

**KING'S UNIVERSITY COLLEGE DEPARTMENT/SCHOOL STRUCTURE AND OPERATING
PROCEDURES
April 11, 2018**

I. Departments and Schools

Department of English, French, and Writing;
Department of History;
Department of Interdisciplinary Programs;
Department of Philosophy;
Department of Political Science;
Department of Psychology;
Department of Religious Studies;
Department of Sociology;
School of Management, Economics, and Mathematics;
School of Social Work.

An academic unit, be it a department, school or a smaller unit within each of these is a small community of faculty, staff and students who, through their expertise and/or engagement support the delivery of courses and/or programs and conduct research in a demonstrably coherent field of knowledge. The idea of an academic unit is based on the principle of subsidiarity which calls upon people with the appropriate expertise and competence to contribute (in a decentralized organizational structure) to the administration of the College in a manner that best suits their skills, interests and professional development.

The purposes of the academic departments/schools and to a lesser extent, the academic units within departments/schools, are as follows:

- To promote a healthy work environment and community that fosters the development and engagement of its members;
- To develop, staff, assess and deliver its courses in accordance with prevailing academic standards;
- To develop and evaluate its academic programs in accordance with the Institutional Quality Assurance Process of Western University and/or relevant accrediting/regulatory bodies;
- To recruit, hire, orient, mentor and evaluate the performance of its faculty in accordance with College policy and best practices;
- To monitor the instructional, budgetary, promotional, laboratory and other resources necessary for its effective operation;
- To collaborate with assigned subject librarians for library service and collections development;

- To continuously develop the learning environment of its students and attend to all matters related to their courses, programs, progression and graduation in accordance with College policy and Senate regulations;
- To advance the growth, development and reputation of the academic programs in the department/school by working cooperatively and productively with the various administrative offices of the College; including but not limited to Foundation and Alumni, Communications and Media Relations, Enrolment Services, Student Affairs, the Cardinal Carter Library, the Finance Office, Information and Technology Services, the Chaplaincy, Human Resources, the Office of the Academic Dean, and the Office of the Principal;
- To establish productive, and constructive working relationships with College administration, other departments/schools, relevant bodies in the Western University complex and external partners (including accrediting/regulatory bodies).

II. Qualifications, Term of Office, and Responsibilities of Chairs, School Directors, School Associate Directors and Undergraduate Program Coordinators

- A. Internal candidates for the position of Department Chair, School Director, School Associate Director or Undergraduate Program Coordinator must hold a full-time (tenured) appointment in one of the disciplines represented in the department/school (regardless of actual course load). Normally, they should not hold any other part- or full-time administrative office within the College. The preceding statement is not intended to exclude candidates from serving on various College committees, Board of Directors, Senate, etc.
- B. Normally, candidates for the office of Chair or Director should have completed at least one year of full-time teaching at King's University College. However, this does not preclude consideration of an external candidate.
- C. The term of office for a Department Chair, School Associate Director and Undergraduate Program Coordinator shall normally be three years, renewable for up to two further three-year terms (through the procedures outlined in III. below.) The term of office for a School Director shall normally be five years renewable for a second five-year term. Appointments as Department Chairs, School Directors, School Associate Directors, and Undergraduate Program Coordinators are held at the pleasure of the Board of Directors.

- D. The duties and responsibilities of Department Chairs/School Directors are listed below under four categories:

D.1 General Department Administration

1. represent and carry out the philosophy, goals, and policies of the department/school, King's University College and Western University;
2. exercise leadership in advancing department/school matters and advocacy for the development of its existing and future academic programs in a manner that is consistent with the College mission, values and goals;
3. attend EPC, working meetings of EPC, special meetings and subcommittees of EPC, and meetings with the Constituent University and affiliate departments/schools as required;
4. coordinate the development of the department's/school's courses and academic programs in keeping with the needs of the College, students and faculty;
5. work with the department's/school's Academic Program Advisor (APA) to consult with and prepare DAPs for new or existing courses and revisions to departmental modules;
6. coordinate department/school budget proposals and exercise financial control over expenditures from the department/school budget;
7. recommend course offerings to the Academic Dean following consultation with the department/school;
8. monitor course enrolments and rotations;
9. ensure the proper functioning of all department/school committees in a manner consistent with College policy and procedures;
10. arrange and coordinate department/school cooperation with the administration in such areas as pre-registration, registration, examinations, mark submission and graduation;
11. assume responsibility for the maintenance and development of the department's/school's website and promotional materials in consultation with the relevant offices of the College (e.g., Communications and Media Relations, and Information Technology Services);

