



DALHOUSIE
University

HANDBOOK OF RULES AND PROCEDURES

**(COMMITTEE STRUCTURE, TERMS OF REFERENCE
AND PROCEDURAL RULES)**

FACULTY OF ENGINEERING

Revised June, 2009

Approved revisions – Faculty Council, March 2021

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I. COMPOSITION OF THE FACULTY OF ENGINEERING COUNCIL

The Faculty of Engineering Council is the ruling body of the Faculty of Engineering. The meeting of the Faculty of Engineering Council is the vehicle through which the Faculty affairs are conducted.

A. Membership

The membership of the Faculty of Engineering Council shall consist of:

- (1) all full-time professors, associate professors, assistant professors and lecturers in the Faculty of Engineering
- (2) the Associate University Librarian appointed to the Sexton Design and Technology Library
- (3) two undergraduate engineering students duly registered in the Faculty of Engineering and elected by the Engineering Undergraduate Society
- (4) one graduate engineering student duly registered in the Faculty of Engineering and elected by the Engineering Graduate Society
- (5) the Faculty members of the Engineering Programmes of the Associated Universities
- (6) a representative from the Faculty of Architecture
- (7) ex-officio - Dean, Associate Deans, Assistant Deans.

The Faculty of Engineering Administrator shall participate as a resource person.

Non-voting invitees may also participate as speakers on specific issues of the agenda.

B. Chair

The Chair of the Faculty of Engineering Council is elected by its membership for a one-year term. Normal practice is that the Recording Secretary from the previous year becomes the Chair for the current year. In the absence of the Chair, the meeting will be chaired by the Recording Secretary of the Faculty of Engineering. In the absence of the Recording Secretary, the meeting will be chaired by the Dean or the Dean's appointee until a temporary Chair and a temporary Recording Secretary are elected.

C. Recording Secretary

The Recording Secretary of the Faculty of Engineering Council reports the minutes of the meeting and keeps the attendance and the records. The Recording Secretary of the

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Faculty of Engineering Council is elected by its membership for a one-year term. The office of the Dean maintains all records of the Council.

II. MEETINGS

A. Regular Meetings

These are normally held every month at times agreed upon by the Faculty for the full academic year.

B. Special Meetings

These are held at appropriate times. The Dean of the Faculty may at any time call a meeting of the Faculty of Engineering Council, and must do so when ten or more members of the Faculty of Engineering Council shall so request in writing.

C. Quorum

The quorum for the meeting is set at 20. Representation by proxy or voting by proxy is not permitted.

D. Access

The Meetings of the Faculty of Engineering are open to all interested persons unless the Faculty of Engineering Council shall, with respect to specific items of business, decide otherwise. Non-members may be recognized by the Chair to speak, provided that there is no objection by a member of the Faculty of Engineering Council. In certain cases the Chair should decide if the Council is to hold a session *In Camera* .

The Chair declares that: “The (Faculty of Engineering Council) session will now go *In Camera*. Would all non-Council members please leave the meeting. The purpose of this In Camera session is to (e.g.: consider a motion to). Again, I remind the Members of the Council that all discussion and comments are confidential and will not be minuted. Comments made during this *In Camera* session therefore, should not be transmitted to anyone who is not a member of the (Dalhousie Faculty of Engineering Council). Council members are expected to respect the confidentiality of their colleagues= views or to leave the meeting for the duration of the *In Camera* session.”

III. AGENDA, REPORTS, MINUTES

A. Preparation

The agenda for each meeting shall be prepared by the Dean. Any Faculty Committee or any member of the Faculty of Engineering Council may at any time place items of business on the agenda. To be placed in the agenda, items must be submitted to the Dean at least a week prior to the meeting.

B. Agenda of Regular Meetings

These shall include reports of committees as called for in their terms of reference, motions for which notice has been given, unfinished business, new business and other business. The agenda shall clearly state the starting time and the duration of the meeting.

C. Agenda of Special Meetings

These shall include new business, deferred routine business from regular meetings and other business. The agenda shall clearly state the starting time and the duration of the meeting.

D. Distribution of Agenda

The Agenda for regular meetings shall be delivered to Departments in the faculty four working days before each meeting. The agendas for special meetings shall normally be distributed in like manner, but in exceptional circumstances delivery to departments two working days in advance of the meeting shall suffice.

E. Reports

Copies of all reports shall accompany the agenda of the relevant meeting. Otherwise the report shall not be considered, except with the consent of two-thirds of those present.

F. Minutes

Minutes shall be distributed to Faculty of Engineering Council members no later than fifteen working days after the meeting.

IV. PROCEDURES

A. Chart on Parliamentary Motions

The attached "Chart on Parliamentary Motions" is a summary of Privileged, Subsidiary, Main and Incidental Motions.

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CHART OF PARLIAMENTARY MOTIONS

	Requires Second	May be Amended	May be Debated	Required Vote	May Interrupt Speaker
PRIVILEGED MOTIONS					
1. Fix time of next meeting	Yes	Yes	Amendment	1/2	No
2. Motion to adjourn	Yes	No	No	1/2	No
3. Motion to recess	Yes	Yes	Amendment	1/2	No
4. Raise question of privilege	No	No	No	Chair decides	Yes
5. Call for orders of the day	No	No	No	Chair decides	Yes
SUBSIDIARY MOTIONS					
6. Lay on table	Yes	No	No	1/2	No
7. Previous question	Yes	No	No	2/3	No
8. Limit or extend limit of debate	Yes	Yes	No	2/3	No
9. Postpone to a certain time	Yes	Yes	Yes	1/2	No
10. Refer to a committee	Yes	Yes	Yes	1/2	No
11. Refer to committee of the whole	Yes	Yes	Yes	1/2	Yes
12. Amend	Yes	Yes	Yes	1/2	No
13. Postpone indefinitely	Yes	No	Yes	1/2	No
MAIN MOTIONS					
14. Main motion for general business. Motions that bring a question again before the assembly:	Yes	Yes	Yes	1/2	No
14-1. Take from the table	Yes	No	No	1/2	No
14-2. Reconsider	Yes	No	Yes	1/2	Yes
14-3. Rescind, repeal, annul	Yes	Yes	Yes	1/2	No
14-4. Make special order of business	No	No	No	2/3	Yes
INCIDENTAL MOTIONS					
Point of order	No	No	No	Chair decides	Yes
Point of information	No	No	No	Chair decides	Yes
Appeal decision of chair	Yes	No	Yes	1/2	Yes
Suspend the rules	Yes	No	No	2/3	No
Object to a consideration	No	No	No	2/3	Yes
Division of the question	No	No	No	none	Yes
Roll call	Yes	No	No	1/2	Yes

B. Guideline to Effective Parliamentary Procedure

The attached "A Guideline to Effective Parliamentary Procedure" describes the rules of Making of Motions, of Debate and the Principles Underlying Parliamentary law.

