academic administration;

e. preferably bilingual (French and English), but have at least a passive knowledge of the second language;

f. core knowledge of academic processes;

g. Experience with university academic programs, regulations and procedures;

h. ability to work with academic and administrative personnel teams, as well as with students.

5.2.3   Appointment Procedure

5.2.3.1   The School's MBA Program Director is nominated and appointed according to the process outlined in the 'Memorandum of Agreement' in the APUO Collective Agreement governing the nomination process for program directors in the Telfer School of Management.

The process is as follows:

a. The Dean creates a Selection Committee of no less than three (3) members, including: the Dean, as Chair of the Selection Committee and at least two (2) other members of the Executive Committee of the School, including the Vice-Dean (Undergraduate and Professional Programs) and one (1) Section coordinator;

b. The Chair of the Selection Committee invites applications to the position

through one, or a combination of the following: external advertising, internal calls for nominations and/or applications, or possible candidates to be also approached by the members of the Selection Committee, provided they accept that their nomination be considered for the position. The Chair may also use the services of a recruitment firm if appropriate;

c. Under exceptional circumstances, nominations to the position may be recommended directly to the Executive Committee;

d. A short list of potential candidates is established by the Selection Committee and interviews are held;

e. Once references have been verified, the Selection Committee consults faculty and staff members of the MBA program through written comments submitted in confidence to the Dean and through a preferential ballot, and, if positive, makes its recommendation to the Executive Committee and reports the results of the consultation;

f. Deliberations of the Selection Committee remain strictly confidential;

g. The nomination is approved by the Executive Committee of the School, upon recommendation by the Selection Committee;

h. At least six (6) months before the end of the mandate of the MBA Program Director, the Dean determines, after consultation with the MBA Program Director, if a new mandate should be sought;

i. If positive, the Dean consults his/her colleagues of the Executive Committee and, if positive, consults the faculty and staff members of the MBA program through written comments submitted in confidence to the Dean. Following the consultation, provided at least half of the answers from the consultation are positive, the Dean submits a recommendation for renewal to the Executive Committee along with the results of the consultation.

5.2.4   Term of Office

The term of office is determined at the time of appointment and is renewable.

5.3   The MSc in Heath Systems Program Director

5.3.1   Mandate

The MSc in Health Systems Program Director reports to the Vice-Dean (Research) and is responsible for:

a. leading, fostering and directing the School's MSc in Health Systems program;

b. cooperating with the Sections in the implementation of the provisions adopted by the School and the Senate concerning the definition, integration and measurement of attainment of course and program learning goals;

c. ensuring a professional learning and personal development experience for students by providing them academic direction and first-rate comprehensive support services;

d. meeting enrolment targets of top quality candidates;

e. maintaining and nurturing links within the community and the program's alumni;

f. engaging in public relations and recruitment activities;

g. continuing to improve the MSc in Health Systems program, engaging faculty members teaching in the program and recommending modifications to its academic content and services;

h. ensuring that the MSc in Health Systems administrative and academic personnel provide a rewarding and stimulating environment for the execution of all phases of the program;

i. overseeing the quality of the student experience;

j. advising the Dean and the Vice-Dean (Research) on all strategic recommendations pertaining to and affecting the MSc in Health Systems program;

k. working on tasks required for program accreditation or appraisal;

l. attending the Graduate Research Programs Committee as a voting member;

m. chairing the Admissions Committee of the MSc in Health Systems program;

n. ensuring that the students enrolled in the program receive appropriate academic guidance and support;

o. evaluating proposals for program and policy changes prior to review by the Graduate Research Programs Committee;

p. providing input to the Dean on teaching assignment for courses offered by the program;

q. approving final marks submitted by the professors;

r. evaluating students' requests for grade review and managing the grade appeal process;

s. working closely with the Manager of Academic sector in developing the course schedule, including the addition and withdrawal of courses or sections;

t. approving directed readings and internships;

u. nurturing a research culture among students;

v. encouraging students to apply to external scholarships;

w. performing other duties that may be assigned by the Dean.