12. ensure department/school files are maintained;
13. participate in annual meetings and exchanges of information with counterparts in parallel academic units at the university and submit a report of these meetings to the Academic Dean as needed;
14. in conjunction with the Manager Administrative Affairs Academic Dean's Office and Department Administrative Assistants' Office, recommend the hiring, termination, annual evaluation, hours of employment, priority of work, approval of vacation schedules, and approval of overtime of Department/School Administrative Assistants;
15. monitor and report on the instructional, space, laboratory and other resources necessary for the effective operation of the department/school;
16. collaborate with assigned subject librarians for library service and collections development;
17. ensure that the department/school is appropriately prepared for the external review of its academic programs in accordance with the Institutional Quality Assurance Process of the University and relevant accrediting/regulatory bodies;
18. undertake such tasks as are consistent with the role of a Department Chair/School Director, as requested by the Academic Dean;
19. fulfill the responsibilities assigned to Chairs/Directors by Senate, Conditions of Appointment for Faculty, Faculty Council and College Council, and other duly approved College documents;
20. report annually to the Academic Dean on the activities of the department/school.

D.2 Department/School Faculty

1. assume a major role in the process of recruiting, hiring and orienting new fulltime and part time faculty members in accordance with College procedures and best practices; orientation should include the following: academic responsibilities and policies, services for students offered by Student Affairs, Cardinal Carter Library services and collections, harassment and workplace violence policies and supports offered by Human Resources;
2. encourage the professional development and engagement of all members of the department/school in teaching, scholarship and service;

3. advise faculty on probationary appointments of their progress and report to the Academic Dean concerning their eligibility for a tenured appointment;
4. determine teaching assignments and monitor the teaching cycle of full time faculty following consultation with members of the department/school;
5. ensure that all course outlines or syllabi comply with Senate policy;
6. ensure the equitable distribution of marking and TA support;
7. normally, chair the department's/school's Appointments, Promotion and Tenure Committee and report on behalf of the Committee to the College's Appointments, Promotion and Tenure Committee;
8. maintain the department's/school's sabbatical leave schedule and recommend requests for sabbatical leaves to the Academic Dean;
9. coordinate and recommend the hiring, evaluation as required, integration and support of part time faculty in accordance with their collective agreement and in consultation with the Office of Human Resources.

D.3 Student Matters

1. deal knowledgeably, with fairness, and in a considerate manner with individual students and in matters that include but are not limited to academic misconduct, student appeals and complaints, special permissions, and special program counseling and adjudication cases in concert with Senate and internal policies;
2. communicate regularly with the department's/school's Academic Program Advisor to facilitate academic advising for students seeking academic information related to their programs/modules/degrees;
3. meet with their respective student representatives in early September of each year to begin a year-long professional, transparent and collaborative relationship between faculty and students;
4. review course grades for approval;
5. participate in the intent to register process and program counselling presentations as required;
6. assess transfer credits and course equivalencies;
7. authorize course registration of students concentrating in their disciplines as

required;

8. plan career days and information sessions for graduating students, support student clubs and engage in other student life activities in cooperation with Student Affairs;
9. meet with Dean of Students as needed regarding services required for students;
10. in cooperation with the Office of the Academic Dean and Student Affairs ensure that students requiring accommodations are supported in accordance with Senate policy;
11. fulfill the role assigned to Chairs/Directors by Senate in student appeals and petitions.