If requested by a member of the Faculty of Engineering Council, the Chair shall state the rule applicable to the point of order. Should these procedural rules not cover the case, Robert's Rules of Order Newly Revised, 10th Edition, William J. Evans, Daniel H. Honemann, Thomas J. Balch, Henry M. Robert III (Editors), shall govern.

A GUIDELINE TO EFFECTIVE PARLIAMENTARY PROCEDURE

The Principles Underlying Parliamentary Law

1. Rights of the majority - majority wishes prevail.
2. Rights of the minority - to voice its opinion and try to influence the decision
3. Rights of the individual - all members have equal rights, privileges and obligations.
4. The debate - full and free discussion of every proposition is an established right.
5. The "direct approach" - using the simplest and most direct procedure to accomplish the purpose.
6. Motions - the formal proposal through which all business is brought to the assembly.
7. Order of Precedence - motions must be considered in a definite and logical order.
8. One at a time - one and only one main question can be considered at the same time.
9. Impartiality of the presiding officer - and important consideration for every chairperson.
10. Order of Business - a pre-determined schedule and sequence of business is a must.

Usual Order of Business

1. Call to Order
2. Announcements
3. Reading and approval of minutes
4. Reports of Executive Officers and Standing Committees
5. Reports of Special Committees
6. Unfinished Business
7. New Business
8. Adjournment

Rules of Debate

1. Every speech should be addressed to or "through" the Chair
2. All speeches should be relevant to the motion. Only one main motion may be considered at any one time.
3. The mover of the motion has the right to speak first.
4. Verbal attacks of a personal nature are not permitted.
5. No member may speak to a question after the voting has been completed.
6. The Chair has the right to vote but usually refrains when it cannot alter the result.
7. Each member should be allowed to speak once on the question before one makes a second speech.
8. The Chair must always call for the negative vote regardless of near unanimity of the affirmative.
9. As far as possible, speakers should alternate between those in favour and those against the measure.
10. A main motion, once defeated, cannot be re-introduced at the same session.
11. The Chair should relinquish the chair to another individual if he/she has strong opinions on a subject.

The Making of Motions

1. A member addresses the chair, obtains the floor and offers a motion.
2. Another member seconds the motion.
3. The Chair states the motion, now a question.
4. After debate, the question is "put" to the assembly for a vote.
5. The Chair shall put motions and amendments in reverse order to that in which they are moved. A member may require that the number voting for and the number against a question be recorded in the minutes.
6. The Chair announces the result.

C. Informal Consideration of a Question

The Faculty of Engineering Council may at any time consider a question informally.

(1) Rules

Informal consideration applies only to the debate on the main questions and amendments thereto. The limit on frequency and duration of members' speeches is withheld except that no member may speak a second time to any question until every member desiring to speak shall have spoken.

(2) Establishment and Termination

Informal consideration is introduced by a motion, "That this Faculty consider informally a certain question respecting (a specified subject)". Informal consideration terminates automatically without vote or motion when the main question under informal consideration is temporarily or permanently disposed of.

V. OFFICERS OF THE FACULTY OF ENGINEERING

- A. Dean** - appointment procedures and the terms of reference are given in Appendix A.
- B. Associate Dean, Undergraduate Studies and Associated Universities** - appointment procedures and the terms of reference are given in Appendix B.
- C. Associate Dean, Graduate Studies and Research** - appointment procedures and the terms of reference are given in Appendix C.
- D. Assistant Dean** - appointment procedures and the terms of reference are given in Appendix D.
- E. Assistant Dean for Student Affairs** - appointment procedures and the terms of reference are given in Appendix E.
- F. Heads of Departments** - appointment procedures and the terms of reference are given for the Head of Departments in Appendix F.
- G. Academic Programme Chairs** - appointment procedures and the terms of reference are given for the Academic Chairs of Programmes in Appendix G.
- H. Directors of Research Centres** - appointment procedures and the terms of reference for Directors of Centres are given in Appendix H.
- I. Director, School of Biomedical Engineering**- appointment procedures and the terms of reference for Director, School of Biomedical Engineering are given in Appendix I.
- J. Director, Internetworking Programme**- appointment procedures and the terms of reference for Director, Internetworking Programme are given in Appendix J.
- K. Academic Programme Director Interdisciplinary/Interdepartmental Graduate Programmes**- appointment procedures and the terms of reference for Academic Programme Director Interdisciplinary/Interdepartmental Graduate Programmes are given in Appendix K.
- L. Director, Core Division**- appointment procedures and the terms of reference for Director, Core Division are given in Appendix L.

VI. CONDITIONS FOR DECLARATION OF VACANCIES FOR THE OFFICERS, FACULTY OF ENGINEERING

- A. A vacancy occurs in the position of a Faculty Officer, Faculty of Engineering, when:
- (a) the Faculty Officer's term expires; or
 - (b) the Faculty Officer resigns and his/her resignation is accepted; or
 - (c) the Faculty Officer is dismissed for cause; or
 - (d) the Faculty Officer dies; or
 - (e) the Faculty Officer is granted leave for a period greater than one (1) year or is required to resign as a condition of a leave; or
 - (f) the Faculty Officer is incapable of carrying out the duties of Faculty Officer for a period greater than one (1) year.
- B. In the event of a vacancy and until the position is filled through the appropriate procedure, the Dean, after consulting with the appropriate Faculty committee or the personnel affected by the vacancy, shall recommend or appoint, as appropriate, an Acting or Interim Faculty Officer.

VII. FACULTY COMMITTEES

A. Establishment

The Faculty of Engineering Council may at any time establish a committee by motion regularly seconded and passed. Committees shall be of two types:

(1) Standing Committees deal with recurring business; once established they serve until abolished by the Faculty of Engineering Council.

(1) Ad Hoc Committees deal with specific questions; if the life of a committee of this type is not defined in its terms of reference, it shall become defunct when it has failed to report to the Faculty of Engineering Council for a period exceeding one year.

B. Terms of Reference

(1) A committee is bound by its terms of reference. The first task of a newly formed committee is to draft precise terms of reference and submit them to the Faculty of Engineering Council for approval. Should a committee believe it desirable that its terms of reference be modified, explicit approval of the Faculty of Engineering Council must be sought and secured for any change.

(2) Terms of reference of existing standing committees are given in Appendix L.

(3) The following general terms of reference apply except where the terms of reference of a committee include explicit provisions to the contrary:

(a) Composition

The membership and chair of standing committees shall be subject to progressive change. New members normally start their term on a committee on July 1 of the year in which they are elected. The membership and the chairs of ad hoc committees normally shall be fixed by the Faculty of Engineering Council for the life of such committees. Except where there is a specific exclusion, the Dean shall, ex-officio, be a member of all committees of the Faculty of Engineering Council and shall have discretion to delegate this responsibility. Ex-officio members are full voting members of the committees.