5.3.2   Qualifications

The candidate must meet the following requirements:

a. regular professor within the School at the rank of associate or full professor;

b. demonstration of strong leadership, administration, and interpersonal relations;

c. demonstrated experience in management research education and demonstrated excellence in innovation abilities;

d. successful track record at managing an organization or a business unit for results;

e. demonstrated interest and abilities in academic administration;

f. excellent knowledge of the English language, bilingualism (French and English) is considered an asset;

g. core knowledge of academic processes;

h. Experience with university academic programs, regulations and procedures;

i. ability to work with academic and administrative personnel teams, as well as with

students.

5.3.3   Appointment procedure

5.3.3.1   The School's MSc in Health Systems Program Director is nominated and appointed according to the process outlined in the 'Memorandum of Agreement' in the APUO Collective Agreement governing the nomination process for program directors in the Telfer School of Management.

The process is as follows:

a.   The Dean creates a Selection Committee of no less than three (3) members, including: the Dean, as Chair of the Selection Committee and at least two (2) other members of the Executive Committee of the School, including the Vice-Dean (Research) and one (1) Section coordinator;

b.   The Chair of the Selection Committee invites applications to the position through one, or a combination of the following: external advertising, internal calls for nominations and/or applications, or possible candidates to be also approached by the members of the Selection Committee, provided they accept that their nomination be considered for the position. The Chair may also use the services of a recruitment firm if appropriate;

c.   Under exceptional circumstances, nominations to the position may be recommended directly to the Executive Committee;

d.   A short list of potential candidates is established by the Selection Committee and interviews are held;

e.   Once references have been verified, the Selection Committee consults faculty and staff members of the MSc in Health Systems program through written comments submitted in confidence to the Dean and through a preferential ballot, and, if positive, makes its recommendation to the Executive Committee and reports the results of the consultation;

f.   Deliberations of the Selection Committee remain strictly confidential;

g.   The nomination is approved by the Executive Committee of the School, upon recommendation by the Selection Committee;

h.   At least six (6) months before the end of the mandate of the MSc in Health Systems Program Director, the Dean determines, after consultation with the MSc in Health Systems Program Director, if a new mandate should be sought;

i.   If positive, the Dean consults his/her colleagues of the Executive Committee and, if positive, consults the faculty and staff members of the MSc in Health Systems program through written comments submitted in confidence to the Dean. Following the consultation, provided at least half of the answers from the consultation are positive, the Dean submits a recommendation for renewal to the Executive Committee along with the results of the consultation.

5.3.4   Term of Office

The term of office is determined at the time of appointment and is renewable.

5.4   The MSc in Management Program Director

5.4.1   Mandate

The MSc in Management Program Director reports to the Vice-Dean (Research) and is responsible for:

a. leading, fostering and directing the School's MSc in Management program;

b. cooperating with the Sections in the implementation of the provisions adopted by the School and the Senate concerning the definition, integration and measurement of attainment of course and program learning goals;

c. ensuring a professional learning and personal development experience for students by providing them academic direction and first-rate comprehensive support services;

d. meeting enrolment targets of top quality candidates;

e. maintaining and nurturing links within the community and the program's alumni;

f. engaging in public relations and recruitment activities;

g. continuing to improve the MSc in Management program, engaging faculty members teaching in the program and recommending modifications to its academic content and services;

h. ensuring that the MSc in Management administrative and academic personnel provide a rewarding and stimulating environment for the execution of all phases of the program;

i. overseeing the quality of the student experience;

j. advising the Dean and the Vice-Dean (Research) on all strategic recommendations pertaining to and affecting the MSc in Management program;

k. working on tasks required for program accreditation or appraisal;

l. attending the Graduate Research Programs Committee as a voting member;

m. chairing the Admissions Committee of the MSc in Management program;

n. ensuring that the students enrolled in the program receive appropriate academic guidance and support;

o. evaluating proposals for program and policy changes prior to review by the Graduate Research Programs Committee;

p. providing input to the Dean on teaching assignment for courses offered by the program;

q. approving final marks submitted by the professors;

r. evaluating students' requests for grade review and managing the grade appeal process;

s. working closely with the Manager of Academic sector for Graduate Programs in developing the course schedule, including the addition and withdrawal of courses or sections;

t. approving directed readings and internships;

u. nurturing a research culture among students;

v. encouraging students to apply to external scholarships;

w. performing other duties that may be assigned by the Dean.