D.4 Maintaining Collegial Relationships

1. promote general morale and a healthy work environment in the department/school;
2. organize co-curricular activities (speakers, social functions etc.) in collaboration with the KUCSC and Student Affairs and consider these opportunities for co-curricular record recognition;
3. establish and maintain good working relations with related departments/schools at the Constituent University, and other Affiliated University Colleges;
4. establish and maintain good working relations with academic and administrative units in all relevant venues within the College;
5. establish and maintain good working relations with relevant community organizations and accrediting/regulatory bodies;
6. deal knowledgeably, with fairness, and in a considerate manner with colleagues;
7. deal knowledgeably and collegially with department/school, College and University employees, committees, and officers.

E. Duties and Responsibilities of School Associate Directors and Undergraduate Program Coordinators

In departments/schools with multiple program areas or academic units, normally the School Associate Director /Undergraduate Program Coordinator is assigned to one of these academic units with the responsibility of assisting the Chair/Director with the effective operation and development of the academic unit. In such cases, the duties of the School Associate Director/Undergraduate Program Coordinator with respect to the academic unit include the following:

1. coordinate the development of academic programs and supporting courses;
2. coordinate and recommend the hiring, evaluation, integration and support of part time faculty in accordance with their collective agreement and in consultation with the Office of Human Resources;
3. determine teaching assignments, assist with timetabling and monitor the teaching cycle of full time faculty following consultation with faculty and the Chair/Director;
4. track probationary faculty teaching performance;
5. recommend course offerings to the Chair/Director;
6. encourage the professional development and engagement of all members of the academic unit in teaching, scholarship and service;
7. ensure that the academic unit is appropriately prepared for the external review of its academic programs in accordance with the Institutional Quality Assurance Process of the University and other relevant accrediting/regulatory bodies;
8. monitor course enrolments and rotations;
9. recommend marking and TA contracts to the Chair;
10. ensure that all course outlines or syllabi comply with Senate policy;
11. advise the Chair/Director on the budgetary requirements of the academic unit;
12. deal knowledgeably, with fairness, and in a considerate manner with individual students and in matters that include but are not limited to academic misconduct, student appeals and complaints, special permissions, and special program counseling and adjudication cases;
13. deal knowledgeably, with fairness, and in a considerate manner with colleagues;
14. review course grades for approval;
15. participate in the intent to register process and program counselling presentations as required;
16. assess transfer credits and course equivalencies;
17. in cooperation with the Office of the Academic Dean and Student Affairs ensure that

- students requiring accommodations for disabilities are supported in accordance with Senate policy and support faculty in providing universally accessible course materials;
18. update website content and promotional materials in consultation with the Chair/Director and with the relevant offices of the College (e.g., Communications and Media Relations, and Information Technology Services);
 19. plan career days and information sessions for graduating students, support student clubs and engage in other student life activities in collaboration with Student Affairs;
 20. assist with the effective operation of the department/school by attending to duties and responsibilities as assigned by the Chair/Director from time to time.

In situations where the Undergraduate Program Coordinator is not specifically assigned to an academic unit, the responsibilities of the position may include some of the duties listed above as assigned by the Chair/Director from time to time.

It is certainly the case that these duties, properly executed, allow the academic units to achieve their purposes. However, Chairs, School Directors, School Associate Directors and Undergraduate Program Coordinators are not expected to perform all of these duties unassisted. Rather, they are encouraged to distribute duties among the members of the department/school or academic unit so that everyone carries an equitable load. All senior members of the department/school should consider it part of their responsibility to assist junior colleagues with professional development. All members should share the responsibility for assisting Chairs, School Directors, School Associate Directors and Undergraduate Program Coordinators in the execution of their duties and in promoting the welfare of the College and the department/school.

III. Procedures for the Selection of Department Chairs for a First or Renewed Term

- A. Before the month of May of the last semester of the tenure of the Chair, the Vice Principal of Enrolment Services and Strategic Partnerships (VPESSP) or designate will call a meeting of the department for the stated purpose of choosing a Chair. (At least three weeks before this, all eligible voters will be notified of the meeting date.) In cases of vacancy because of resignation or absence from the College, either a new or Acting Chair may be chosen by procedures for the election of department chairs. The VPESSP will chair the meeting, and will have neither voice nor vote. In the case of a single nomination, an electronic ballot will replace the meeting for an election with the stipulation for participation outlined in (D). A simple majority of the votes is required to elect the nominee.