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(b) Procedures

1. Meetings of a committee are called by the Chair of the Committee.
2. Unless otherwise stated, a quorum shall consist of 50% of the membership of a committee.
3. Each committee shall take care to ensure appropriate access to its deliberations by interested individuals, departments, and students.

(c) Reports

A standing committee shall submit written reports directly to the Faculty of Engineering Council once annually. If necessary, it may report more frequently.

VIII. RESEARCH CENTRES AND INSTITUTES

To encourage research activities, the Faculty of Engineering is associated with several research institutes and centres:

- (1). Canadian Institute of Fisheries Technology (CIFT);
- (2). Centre for Water Resources Studies (CWRS);
- (3). Center for Innovation in Infrastructure (CII).

The Centres are administered by Directors. The duties and the terms of reference of the Directors of Research Centres and Institutes are described in Appendix H. New centres are established by the procedures developed by the Dalhousie Senate.

The Engineering Research Directors Committee comprises the Directors of the Research Centers and Institutes, and the Dean of Engineering. The constitution and the terms of reference are given in Appendix L.

The Faculty of Engineering Research Centres are reviewed periodically by the Dalhousie Senate according to the procedures described in Appendix O.

IX. DISTRIBUTION OF PROCEDURAL RULES

The office of the Dean of the Faculty of Engineering shall maintain a current revised version of the Handbook of Rules and Procedures of the Faculty of Engineering, distribute copies of these rules from time to time as required, and ensure that the new members receive a copy upon joining the Faculty of Engineering.

X. APPENDICES

**DALHOUSIE UNIVERSITY
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APPENDIX A: DEAN - APPOINTMENT AND TERMS OF REFERENCE

The procedure for the Appointment, Review and Reappointment of the Dean, Faculty of Engineering is this document and takes guidance from the Dalhousie University Policy “SENIOR ADMINISTRATIVE APPOINTMENTS POLICY AND PROCEDURES” last revised June, 2017.

COMPOSITION OF THE REVIEW/SEARCH COMMITTEE FOR DEAN, FACULTY OF ENGINEERING

- (1) Representative from Graduate Student Society, Faculty of Engineering;
- (2) Representative from Undergraduate Student Society, Faculty of Engineering;
- (3) Five faculty representatives elected by the Faculty of Engineering Council;
- (4) Representative from another Faculty appointed by the President;
- (5) Representative from the Association of Professional Engineers of Nova Scotia (APENS), elected by the Faculty of Engineering Council from at least three representatives proposed by the Association of Professional Engineers of Nova Scotia (APENS);
- (6) Vice President Academic and Provost (Chair).

B. TERMS OF REFERENCE FOR DEAN, FACULTY OF ENGINEERING

The Dean of the Faculty of Engineering is the senior officer of the Faculty. The Dean shall be responsible for the academic and financial administration of the Faculty. The Dean shall chair the Steering Committee, and the-Administrative Heads Committee.

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**APPENDIX B: ASSOCIATE DEAN (UNDERGRADUATE STUDIES AND
ASSOCIATED UNIVERSITIES) - APPOINTMENT AND
TERMS OF REFERENCE**

The procedure for the Appointment, Review and Reappointment of the Associate Dean, (Undergraduate Studies and Associated Universities), Faculty of Engineering is described in the document “Administrative Appointments”, approved by the Dalhousie University Senate, November 24, 1997 (revised June 26, 2001). Appointment is normally for four years. At the conclusion of a second term there will be an open search.

**A. COMPOSITION OF THE REVIEW/SEARCH COMMITTEE FOR
ASSOCIATE DEAN (UNDERGRADUATE STUDIES AND ASSOCIATED
UNIVERSITIES), FACULTY OF ENGINEERING**

- (1) Representative from the Faculty of Engineering
- (2) Representative from Undergraduate Studies Committee, Faculty of Engineering
- (3) Representative from Associated Universities Directors of Engineering Committee
- (4) Representative from —Administrative Heads Committee
- (5) Representative from Undergraduate Student Society, Faculty of Engineering
- (6) Dean of Engineering as non-voting Chair

**B. DUTIES OF THE ASSOCIATE DEAN (UNDERGRADUATE AND
ASSOCIATED UNIVERSITIES)**

- (1) Reports to the Dean of the Faculty of Engineering;
- (2) Shares in developing philosophies, policies, and plans for the Faculty of Engineering regarding all aspects of the administration of the undergraduate studies;
- (3) Provides leadership for the advancement of undergraduate programmes;
- (4) Provides liaison between the Faculty of Engineering and the Associated Universities;
- (5) Engages in teaching at reduced load and normal research load or as otherwise stipulated;
- (6) Undertakes such other duties and responsibilities as the Dean may assign. These currently include the following:

- a. Represents the Dean in his/her absence unless prearranged otherwise, and acts for the Associate Dean (Graduate Studies and Research) in his/her absence;
- b. Shares in budget preparation and resource allocation of the Faculty of Engineering;
- c. Helps with the preparation of several annual surveys of Faculty statistics;
- d. Takes the lead in preparing for Accreditation review submission;
- e. Chairs the Scholarships & Awards Committee, and administers all undergraduate awards including the NSERC Undergraduate Research Awards, Canada Scholars, & the Nova Scotia Women in Engineering Scholarship;
- f. Coordinates admissions from the associated Universities to Faculty of Engineering;
- g. Chairs the Undergraduate Student=s Appeals Committee and the Faculty Disciplinary Committee;
- h. Is responsible for mounting and staffing all Complementary Studies courses for the Faculty;
- j. Represents the Administration on the Undergraduate Studies Committee and Cooperative Education Committee;
- i. Represents the Faculty on the Directors of Engineering Committee;
- k. Is responsible for course and examination scheduling for the Faculty.
- l. He/she is an ex-officio member of the Faculty of Engineering Undergraduate Studies Committee.

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**APPENDIX C: ASSOCIATE DEAN (GRADUATE STUDIES AND
RESEARCH) - APPOINTMENT AND TERMS OF
REFERENCE**

The procedure for the Appointment, Review and Reappointment of the Associate Dean (Graduate Studies and Research), Faculty of Engineering is described in the document “Administrative Appointments”, approved by the Dalhousie University Senate, November 24, 1997 (revised June 26, 2001). Appointment is normally for four years. At the conclusion of a second term there will be an open search.