5.4.2   Qualifications

The candidate must meet the following requirements:

a. regular professor within the School at the rank of associate or full professor;
b. demonstration of strong leadership, administration, and interpersonal relations;
c. demonstrated experience in management research education and demonstrated excellence in innovation abilities;
d. successful track record at managing an organization or a business unit for results;
e. demonstrated interest and abilities in academic administration;
f. excellent knowledge of the English language, bilingualism (French and English) is considered an asset;
g. core knowledge of academic processes;
h. Experience with university academic programs, regulations and procedures;
i. ability to work with academic and administrative personnel teams, as well as with students.

5.4.3   Appointment procedure

5.4.3.1 The School's MSc in Management Program Director is nominated and appointed according to the process outlined in the 'Memorandum of Agreement' in the APUO Collective Agreement governing the nomination process for program directors in the Telfer School of Management.

The process is as follows:

a. The Dean creates a Selection Committee of no less than three (3) members, including: the Dean, as Chair of the Selection Committee and at least two (2) other members of the Executive Committee of the School, including the Vice-Dean (Research) and one (1) Section coordinator;
b. The Chair of the Selection Committee invites applications to the position through one, or a combination of the following: external advertising, internal calls for nominations and/or applications, or possible candidates to be also approached by the members of the Selection Committee, provided they accept that their nomination be considered for the position. The Chair may also use the services of a recruitment firm if appropriate;
c. Under exceptional circumstances, nominations to the position may be recommended directly to the Executive Committee;
d. A short list of potential candidates is established by the Selection Committee and interviews are held;
e. Once references have been verified, the Selection Committee consults faculty and staff members of the MSc in Management program through written comments submitted in confidence to the Dean and through a preferential ballot, and, if positive, makes its recommendation to the Executive Committee and reports the results of the consultation;

f. Deliberations of the Selection Committee remain strictly confidential;

g. The nomination is approved by the Executive Committee of the School, upon recommendation by the Selection Committee;

h. At least six (6) months before the end of the mandate of the MSc in Management Program Director, the Dean determines, after consultation with the MSc in Management Program Director, if a new mandate should be sought;

i. If positive, the Dean consults his/her colleagues of the Executive Committee and, if positive, consults the faculty and staff members of the MSc in Management program through written comments submitted in confidence to the Dean. Following the consultation, provided at least half of the answers from the consultation are positive, the Dean submits a recommendation for renewal to the Executive Committee along with the results of the consultation.

5.4.3.2   Term of Office

The term of office is determined at the time of appointment and is renewable.

5.5   *The MHA Program Director*

5.5.1   Mandate

The MHA Program Director reports to the Vice-Dean (Undergraduate and Professional Programs) and is responsible for:

a. leading, fostering and directing the School's MHA program;

b. cooperating with the Sections in the implementation of the provisions adopted by the School and the Senate concerning the definition, integration and measurement of attainment of course and program learning goals;

c. ensuring a professional learning and personal development experience for students by providing them academic direction and first-rate comprehensive support services;

d. meeting enrolment targets of top quality candidates;

e. maintaining and nurturing links within the community and the program's alumni;

f. engaging in public relations and recruitment activities;

g. continuing to improve the MHA program, engaging faculty members teaching in the program and recommending modifications to its academic content and services;

h. ensuring that the MHA administrative and academic personnel provide a rewarding and stimulating environment for the execution of all phases of the program;