- B. Candidates must be nominated and supported (signed) by two full-time members of the department other than the person nominated. The nomination(s) should be forwarded to the VPESSP with the agreement of the nominee at least 10 days before the meeting. Seven days before the meeting the VPESSP will inform eligible voters of the names of all nominees. Additional nominations, however, will be accepted up to two days before the meeting.
- C. All persons with membership in the department/school as defined below in VIII 1. and qualified in IX. A. 4. shall have voice and vote in the election of the department chairs.
- D. All those who are eligible to vote should be present at the meeting if they are in the Province of Ontario. However, if an eligible voter is out of Province (or unable to attend because of extraordinary reasons), the VPESSP will accept before the meeting, by telephone and/or in writing, the first and second preferences only and will then cast the appropriate ballot(s) on behalf of the absent eligible voter. The VPESSP will determine whether a quorum exists. In order for an election to occur, a quorum of at least 3/4 (to the nearest whole) of eligible voters must be present at the meeting, either in person or by proxy ballot.
- E. The VPESSP will ask those present at the meeting to select a Secretary for the purpose of recording minutes and reading the list of all eligible voters and all eligible nominees. A ballot will be held and a simple majority of the votes cast is required to elect a nominee. In the case when a majority has not been achieved, the situation will be reported to the department members with a call for nominations. A new election will be held. If a simple majority is not achieved in the next election, the Dean will be apprised and meet with the department.
- F. The Role of the Academic Dean

The Dean recommends the Department's choice for Chair to the Principal. In cases when the Department is unable to arrive at a majority decision after following the process in E., above, the Dean will recommend to the Principal a tenured faculty member to serve as Department Chair for a one-year term.

These procedures take precedence over departmental procedures but do not apply to the selection of a School Director.

IV. Director of the School of Management, Economics, and Mathematics

1. Responsibilities of the Director

- 1.1. The Director of the School of Management, Economics, and Mathematics shall be responsible for the general administration of the School including curriculum, policy implementation, budget, other financial matters, extra school relationships, and other responsibilities in accordance with the purposes of departments/schools outlined in I.,

and the duties of Department Chairs/School Directors outlined in II. D. Furthermore, the Director will act as the undergraduate program coordinator for either the Management and Organizational Studies area of the School, or the Economics/Mathematics areas depending upon the Director's background and disciplinary expertise.

2. Selection of the Director

- 2.1. A Selection Committee shall be composed of the Academic Dean (Chair), all members of the School of Management, Economics, and Mathematics, one fulltime faculty member from a department/school at King's other than the School of Management, Economics, and Mathematics elected by Faculty Council, the student representative for Economics, and the student representative for Management and Organizational Studies.
- 2.2. The Selection Committee shall be struck by the Academic Dean at the March meeting of Faculty Council in the year prior to the year in which the current Director's term will be completed.
- 2.3. The term of the Director will normally be five years, renewable for a second term.

3. Review Committee for the Director

- 3.1. If the Director is seeking another term, a Review Committee with the same composition as the Selection Committee above in 2.1., shall be struck at the March meeting of Faculty Council in the year prior to the year in which the Director's term is completed. This committee shall report to the Principal no later than October 1 of the same year.
- 3.2. The Review Committee may invite written comments from King's faculty, students registered in School programs, and members of the professional community as part of its deliberations. Such written comments, with signatures deleted, shall be made available to the Director who shall be given an opportunity to respond in writing to the Review Committee.

V. Associate Director of the School Management, Economics, and Mathematics

1. Responsibilities of the Associate Director

- 1.1. The Associate Director of the School of Management, Economics, and Mathematics will act as the undergraduate program coordinator for the program area of the School not coordinated by the Director (see IV 1.1.) and carry out duties assigned by the Director from time to time to ensure the proper functioning of the School.
- 1.2. The Associate Director of the School shall be responsible to the Director of the School of Management, Economics, and Mathematics.

2. Selection of the Associate Director

- 2.1. A selection committee shall be composed of the Director of the School of Management, Economics, and Mathematics, all members of the School, and one student in the program area to be coordinated by the Associate Director.