**A. COMPOSITION OF THE REVIEW/SEARCH COMMITTEE FOR
ASSOCIATE DEAN (GRADUATE STUDIES AND RESEARCH)**

- (1). Representative from Graduate Studies Committee, Faculty of Engineering
- (2). Representative from Research Centres
- (3). Representative from —Administrative Heads Committee
- (4). Representative from Faculty of Engineering
- (5). Representative from Graduate Student Society, Faculty of Engineering
- (6). Dean of Engineering as non-voting Chair

**B. DUTIES OF THE ASSOCIATE DEAN (GRADUATE STUDIES AND
RESEARCH)**

- (1) Reports to the Dean of the Faculty of Engineering
- (2) Fosters development of philosophies, policies, strategies, and plans for the Faculty;
- (3) Provides leadership for the advancement of graduate studies and research including recruitment of research personnel;
- (4) Has Faculty-wide responsibility to assist in developing proposals for research initiatives;
- (5) Collaborates with the Registrar and Faculty of Graduate Studies to ensure effective administration of graduate studies and graduate policies;
- (6) Responsible for the Graduate Studies Handbook, the Thesis Format and Style Guide, and Graduate Forms;
- (7) Engages in teaching at reduced load and a normal research load or as otherwise stipulated;

- (8) Undertakes such other duties and responsibilities as the Dean may assign. These currently include the following:
- a. Shares in budget preparation and resource allocation;
 - b. Helps with the preparation of annual surveys of Faculty statistics;
 - c. Takes the lead in preparing for external review of graduate programmes;
 - d. Represents the Administration on the Senate Graduate Studies Committee, administers Faculty graduate scholarships and awards, and chairs the Graduate Scholarships and Awards Committee;
 - e. Coordinates graduate admissions and admission policy for the Faculty;
 - f. Chairs the Graduate Student Appeals Committee and chairs the Faculty Disciplinary Committee when graduate students are involved;
 - g. Takes the lead in preparation of Research Policies and Procedures for the Faculty, and in defining and maintaining ethics and integrity in research including definitions of conflicts of interest.
- (9) Duties will also include responsibility of the Office of Research Services

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**APPENDIX D: ASSISTANT DEAN - APPOINTMENT AND TERMS OF
REFERENCE**

The procedure for the Appointment, Review and Reappointment of the Assistant Dean, faculty of Engineering is described in this document and takes guidance from the Dalhousie University Policy “SENIOR ADMINISTRATIVE APPOINTMENTS POLICY AND PROCEDURES” last revised June, 2017.

Since this is an administrative assistant to the Dean, performing specified tasks assigned by the Dean the appointment is left entirely to the Dean (though as a matter of courtesy and in the interest of good relations the Administrative Heads Committee, and the Faculty Council should be kept fully informed on this matter).

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**APPENDIX E: ASSISTANT DEAN FOR STUDENT AFFAIRS -
APPOINTMENT AND TERMS OF REFERENCE**

The procedure for the Appointment, Review and Reappointment of the Assistant Dean for Student Affairs, faculty of Engineering is described in the document “Administrative Appointments”, approved by the Dalhousie University Senate, November 24, 1997 (revised June 26, 2001). Appointment is normally for four years. At the conclusion of a second term there will be an open search.

**A. COMPOSITION OF THE REVIEW/SEARCH COMMITTEE FOR
ASSISTANT DEAN FOR STUDENT AFFAIRS**

- (1). President of the Undergraduate Student Society, Faculty of Engineering
- (2). President of the Graduate Student Society, Faculty of Engineering
- (3). Representative from the Undergraduate Studies Committee, Faculty of Engineering
- (4). Representative from the Graduate Studies Committee, Faculty of Engineering
- (5). Representative from —Administrative Heads Committee, Faculty of Engineering
- (6). Dean of Engineering as non-voting Chair.

B. DUTIES OF THE ASSISTANT DEAN FOR STUDENT AFFAIRS

This position is designed to fulfill the requirement for a “student advocate” or “ombudsman” in the Faculty of Engineering, and is designated as Assistant Dean or Engineering for Student Affairs. The Assistant Dean is expected to perform the following functions:

- (1) Reports to the Dean of the Faculty of Engineering.
- (2) Act as advisor for students in the Faculty of Engineering on matters that affect their academic performance and well being which cannot be resolved at the Departmental level.
- (3) When he/she deems justifiable, will intercede on behalf of a student or a group of students with academic units and/or course instructors to resolve issues that adversely affect academic performance of the group concerned.
- (4) Offers to students counseling and the appropriate referral advice to deal with

matters that require specialized expertise from Dalhousie University Student Services.

- (5) Act as member of the Faculty of Engineering Appeals Committees (undergraduate and graduate) and, having made an independent assessment of the appeals= subject, will undertake to represent the student' s interests at appeals hearings.
- (6) Act as an advocate for the student's interests at Faculty and academic unit deliberations.
- (7) Act as liaison with student groups to convey, when appropriate and the point of view to the faculty administration, through, for example, attendance at engineering student society executive meetings.
- (8) Engages in teaching at reduced load and normal research load or as otherwise stipulated.

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**APPENDIX F: DEPARTMENT HEADS - APPOINTMENT AND TERMS OF
REFERENCE**

Procedure

Presently the procedure for the Appointment, Review and Reappointment of the Department Heads within the Faculty of Engineering has been developed by the Faculty of Engineering as described in this document and takes guidance from the Dalhousie University Policy “SENIOR ADMINISTRATIVE APPOINTMENTS POLICY AND PROCEDURES” last revised June, 2017.

Within the last year of an initial appointment (normally four years) of a Department Head the Dean should ask the incumbent whether he/she wishes to be considered for reappointment. If the incumbent wishes to stand for reappointment the Dean shall ask the appropriate bodies to select representatives for the review/search committee with the purpose to review the performance of the incumbent. In case the incumbent does not wish to re-offer, the committee shall review the office. The Dean shall be its chair and the committee shall appoint its own secretary. At the conclusion of a second term there will be an open search.

The committee shall publicize its existence and make known that it is prepared to receive comments from any member of the Faculty community concerned with the appointment/reappointment; and it shall consult with the Administrative Heads committee of the Faculty of Engineering. After considering the comments made to it and seeking any outside advice as it considers necessary, the committee shall decide and recommend or not recommend reappointment of the incumbent. The person reappointed must be acceptable to the Dean.

If the committee recommends reappointment, the Dean shall recommend the reappointment to the President.

If the committee does not recommend reappointment of the incumbent, the committee shall publicize that it is prepared to receive nominations for the position of the Head in the concerned Department. The consultation procedure is the same as with the review of the incumbent. After considering all nominations and the comments made to it and seeking any outside advice as it considers necessary, the committee shall decide upon the most appropriate candidate and the Dean shall recommend the appointment to the President.

The person appointed must be acceptable to the Dean.

A. COMPOSITION OF THE REVIEW/SEARCH COMMITTEE FOR DEPARTMENT HEADS, FACULTY OF ENGINEERING

- (1) Representative from Administrative Heads Committee, Faculty of Engineering, who is not under consideration for appointment/reappointment the same year;
- (2) Two representatives from Faculty members of the Department;
- (3) Representative from the Faculty at large selected by the Administrative Heads Committee from three names submitted by the Department;
- (4) Dean of Engineering as non-voting Chair.