i. overseeing the quality of the student experience;

j. advising the Dean and the Vice-Dean, Undergraduate and Professional Programs on all strategic recommendations pertaining to and affecting the MHA program;

k. working on tasks required for program accreditation or appraisal;

l. attending the Graduate Professional Programs Committee as a voting member;

m. chairing the Admissions Committee of the MHA program;

n. ensuring that the students enrolled in the program receive appropriate academic

guidance and support;

o. evaluating proposals for program and policy changes prior to review by the Graduate Professional Programs Committee;

p. providing input to the Dean on teaching assignment for courses offered by the program;

q. approving final marks submitted by the professors;

r. evaluating students' requests for grade review and managing the grade appeal process;

s. working closely with the Manager of Academic sector for Graduate Programs in developing the course schedule, including the addition and withdrawal of courses or sections;

t. approving directed readings and internships;

u. performing other duties that may be assigned by the Dean.

5.5.2   Qualifications

The candidate must meet the following requirements:

a. demonstration of strong leadership, administration, and interpersonal relations;

b. demonstrated experience in management education and demonstrated excellence in innovation abilities;

c. successful track record at managing an organization or a business unit for results;

d. demonstrated interest and abilities in academic administration;

e. preferably bilingual (French and English), but at least a passive knowledge of the second language;

f. core knowledge of academic processes;

g. Experience with University academic programs, regulations and procedures;

h. ability to work with academic and administrative personnel teams, as well as with students.

5.5.3   Appointment procedure

5.5.3.1   The School's MHA Program Director is nominated and appointed according to the process outlined in the 'Memorandum of Agreement' in the APUO Collective Agreement governing the nomination process for program directors in the Telfer School of Management.

The process is as follows:

a. The Dean creates a Selection Committee of no less than three (3) members, including: the Dean, as Chair of the Selection Committee and at least two other members of the Executive Committee of the School, including the Vice-Dean (Undergraduate and Professional Programs) and one Section coordinator;

b. The Chair of the Selection Committee invites applications to the position through one, or a combination of the following: external advertising,

internal calls for nominations and/or applications, or possible candidates to be also approached by the members of the Selection Committee, provided they accept that their nomination be considered for the position. The Chair may also use the services of a recruitment firm if appropriate;

c. Under exceptional circumstances, nominations to the position may be recommended directly to the Executive Committee;

d. A short list of potential candidates is established by the Selection Committee and interviews are held;

e. Once references have been verified, the Selection Committee consults faculty and staff members of the MHA program through written comments submitted in confidence to the Dean and through a preferential ballot, and, if positive, makes its recommendation to the Executive Committee and reports the results of the consultation;

f. Deliberations of the Selection Committee remain strictly confidential;

g. The nomination is approved by the Executive Committee of the School, upon recommendation by the Selection Committee;

h. At least six months before the end of the mandate of the MHA Program Director, the Dean determines, after consultation with the MHA Program Director, if a new mandate should be sought;

i. If positive, the Dean consults his/her colleagues of the Executive Committee and, if positive, consults the faculty and staff members of the MHA program through written comments submitted in confidence to the Dean. Following the consultation, provided at least half of the answers from the consultation are positive, the Dean submits a recommendation for renewal to the Executive Committee along with the results of the consultation.

5.5.4 Term of Office

The term of office is determined at the time of appointment and is renewable.