- 2.2. The term of the Associate Director will normally be three years, renewable.
 - 2.3. Should there be no internal candidate appointed, the Director will assume the responsibilities of the position, together with any compensation or course load reduction associated with it.
3. Review Committee for the Associate Director of the School
 - 3.1. If the Associate Director of the School is seeking another term, a Review Committee with the same composition as the Selection Committee noted above in 2.1. shall be struck at the March meeting of the School in the year prior to the year in which the Associate Director's term is completed. This committee shall make a recommendation regarding renewal to the School no later than October 1 of the same year.
 - 3.2. The Review Committee may invite written comments from King's faculty, students in programs coordinated by the Associate Director and other members of the King's community as part of its deliberations. Such written comments, with signatures deleted, shall be made available to the Associate Director who shall be given the opportunity to respond in writing to the Review Committee.
 - 3.3. Should there not be a recommendation to renew the term of the incumbent; a Selection Committee will immediately be struck.
 - 3.4. Should there be no internal candidate appointed, the Director will assume the responsibilities of the position, together with any compensation or course load reduction associated with it.

VI. Director of the School of Social Work

1. Responsibilities of the Director
 - 1.1. The Director of the School of Social Work shall be responsible for the general administration of the School including curriculum, policy implementation, budget, other financial matters, extra school relationships, and other responsibilities in accordance with the purposes of departments/schools outlined in I., and the duties of Department Chairs/School Directors outlined in II. D.
 - 1.2. The Director shall be responsible to the Vice-Provost and Associate Vice-Provost of the School of Graduate and Postdoctoral Studies at Western University on matters related to the MSW program.
2. Selection of the Director
 - 2.1. A Selection Committee shall be composed of the Academic Dean (Chair), all members of the Council of the School of Social Work, one fulltime faculty member from a department/school at King's other than the School of Social Work elected by Faculty Council, one BSW student elected by the Social Work Students' Association, one student from each of the 2-year and 1-year MSW programs selected by the Council of the School of Social Work, and one representative of the professional social work community selected by the Council of the School of Social Work.

- 2.2. The Selection Committee shall be struck by the Academic Dean at the March meeting of Faculty Council in the year prior to the year in which the current Director's term will be completed.
- 2.3. The term of the Director will normally be five years, renewable for a second term.

3. Review Committee for the Director

- 3.1. If the Director is seeking another term, a Review Committee with the same composition as the Selection Committee above in 2.1 shall be struck at the March meeting of Faculty Council in the year prior to the year in which the Director's term is completed. This committee shall report to the Principal no later than October 1 of the same year.
- 3.2. The Review Committee may invite written comments from King's faculty, social work students, and members of the professional community as part of its deliberations. Such written comments, with signatures deleted, shall be made available to the Director who shall be given an opportunity to respond in writing to the Review Committee.

VII. Graduate Program Coordinator

1. Responsibilities of the Graduate Program Coordinator

- 1.1. The Graduate Program Coordinator of the School of Social Work shall be responsible for the overall functioning of the MSW program including evaluating MSW applicants, serving as academic advisor to students in the program, serving on the Field Education, Admissions, and Curriculum Committees and representing the School of Social Work on Western University School of Graduate and Postdoctoral Studies committees.
- 1.2. The Graduate Program Coordinator shall be responsible to the Director of the School of Social Work.

2. Selection of the Graduate Program Coordinator

- 2.1. A selection committee shall be composed of the Director of the School of Social Work, all members of the Council of the School of Social Work, one student from the 2-year MSW program, one student from the 1-year MSW program, and one representative from the professional social work community selected by the Council of the School of Social Work.
- 2.2. The term of the Graduate Program Coordinator will normally be three years, renewable.
- 2.3. Should there be no internal candidate appointed, the Director will assume the responsibilities of the position, together with any compensation or course load reduction associated with it.