B. DUTIES OF THE DEPARTMENT HEAD

- (1) The Head provides leadership for the Department and its programmes and is generally responsible to the Dean for the organization and administration of the Department;
- (2) Supervises the academic programmes of the Department;
- (3) Makes known to the Academic Programme Chairs and/or carry out Faculty policies as appropriate as they affect the Department;
- (4) Advises Members of the Department on their teaching, research, and other responsibilities, and brings to the attention of colleagues concerning any reported neglect of such responsibilities;
- (5) Engages in teaching at reduced load and normal research load or as otherwise stipulated;
- (6) Reports in writing to the Dean as required, with a copy to the Member concerned, on the performance of the Member=s duties. This report shall be discussed with the Member, who shall have the right of written comment;
- (7) Prepares, after consultation with the Academic Programme Chairs where appropriate of the Department, a written recommendation to the Dean concerning allocation of teaching responsibilities;
- (8) Calls and chairs meetings of the Academic Programme Chairs and the Department as need arises;
- (9) Makes arrangements, agreeable to the Dean, for the discharge of his/her duties as a Head during annual vacations and other casual absences;
- (10) Manages the Department budgets and receives a stipend calculated as per University policy.
- (11) Initiates selection/recruitment of Faculty and Staff in collaboration with appropriate search committees and the Office of Human Resources.
- (12) Provides coordination of research and teaching efforts of the Department including securing funds for scholarships, bursaries, grants, and contracts.
- (13) Ensures that University regulations and guidelines in areas of research and academics are respected within the Department.

- (14) The Dean may assign further reasonable duties and responsibilities to a Department Head, after consultation with the affected Head.

**DALHOUSIE UNIVERSITY
FACULTY OF ENGINEERING**

**~~APPENDIX G: ACADEMIC PROGRAMME CHAIR APPOINTMENT AND
TERMS OF REFERENCE~~**

Procedure

~~Presently the procedure for the Appointment, Review and Reappointment of the Academic Programme Chairs within the Faculty of Engineering has been developed by the Faculty of Engineering as described in the document "Administrative Appointments", approved by the Dalhousie University Senate, November 24, 1997 (revised June 26, 2001).~~

~~Within the last year of an initial appointment (normally four years) of an Academic Programme Chair the Dean should ask the incumbent whether he/she wishes to be considered for reappointment. If the incumbent wishes to stand for reappointment the Dean shall ask the appropriate bodies to select representatives for the review/search committee with the purpose to review the performance of the incumbent. In case the incumbent does not wish to re-offer, the committee shall review the office. The Department Head shall be its chair and the committee shall appoint its own secretary. At the conclusion of a second term there will be an open search.~~

~~The committee shall publicize its existence and make known that it is prepared to receive comments from any member of the Faculty community concerned with the appointment/reappointment; and it shall consult with the Administrative Heads committee of the Faculty of Engineering. After considering the comments made to it and seeking any outside advice as it considers necessary, the committee shall decide and recommend or not recommend reappointment of the incumbent. The person reappointed must be acceptable to the Dean and the Department Head.~~

~~If the committee recommends reappointment, the Dean shall recommend his or her reappointment to the President.~~

~~If the committee does not recommend reappointment of the incumbent, the committee shall publicize that it is prepared to receive nominations for the position of the Academic Programme Chair in the concerned Department. The consultation procedure is the same as with the review of the incumbent. After considering all nominations and the comments made to it and seeking any outside advice as it considers necessary, the committee shall decide upon the most appropriate candidate and the Dean shall recommend his or her appointment to the President.~~

~~The person appointed must be acceptable to the Dean and the Department Head.~~

**A. ~~COMPOSITION OF THE REVIEW/SEARCH COMMITTEE FOR
ACADEMIC PROGRAMME CHAIR~~**

- ~~(1) The Department Heads as non-voting Chair~~
- ~~(2) Two representatives from Faculty members of the Programme~~
- ~~(3) One representative from any other accredited programme within the Department determined at a Departmental meeting.~~

B. ~~DUTIES OF THE ACADEMIC PROGRAMME CHAIR~~

~~The Academic Programme Chair shall:~~

- ~~(1) be responsible for co-ordinating and preparing the accreditation report for, and advising the Head on relevant issues related to the assigned academic programme;~~
- ~~(2) work with the Head to ensure the quality and reputation of the programme;~~
- ~~(3) report annually to the Department Head upon the progress and efficiency of the work of the academic programme and make such recommendations thereon as he/she considers necessary;~~
- ~~(4) provide counseling to students on their academic programmes as the undergraduate studies coordinator;~~
- ~~(5) make recommendations to the Department Head on programme teaching and assigning of teaching duties;~~
- ~~(6) promote the well-being and orderly conduct of the programme;~~
- ~~(7) perform such other duties as assigned by the Department Head.~~
- ~~(8) not have Departmental fiscal responsibilities.~~

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**APPENDIX H: DIRECTORS OF RESEARCH CENTRES - APPOINTMENT AND
TERMS OF REFERENCE**

Procedure

Presently the procedure for the Appointment, Review and Reappointment of the Directors of Research Centres within the Faculty of Engineering has been developed by the Faculty of Engineering as described in this document and takes guidance from the Dalhousie University Policy “SENIOR ADMINISTRATIVE APPOINTMENTS POLICY AND PROCEDURES” last revised June, 2017. Within the last year of an initial appointment (normally four years) of a Director of a Centre the Dean should ask whether the incumbent wishes to be considered for reappointment. If the incumbent wishes to stand for reappointment the Dean shall ask the appropriate bodies to select representatives for the review/search committee with the purpose to review the performance of the incumbent. In case the incumbent does not wish to re-offer, the committee shall review the office. The Dean shall be its chair and the committee shall appoint its own secretary. At the conclusion of a second term there will be an open search.

The committee shall publicize its existence and make known that it is prepared to receive comments from any member of the Faculty community concerned with the appointment/reappointment; and it shall consult with the Research Directors committee of the Faculty of Engineering. After considering the comments made to it and seeking any outside advice as it considers necessary, the committee shall decide and recommend or not recommend reappointment of the incumbent. The person reappointed must be acceptable to the Dean.

If the committee recommends reappointment, the Dean shall recommend the reappointment to the President.

If the committee does not recommend reappointment of the incumbent, the committee shall publicize that it is prepared to receive nominations for the position of the Director of the Centre. The consultation procedure is the same as with the review of the incumbent. After considering all nominations and the comments made to it and seeking any outside advice as it considers necessary, the committee shall decide upon the most appropriate candidate and the Dean shall recommend the appointment to the President.

The person appointed must be acceptable to the Dean.