5.6 *The Undergraduate Program Director*

5.6.1 Mandate

The Undergraduate Program Director reports to the Vice-Dean (Undergraduate and Professional Programs) and is responsible for:

a. leading, fostering and directing the academic component of the School's Undergraduate programs;

b. cooperating with the Sections in the implementation of the provisions adopted by the School and the Senate concerning the definition, integration and measurement of attainment of course and program learning goals;

c. ensuring a professional learning and personal development experience for students by providing them academic direction and first-rate comprehensive support services;

d. meeting enrolment targets of top quality candidates;

e. maintaining and nurturing links within the community and the program's alumni;

f. engaging in public relations and recruitment activities;

g. continuing to improve the BCom program, engaging faculty members teaching in the program and recommending modifications to its academic content and services;

h. ensuring that the bachelor's administrative and academic personnel provide a rewarding and stimulating environment for the execution of all phases of the program;

i. overseeing the quality of the student experience;

j. advising the Dean and the Vice-Dean (Undergraduate and Professional Programs) on all strategic recommendations pertaining to and affecting the Undergraduate programs;

k. working on tasks required for program accreditation or appraisal;

l. attending the Undergraduate Programs Committee as a voting member;

m. chairing the Undergraduate Fraud Committee and being responsible for the accelerated fraud process;

n. ensuring that the students enrolled in the program receive appropriate academic guidance and support;

o. evaluating proposals for program and policy changes prior to review by the Undergraduate Programs Committee;

p. providing input to the Dean on teaching assignment for courses offered by the undergraduate programs;

q. approving final marks submitted by the professors;

r. evaluating students' requests for grade review and managing the grade appeal process;

s. working closely with the Administrator, Undergraduate Programs in developing the course schedule, including the addition and withdrawal of courses or sections;

t. approving directed readings and internships;

u. ensuring concordance and coordination of the English and French programs;

v. performing other duties that may be assigned by the Dean.

5.6.2 Qualifications

The candidate must meet the following requirements:

a. demonstration of strong leadership, administration, and interpersonal relations;

b. demonstrated experience in management education and demonstrated excellence in innovation abilities;

c. successful track record at managing an organization or a business unit for results;

d. demonstrated interest and abilities in academic administration;

e. preferably bilingual (French and English), but at least a passive knowledge of the second language;

f. core knowledge of academic processes;

g. Experience with university academic programs, regulations and procedures;

h. ability to work with academic and administrative personnel teams, as well as with students.

5.6.3 Appointment procedure

5.6.3.1 The School's Undergraduate Program Director is nominated and appointed

according to the process outlined in the 'Memorandum of Agreement' in the APUO Collective Agreement governing the nomination process for program directors in the Telfer School of Management.

The process is as follows:

a. The Dean creates a Selection Committee of no less than (3) three members, including: the Dean, as Chair of the Selection Committee and at least (2) two other members of the Executive Committee of the School, including the Vice-Dean (Undergraduate and Professional Programs) and one (1) Section coordinator;

b. The Chair of the Selection Committee invites applications to the position through one, or a combination of the following: external advertising, internal calls for nominations and/or applications, or possible candidates to be also approached by the members of the Selection Committee, provided they accept that their nomination be considered for the position. The Chair may also use the services of a recruitment firm if appropriate;

c. Under exceptional circumstances, nominations to the position may be recommended directly to the Executive Committee;

d. A short list of potential candidates is established by the Selection Committee and interviews are held;

e. Once references have been verified, the Selection Committee consults faculty and staff members of the Undergraduate program through written comments submitted in confidence to the Dean and through a preferential ballot, and, if positive, makes its recommendation to the Executive Committee and reports the results of the consultation;

f. Deliberations of the Selection Committee remain strictly confidential;

g. The nomination is approved by the Executive Committee of the School, upon recommendation by the Selection Committee;

h. At least (6) six months before the end of the mandate of the Undergraduate Program Director, the Dean determines, after consultation with the Undergraduate Program Director, if a new mandate should be sought;

i. If positive, the Dean consults his/her colleagues of the Executive Committee and, if positive, consults the faculty and staff members of the Undergraduate program through written comments submitted in confidence to the Dean. Following the consultation, provided at least half of the answers from the consultation are positive, the Dean submits a recommendation for renewal to the Executive Committee along with the results of the consultation.

5.6.4   Term of Office

The term of office is determined at the time of appointment and is renewable.