3. Review Committee for the Graduate Program Coordinator

- 3.1. If the Graduate Program Coordinator is seeking another term, a Review Committee with the same composition as the Selection Committee noted above in 2.1., shall be

struck at the March meeting of School Council in the year prior to the year in which the Graduate Program Coordinator's term is completed. This committee shall make a recommendation regarding renewal to School Council no later than October 1 of the same year.

- 3.2. The Review Committee may invite written comments from King's faculty, social work students, and members of the professional community as part of its deliberations. Such written comments, with signatures deleted, shall be made available to the Graduate Program Coordinator who shall be given the opportunity to respond in writing to the Review Committee.
- 3.3. Should there not be a recommendation to renew the term of the incumbent; a Selection Committee will immediately be struck.
- 3.4. Should there be no internal candidate appointed, the Director will assume the responsibilities of the position, together with any compensation or course load reduction associated with it.

VIII. Department/School Constitutions

Each department/school shall develop a Constitution which requires the approval of Faculty Council. The Constitution should specify membership, role of Professors Emeriti, faculty on reduced load and/or cross-appointment and part-time faculty, student representation, procedures for calling meetings, procedures for conducting meetings, quorum requirements, and other matters as noted below.

Membership in departments/schools is defined as including the following categories:

1. Full Membership is limited to: all fulltime faculty with probationary, tenured or limited-term appointments on multiyear contracts from King's University College (excluding the Principal, Academic Dean and Associate Academic Dean).

Full Membership confers the right to voice and vote on all department/school business except on matters of re-appointment, promotion and tenure decisions. In those cases, all full-time tenured faculty and the student representative(s) as noted in IX. A. 4., below are eligible to vote. For purposes of re-appointment, promotion and tenure, where a department/school does not have at least three tenured faculty members on its AP&T committee, the Chair may request permission from the Dean to include an additional tenured faculty member from other departments/schools.

For purposes of re-appointment, promotion and tenure decisions, all full-time appointments in the final year of their probation who have been approved for tenure by the Board prior to the deliberations of the department/school Appointments, Promotion and Tenure committee shall have the right to vote.

Cross-appointed faculty on limited-term multiyear contracts, probationary or tenured appointments shall be full members as defined above in a designated primary

department/school and Associate Members within their secondary department/school. The designation of department/school status may be reversed with the approval of the faculty member, the department/school concerned, and the Academic Dean.

The following are also full members of their respective department/school with voice and vote on all matters except appointment, promotion and tenure: the Admissions Coordinator, and the MSW Practicum and Program Liaison in the School of Social Work, as well as elected representatives of the professional social work community as determined by the School (currently, OASW, Alumni Association, King's Field Education Advisory Group); and the Writing Program Coordinator in the Department of English, French, and Writing. The Coordinator of Field Instruction in the School of Social Work is a full member of that School with voice and vote except on matters of promotion and tenure.

2. Associate Membership: With the approval of the secondary department/school at the time of appointment, a cross-appointed faculty member shall be an Associate Member within that department/school. Limited term appointments on one-year contracts shall be Associate Members. At the discretion of the department/school, Associate Membership may be extended to other individuals, subject to these provisions: part-time instructors and/or professional staff may be Associate Members with voice and vote, except on appointment, promotion and tenure decisions and other matters specified in the department/school constitution. No department/school shall have more than two part-time instructors and/or professional staff Associate Members with voice and vote. A department/school may choose to confer voice only on its Associate Members.

IX. Student Representation in Departments/Schools

The department/school shall implement some form of student representation in accordance with the following guidelines:

- A. Each department/school shall have at least one student representative for each of its disciplines with a program module and/or honors program, as chosen by Students' Council in consultation, when desired, with the department/school concerned. The student representative(s) shall:
 1. be chosen from students registered at King's University College in the third or fourth year of their honors programs; or the Western School of Graduate and Postdoctoral Studies for graduate programs;

The specification that the student representative be registered in Year 3 or 4 of an Honors program highlights the need for an academically-oriented student given the important role this representative plays on matters of appointment, promotion and tenure. It is understood that a student registered in an Honors Specialization module or in an Honors Double Major with the requisite average from the prior year is qualified to be a

department/school student representative.