A. COMPOSITION OF THE REVIEW/SEARCH COMMITTEE FOR DIRECTORS OF

CENTRES, FACULTY OF ENGINEERING

- (1) Two representatives from the personnel involved in the operation of the Centre;
- (2) Representative from Research Centres Directors Committee;
- (3) Representative from Administrative Heads Committee;
- (4) Representation from the Advisory Board of the Research Centre if appropriate;
- (5) Dean of Engineering as non-voting Chair.

B. DUTIES OF THE DIRECTORS OF CENTRES, FACULTY OF ENGINEERING

The Director of the Research Centre, Faculty of Engineering is the senior officer of the Centre. The Director shall be responsible for the financial administration of the Centre. The Director shall chair the Centre meeting.

C. ADVISORY BOARDS

In most instances, the Research Centres use Advisory Boards to advocate research direction and to suggest new opportunities for research and collaboration with industry and government associations. The Advisory Board consists of individuals from industry, professional associations and government agencies with specific interests in the research and development activities of the Centres. Each Advisory Board member is appointed by the Dean upon the recommendation of the Director in consultation with the Board for a period of three years.

The Advisory Boards elect their own Chair and meet on a regular basis (generally twice each year) to review the activities and financial reports of the individual Centres.

**DALHOUSIE UNIVERSITY
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**APPENDIX I: DIRECTOR OF SCHOOL - APPOINTMENT AND TERMS OF
REFERENCE**

Procedure

Presently the procedure for the Appointment, Review and Reappointment of the Directors of Schools within the Faculty of Engineering has been developed by the Faculty of Engineering as described in the document “Administrative Appointments”, approved by the Dalhousie University Senate, November 24, 1997 (revised June 26, 2001).

Within the last year of an initial appointment of a Director of a School, the Designated Dean¹ shall ask the incumbent whether he/she wishes to be considered for reappointment. If the incumbent wishes to stand for reappointment the Designated Dean shall ask the appropriate bodies to select representatives for the review/search committee with the purpose to review the performance of the incumbent. In case the incumbent does not wish to re-offer, the committee shall review the office. The Deans shall propose a Chair of the committee for approval by the Faculty Councils of both Engineering and Medicine. The committee shall appoint its own secretary. At the conclusion of a second term there will be an open search.

The committee shall publicize its existence and make known that it is prepared to receive comments from any member of the Faculties concerned with the appointment/reappointment; and it shall consult with the Administrative Heads committee of the Faculty of Engineering. After considering the comments made to it and seeking any outside advice as it considers necessary, the committee shall decide and recommend or not recommend reappointment of the incumbent. The person reappointed must be acceptable to the Designated Dean.

If the committee recommends reappointment, the Designated Dean shall recommend his or her reappointment to the President.

If the committee does not recommend reappointment of the incumbent, the committee shall publicize that it is prepared to receive nominations for the position of the Director of a School. The

¹ In the case of the School of Biomedical Engineering, the Dean of the Faculty of Engineering and the Dean of the Faculty of Medicine will decide which one of them will be the “Designated Dean” who will have the responsibility to conduct the search and appointment process of the Director. The Designated Dean will also have the responsibility of consulting with and receiving the approval of the other Dean at every step of the process.

consultation procedure is the same as with the review of the incumbent. After considering all nominations and the comments made to it and seeking any outside advice as it considers necessary, the committee shall decide upon the most appropriate candidate and the Dean shall recommend his or her appointment to the President.

The person appointed must be acceptable to the Dean of Engineering and the Dean of Medicine.

Presently there are no Schools wholly within the Faculty of Engineering. The School of Biomedical Engineering is an academic unit shared by the Faculties of Engineering, Medicine and Dentistry.

A. COMPOSITION OF THE REVIEW/SEARCH COMMITTEE FOR DIRECTOR OF THE SCHOOL OF BIOMEDICAL ENGINEERING

The Director of the School of Biomedical Engineering (for normally a five year term) will be selected following procedures in accordance with the regulations of the Faculties of Medicine and Engineering.

The Director will hold an academic appointment in either the Faculty of Engineering or the Faculty of Medicine.

B. DUTIES OF DIRECTOR OF THE SCHOOL OF BIOMEDICAL ENGINEERING

The Director shall report to the Deans of Medicine and Engineering.

The Director must:

Ensure that the goals and objectives of the School are consistent with those of the Faculties of Engineering and Medicine and those of the University;

- (1) Meet at least semi-annually with the Deans of Medicine and Engineering;
- (2) The Director provides leadership for the School and is generally responsible to the Deans for the organization and administration of his/her School.
- (3) Supervise the academic programmes of the School;
- (4) Make known and carry out Faculty policies as they affect the School;
- (5) Advise Members of the School on their teaching, research, and other responsibilities, and bring to the attention of colleagues concerned any reported neglect of such responsibilities;
- (6) Engages in teaching at reduced load and normal research load or as otherwise stipulated;
- (7) Report in writing to the appropriate Dean as required, with a copy to the Member concerned, on the performance of the Member's duties. This report shall be discussed with the Member,

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who shall have the right of written comment;

- (8) Prepare, after consultation with the Members of the School, a written recommendation to the appropriate Dean concerning allocation of teaching responsibilities;
- (9) Call and chair meetings of the School as need arises;
- (10) Make arrangements, agreeable to the Dean, for the discharge of his/her duties as a Director during annual vacations and other casual absences;
- (11) He/she is responsible for Department budgets;
- (12) Initiates selection/recruitment of Faculty and Staff in collaboration with appropriate search committees and the Office of Human Resources;
- (13) Provides coordination of research and teaching efforts of the School including securing funds for scholarships, bursaries, grants, and contracts;
- (14) Ensures that University regulations and guidelines in areas of research and academics are respected within the School;
- (15) Prepare periodic reports on the activities and programs of the School,
- (16) The Dean may assign further reasonable duties and responsibilities to the Director, after consultation with the Director.

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**APPENDIX J: DIRECTOR, INTERNETWORKING PROGRAMME - APPOINTMENT
AND TERMS OF REFERENCE**

The Internetworking Programme is administered by the Director as a business unit that depends upon the teamwork of the Internetworking Team and the support of partner companies. Partner companies are comprised of major supporters (those that provide support for the facility and scholarships), and those that hire the students.

Procedure

Presently the procedure for the Appointment, Review and Reappointment of the Director of Internetworking Programme within the Faculty of Engineering has been developed by the Faculty of Engineering as described in the document “Administrative Appointments”, approved by the Dalhousie University Senate, November 24, 1997 (revised June 26, 2001).