Appendix 1 – Conducting Meetings

Points of order

1. During debate, a member may rise to a point of order. In accordance with the rules of procedure outlined in these *By-Laws*, the Chair shall decide whether the point is one of order or not. Or, the Chair may decide that the urgency does not justify interrupting the speaker, at which point, the Chair shall delay assigning the floor to the member who made the point of order until the speaker has finished.

2. A member may appeal the ruling of the Chair. The appeal will be immediately put to vote, and the Chair's ruling will stand unless overruled by a majority, 50% plus one (1), of the voting members present.

3. A member rising to a point of order may not speak on the substance of the matter under debate.

4. Where the rules governing the procedures outlined in these *By-Laws* do not cover the point of order or procedure raised, the *Roberts Rules of Order*, 11th edition, 2011, will be the authority and will govern.

Motions

1. A motion will normally be preceded by a notice of the motion, given in writing at a previous meeting or recorded on the written agenda circulated by the Secretary.

2. No motion will be open to debate or put to vote unless it has been seconded. Note that motions emanating from the standing committees of the School Council will be considered to have been moved and seconded.

3. Motions require a simple majority, 50% plus one (1), vote to pass. Exception: Motions made for the School Council pertaining to the rules of, or amendments to, these *By-Laws* require a two-thirds majority vote by voting members present.

4. When the chair has stated the question, no other motion shall be offered unless to make an amendment to the immediate question, to refer to a committee, to postpone, or to adjourn.

5. Ordinarily, no member shall speak more than once to the same question, except the mover, who shall have the right to respond once all members wishing to speak have spoken. A member may, at any time, with the permission of the Chair, make a request for information or propose to give an explanation if the member is sure that the urgency of the case justifies it.

6. No rules governing the procedures outlined in these *By-Laws* will be suspended unless two-thirds of the voting members present will consent thereto. Nor will any rule be repealed or amended without a notice of the motion having been given at the previous meeting.

Minutes

1. The minutes of meetings will be distributed to Committee members within ten days after the meeting.

2. The agenda and approved minutes will be made public internally on V:\Common\. Confidential information related to individuals will be redacted.

Conducting Meetings: Virtual Participation in Meetings

1. Virtual participation through the use of telephone or computer technology is a valid and acceptable method for committee meeting participation provided that participation is at all times synchronous (two way in nature; participation by e-mail or fax is hereby disallowed).

2. Participants, once connected by telephone or computer mediated technology as described above, will be considered as 'present' at the meeting and will count in considerations of quorum for any votes of the committee in the meeting. Note that, to be considered as 'present', the participant, once connected, must remain connected and actively available for discussion of issues and polling for votes.

3. To facilitate participation via telephone, the Chair of the meeting will provide the phone number details as part the pre-meeting notification package.

4. To facilitate participation via computer, each Committee will establish an electronic contact point and on-line service (Skype, etc.) and will notify members of this contact point as part of the pre-meeting notification.

5. Members will notify the meeting Chair in advance of their intent to participate virtually so that the Chair can facilitate their being brought on-line prior to the start of the meeting.

6. The Chair will provide a contact number to be used during the meeting to ensure that technical difficulties are noted and dealt with as appropriate and possible during the meeting. This number will form part of the pre-meeting notification package.

7. The Chair will conduct a roll call at the beginning of the meeting and note presence based on verbal responses of all members present (virtual and actual) to ensure final numbers present at the meeting.

8. All motions will be duly written by the meeting Secretary and read so that all members, present and virtual, understand precisely what the motion is prior to voting.

9. When votes include virtual members, all votes will require individual members to verbally indicate their votes by name and will be recorded in this manner.

Appendix 2

Procedures for Preferential Balloting

PROCEDURES

PROCEDURES FOR MEMBERS' VOTES

1. Classez les candidats selon votre choix **en ordre de priorité en apposant un chiffre à côté du nom de chacun des candidats, soit le chiffre 1 pour votre premier choix, le chiffre 2 pour votre deuxième choix, et ainsi de suite**. Vous pouvez classer tous les candidats ou choisir de ne pas classer les candidats en bas de liste.