2. be chosen from those registered in a program module in the department/school;
 3. have obtained at least a 70% average in their previous academic year;
 4. have the right to participate with voice and vote in all matters dealt with by the department/school members' meetings or in any and all department/school committees except as follows. In departments/schools where there is more than one, student representatives shall have the right to cast only one vote in the election of Department Chairs/Directors. On appointment, promotion and tenure decisions, only the student representative from the discipline of the faculty member in question shall have a right to vote.
- B. The School of Management, Economics, and Mathematics shall have the right to two student representatives who have obtained at least a 70% average in their previous academic year: one chosen as noted above from among honors students registered in a Major or Honors Specialization module in the Economics area; and one chosen from among those registered in a Major or Honors Specialization module in Management and Organizational Studies.
- C. In the School of Social Work, BSW student representatives shall be elected by the Social Work Students' Association and MSW student representatives shall be elected by students in the MSW program. Student representation on the Council of the School of Social Work and its various committees shall conform to the structures outlined in the School's Constitution.

X. Operating Procedures for Departments/Schools

- A. Departments/schools shall meet regularly in accordance with their Constitutions and not less than once per term. Agendas, department/school reports, and minutes of all department/school meetings shall be forwarded to the Dean.
- B. Departments/schools are encouraged to create permanent standing committees or other mechanisms to distribute the workload more efficiently. Participation will be recognized as contribution to community service by the Chair/Director in her or his annual report to the Dean. Such allocations may include the following:
- a. Student Affairs: assist the Chair/Director in matters of course and program academic counseling, relations with various student clubs associated with the department/school, organization of career days, participation in Open House days, etc.
 - b. Curriculum and Course Development: assist the Chair/Director in the formulation of new course and/or program proposals, periodic revisions to established courses and

- programs, etc.
 - c. Timetable: assist the Chair/Director in the creation and ongoing maintenance of an effective and conflict-free department/school timetable.
 - d. Adjudication: assist the Chair/Director with issues pertaining to admission and progression within modules.
 - e. Staffing: assist the Chair/Director in the hiring of fulltime limited-term appointments, and part-time instructors, as required and approved.
 - f. Appointment, Promotion and Tenure: already embedded within the department/school structures.
 - g. Colloquium: invite speakers to present in various forums to advance the learning and scholarship mission of the department/school.
 - h. Outreach and promotion: work on collaborations with external partners in cooperation with Enrolment Services, monitor the department/school website, review and update promotional strategies and materials in cooperation with Communications and Media Relations.
- C. Each department/school shall conduct regular and ongoing reviews of its course and program offerings.
- D. Each department/school shall conduct regular accreditation and/or external reviews in accordance with the timelines established by the accrediting bodies and the University.
- E. Each department/school shall develop its own proposals for staffing and for the allocation of other resources. In multi-discipline departments/schools, such recommendations may originate with each discipline.
- F. Each department/school shall develop procedures for recommendations concerning promotion and tenure for its members in accordance with the provisions of the Conditions of Appointment for Faculty document.
- G. Departments with Undergraduate Program Coordinators or Assistant Undergraduate Program Coordinators shall define their responsibilities and develop an internal process for their selection.

XI. Relations with Western University

It is understood that the department/school structure will in no way interfere with the informal discipline-to-discipline relations with Western University and/or the Affiliated University Colleges.

In multi-discipline departments/school, each discipline should designate a faculty member who will conduct informal relations with parallel disciplines at Western University and the Affiliated University Colleges. Official relations will be conducted by the Chair/Director,

who may delegate this responsibility to another member of the department/school.

XII. Relations of Department Chairs, Directors, Academic Dean and Principal

Chairs/Directors will report regularly to the Academic Dean on matters of concern to the department/school. They will report and/or make recommendations to the Academic Dean on all department/school matters of an academic nature that require administrative action, unless otherwise specified by a duly approved College document. The Academic Dean is the normal chief link between Chairs/Directors and the Principal. While this should be viewed as the normal pattern of communication, it does not preclude other forms of communication.

XIII. Support Services for Academic Departments

From time to time, the secretarial and administrative needs of the academic departments/schools will be reviewed to ensure that adequate support for the departments/schools is provided.