Within the last year of an initial appointment (normally four years) of a Director of the Internetworking Programme, the Dean should ask whether the incumbent wishes to be considered for reappointment. If the incumbent wishes to stand for reappointment the Dean shall ask the appropriate bodies to select representatives for the review/search committee with the purpose to review the performance of the incumbent. In case the incumbent does not wish to re-offer, the committee shall review the office. The Dean shall be its chair and the committee shall appoint its own secretary. At the conclusion of a second term there will be an open search.

The committee shall publicize its existence and make known that it is prepared to receive comments from any member of the Faculty community concerned with the appointment/reappointment; and it shall consult with the Administrative Heads committee of the Faculty of Engineering. After considering the comments made to it and seeking any outside advice as it considers necessary, the committee shall decide and recommend or not recommend reappointment of the incumbent. The person reappointed must be acceptable to the Dean.

If the committee recommends reappointment, the Dean shall recommend the reappointment to the President.

If the committee does not recommend reappointment of the incumbent, the committee shall publicize that it is prepared to receive nominations for the position of the Director of the Internetworking Programme. The consultation procedure is the same as with the review of the incumbent. After considering all nominations and the comments made to it and seeking any outside

advice as it considers necessary, the committee shall decide upon the most appropriate candidate and the Dean shall recommend the appointment to the President.

The person appointed must be acceptable to the Dean.

A. COMPOSITION OF THE REVIEW/SEARCH COMMITTEE FOR OF DIRECTOR, INTERNETWORKING PROGRAMME, FACULTY OF ENGINEERING

- (1) Representative from the major supporters of the laboratory facility;
- (2) Representative from Administrative Heads Committee;
- (3) Representative from instructors of the Internetworking Programme;
- (4) Representative from non-Faculty complement of the Internetworking Programme;
- (5) Dean of Engineering as non-voting Chair.

B. DUTIES OF THE PROGRAMME DIRECTOR, INTERNETWORKING PROGRAMME, FACULTY OF ENGINEERING

- (1) Responsible for the administration and fiscal matters of the full fee-paying programme Master of Engineering in Internetworking, and any outgrowths from the programme;
- (2) Student recruitment, admissions, and programme enrollment growth planning and implementation;
- (3) Industrial liaison, partnership building, fund raising, marketing of the programme; recruitment of faculty and staff placement, and recruitment of part-time instructors;
- (4) Academic responsibility for programme content, programme facilities, and for running the programme in a business-like manner;
- (5) All faculty and staff report directly to the Director;
- (6) The Director reports to the Dean of Engineering.

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**APPENDIX K: ACADEMIC PROGRAMME DIRECTORS:
INTERDISCIPLINARY/INTERDEPARTMENTAL GRADUATE
PROGRAMMES - APPOINTMENT AND TERMS OF REFERENCE**

Procedure

Presently the procedure for the Appointment, Review and Reappointment of the Academic Programme Directors – Interdisciplinary/Interdepartmental Graduate Programmes within the Faculty of Engineering has been developed by the Faculty of Engineering as described in the document “Administrative Appointments”, approved by the Dalhousie University Senate, November 24, 1997 (revised June 26, 2001).

Within the last year of an initial appointment (normally four years) of an Academic Programme Director, the Dean shall ask the incumbent whether he/she wishes to be considered for reappointment. If the incumbent wishes to stand for reappointment the Dean shall ask the appropriate bodies to select representatives for the review/search committee with the purpose to review the performance of the incumbent. In case the incumbent does not wish to re-offer, the committee shall review the office. The Dean shall be its chair and the committee shall appoint its own secretary. At the conclusion of a second term there will be an open search.

The committee shall publicize its existence and make known that it is prepared to receive comments from any member of the Faculty community concerned with the appointment/reappointment; and it shall consult with the Administrative Heads committee of the Faculty of Engineering. After considering the comments made to it and seeking any outside advice as it considers necessary, the committee shall decide and recommend or not recommend reappointment of the incumbent. The person reappointed must be acceptable to the Dean.

If the committee recommends reappointment, the Dean shall recommend his or her reappointment to the President.

If the committee does not recommend reappointment of the incumbent, the committee shall publicize that it is prepared to receive nominations for the position of the Academic Programme Director for the concerned Programme. The consultation procedure is the same as with the review of the incumbent. After considering all nominations and the comments made to it and seeking any outside advice as it considers necessary, the committee shall decide upon the most appropriate candidate and the Dean shall recommend his or her appointment to the President.

The person appointed must be acceptable to the Dean.

A. COMPOSITION OF THE REVIEW/SEARCH COMMITTEE FOR ACADEMIC PROGRAMME DIRECTOR - INTERDISCIPLINARY/INTERDEPARTMENTAL GRADUATE PROGRAMMES

- (1) Representative from Administrative Heads Committee, Faculty of Engineering
- (2) Two representatives from the Faculty members directly involved in the Programme (i.e. from the members of the Programme Academic Committee of the Programme).
- (3) Representative from the Faculty at large selected by the Administrative Heads Committee from three names submitted by the Faculty members directly involved in the Programme.
- (4) Dean of Engineering as non-voting Chair.

B. DUTIES OF THE ACADEMIC PROGRAMME DIRECTOR - INTERDISCIPLINARY/INTERDEPARTMENTAL GRADUATE PROGRAMMES

The Academic Programme Director shall:

- (1) be responsible for overseeing, supervising and coordinating the assigned Programme;
- (2) be responsible for the quality and reputation of the Programme;
- (3) report annually to the Associate Dean, Graduate Studies and Research and to the Dean upon the progress and efficiency of the work of the Programme and make such recommendations thereon as he/she considers necessary;
- (4) provide counseling to students on their academic programmes;
- (5) review the applications for admission, circulate them to the appropriate Faculty members for consideration, and forward recommendations regarding admission of candidates to the Associate Dean, Graduate Studies and Research;
- (6) assign teaching responsibilities for the core courses of the Programme in consultation with instructors, Department heads and the Dean;
- (7) promote the well-being and orderly conduct of the Programme;
- (8) call and chair the Programme Academic Committee meetings of the Programme.
- (9) perform such other duties as assigned by the Dean and Associate Dean, Graduate Studies and Research.

NOTE: As of February 2003, there are two interdisciplinary/interdepartmental graduate programmes in the Faculty of Engineering. These are: Petroleum Engineering and Environmental Engineering.

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**APPENDIX L: DIRECTOR CORE DIVISION: APPOINTMENT AND TERMS
OF REFERENCE**

Appointment is normally for four years followed by a review should the incumbent wish to reoffer. At the conclusion of the second term there will be an open search

**A. COMPOSITION OF THE REVIEW/SEARCH COMMITTEE FOR
DIRECTOR, CORE DIVISION, FACULTY OF ENGINEERING**

- (1) Representative from Undergraduate Studies Committee, Faculty of Engineering
- (2) Representative from Department Heads Committee
- (3) Representative from the Undergraduate Student Society, Faculty of Engineering
- (4) Associate Dean, Undergraduate and Associated Universities, Faculty of Engineering
- (5) Dean of Engineering as non-voting Chair.