2. Insérez votre scrutin **dans l'enveloppe blanche et scellez-le. Ne rien écrire sur cette enveloppe.**

3. Placez cette dernière dans la plus grande enveloppe brune qui vous est également fournie. **Imprimez très clairement votre nom sur le devant de cette enveloppe et signez votre nom en dessous.**

4. Déposez cette enveloppe dans la boîte de scrutin **située au bureau d'Isabelle Paquet, DMS 4114.**

La date limite pour déposer votre vote est (indiquer la date)

---

1. Rank candidates in your order of preference by indicating on the ballot, in the boxes beside the names of the candidates, **your order of priority, starting with 1 for your first choice and continuing sequentially**. You may either rank all candidates or choose not to rank some lower priority candidates.

2. Place your ballot **in the letter-size envelope and seal the envelope. Do not mark this envelope in any way**.

3. Place the small white envelope inside the larger manila envelope. **Clearly print your name on the front of this envelope and sign your name underneath.**

4. Deposit this envelope in the ballot box **in Isabelle Paquet's office; room DMS 4114**.

The deadline to submit your ballot is (insert date)

ELECTION PROCEDURES FOR

FILLING THE FIRST VACANCY

On doit compter le nombre de « premières places ». Si un des candidats reçoit une majorité de « premières places » (c'est-à-dire la moitié plus un), on le déclare élu. S'il n'y a pas de majorité, on élimine le candidat avec le plus petit nombre de premières places et ses bulletins de vote sont distribués parmi les autres candidats, selon qui détient le rang valable supérieur sur chaque bulletin de vote. Si cette redistribution ne donne pas une majorité à un des candidats, on répète le

First choices shall be tabulated. If any candidate obtains a majority of first choices, that candidate shall be declared elected. If not, the candidate with the lowest number of first choices shall be eliminated, and his/her first choice ballots will be redistributed among the remaining candidates on the basis of the next highest valid priority on each ballot, increasing the ballot totals of the remaining candidates. This process will continue, the lowest candidate being dropped and his/her

processus ci-dessus (élimination du dernier au classement et redistribution des votes) jusqu'à ce qu'il y ait majorité.

ballots being redistributed until one candidate achieves a majority. That candidate shall be declared elected.

PROCÉDURES, ÉLECTION AU

DEUXIÈME POSTE VACANT

ELECTION PROCEDURES FOR

FILLING THE SECOND VACANCY

Avant de recalculer les bulletins de vote pour remplir un deuxième poste vacant, il est important de rayer (a) le candidat qui a été élu au premier poste et (b) les candidats devenus inéligibles en raison de règlements internes à la suite du premier scrutin.

Prior to recounting the ballots to fill a second vacancy, it is important to note that (a) the candidate already elected is eliminated and (b) if there are local rules which eliminate any other candidate(s) as a result of the first election, such candidate(s) are also eliminated at this time.

On compte ensuite les bulletins de vote, chacun étant assigné au candidat éligible détenant le rang le plus élevé. Si un des candidats obtient ainsi une majorité, on le déclare élu, sinon, on élimine le dernier au classement et on distribue ses bulletins de vote tel qu'indiqué aux procédures pour le premier poste vacant. L'on procède de la même façon (élimination du dernier et redistribution de ses bulletins de vote) jusqu'à ce qu'un des candidats remporte une majorité et est déclaré élu.

Ballots are then counted, each ballot being assigned to the eligible candidate with the highest priority. If this procedure results in any candidate achieving majority, that candidate shall be declared elected. If not, the lowest candidate shall be eliminated, and his/her ballots redistributed as indicated in the procedures for filling the first vacancy. This process continues, with the lowest candidate being dropped and his/her ballots being redistributed until one candidate achieves a majority. That candidate shall be declared elected.

NB. À l'intérieur des textes ci-dessus, le masculin comprends le féminin.