C. DUTIES OF THE DIRECTOR, CORE DIVISION

- (1) Reports to the Associate Dean, Undergraduate and Associated Universities of the Faculty of Engineering;
- (2) Provides day to day management of Core Division Office, including personnel;
- (3) Shares in developing philosophies, policies, and plans for the Core Division, Faculty of Engineering (Years 1 and II);
- (4) Provides leadership for the advancement of the Core Division, including the Annual AU Workshop;
- (5) Provides liaison between Faculty of Engineering, Core Division and the Associated Universities;
- (6) Engages in teaching at reduced load and normal research load or as otherwise stipulated;
- (7) Undertakes such other duties and responsibilities as the Associate Dean, Undergraduate and Associated Universities, may assign. These may include the following:

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- a. Provides leadership for the Core Division (Years I and II), Faculty of Engineering
- b. Recommends teaching responsibility and class sectioning requests to the Associate Dean, Undergraduate and Associated Universities
- c. Represents the Core Division at meeting of the Directors of Engineering Committee
- d. Represents the Core Division at the weekly meetings of the Department Heads Committee
- e. Helps with the preparation of annual surveys regarding Faculty statistics

L. APPENDICES

**DALHOUSIE UNIVERSITY
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**APPENDIX L1: ADMINISTRATIVE HEADS COMMITTEE - CONSTITUTION AND
TERMS OF REFERENCE**

A. ADMINISTRATIVE HEADS COMMITTEE

The Administrative Heads Committee (AHC) shall be a standing committee of the Faculty of Engineering subsidiary to and responsible to the Faculty.

B. COMPOSITION OF THE ADMINISTRATIVE HEADS COMMITTEE

- (1) The Department Heads of each of the Departments in the Faculty of Engineering
- (2) The Dean (Chair)
- (3) The Associate Deans
- (4) The Assistant Deans (one of them recording the minutes)
- (5) The Chair of the Engineering Research Centres Council
- (6) The Director, School of Biomedical Engineering
- (7) The Administrator of the Faculty of Engineering

C. FUNCTIONS OF THE ADMINISTRATIVE HEADS COMMITTEE

- (1) The Administrative Heads Committee shall have standing authority to recommend the appointment of Adjunct and FGS status faculty members.
- (2) The Administrative Heads Committee shall have standing authority to recommend the appointment of Emeritus faculty.
- (3) The Administrative Heads Committee shall have the standing authority to distribute the travel funds as is required of it by the Articles of the Collective Agreement.
- (4) The Administrative Heads Committee shall have standing authority to approve the NSERC Undergraduate Research Awards.
- (5) The Administrative Heads Committee shall meet as Planning Committee of the Faculty of Engineering to discuss matters that are predominantly concerned with the finance and budget of the Faculty of Engineering.
- (6) The Administrative Heads Committee shall be an authoritative body whose opinion and advice the Dean may seek on any matter.
- (7) On its own initiative, the Administrative Heads Committee may engage in financial and academic planning. This activity includes:

- a. Advice to the Dean, and, where appropriate, Faculty of Engineering Council, on matters concerning the Faculty relating to: the optimizing of revenue, the means of increasing efficiency in the operations of the Faculty, the financial implications to the Faculty of Engineering of all proposed new or altered programmes of study and matters relating to financial constraint or exigency.
- b. An examination of the long-range or wide-range implications of significant trends that are currently underway and of particular decisions that may be taken.
- c. The proposal of specific measures from which long-range advantages might be expected to accrue to the Faculty of Engineering, or by which impending problems might be averted or alleviated.
- d. The Administrative Heads Committee may create sub-committees to examine and advise upon business, which does not fall under the jurisdiction of other standing or ad hoc committees of the Faculty of Engineering. Such subcommittees may include Faculty members and others. The Administrative Heads Committee shall receive reports of its subcommittees and it may take such action with respect to these reports as does not significantly change, conflict with, or involve questionable interpretations of policy established by the Faculty of Engineering Council.
- e. On the direction of the Faculty of Engineering Council, an ad hoc committee of the Faculty may report to the Administrative Heads Committee. Unless Faculty of Engineering Council instructs otherwise all such reports shall be transmitted without delay to all members of the Faculty of Engineering. The Administrative Heads Committee may take such action with respect to such reports as is consistent with the terms of reference establishing the ad hoc committee.
- f. The Faculty of Engineering Council may refer any business to the Administrative Heads Committee for consideration, reformulation, redrafting, or other purpose.

D. PROCEDURES OF ADMINISTRATIVE HEADS COMMITTEE

- (1) The Administrative Heads Committee shall meet every week. The Dean of the Faculty of Engineering shall be responsible for providing the agenda for each Administrative Heads Committee meeting.
- (2) There shall be a quorum of 50% plus 1 voting members.
- (3) Faculty of Engineering standing and ad hoc committee chairs may seek advice from and confer with the Administrative Heads Committee whenever the need arises.
- (4) If the Administrative Heads Committee is considering a request or proposal from a committee, members of the committee in addition to the chair may be present and express their views.

E. REPORTING BY THE ADMINISTRATIVE HEADS COMMITTEE

The minutes of the Administrative Heads Committee shall be prepared promptly by the Recording Secretary. The minutes shall be distributed to any member of Faculty of Engineering who so requests. One copy of the minutes shall be sent to each member of the Administrative Heads Committee.

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**APPENDIX L1a: SPACE COMMITTEE: CONSTITUTION AND TERMS OF
REFERENCE**

A. SPACE COMMITTEE

The Space Committee shall be an advising committee of the Faculty of Engineering subsidiary to and responsible to the Dean.

B. COMPOSITION OF THE SPACE COMMITTEE

The committee shall be composed of three members, elected by the Administrative Heads Committee and the appropriate person from the Facilities Management as a resource person. The Committee shall be chaired by the Assistant Dean.

C. FUNCTIONS OF THE SPACE COMMITTEE

The Space Committee shall be an advisory committee to the Dean with responsibility for formulating guidelines governing the allocation, utilization and development of space in Sexton Campus, for the needs of the Faculty of Engineering. Copies of current guidelines should be available in the Dean's Office.

E. REPORTING BY THE SPACE COMMITTEE

The Space Committee shall report, in writing, to the Dean of Engineering and the Administrative Heads Committee.

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APPENDIX L2: FACULTY STEERING COMMITTEE

A. COMPOSITION

Membership

The Committee shall consist of the Dean of Engineering (ex-officio), two tenured members elected annually from Faculty of Engineering Council and the Chair and the Recording Secretary of the Faculty of Engineering Council. The committee may also call upon the Associate and Assistant Deans as needed. The Chair of Steering Committee is selected annually by and within the membership of the Committee.

B. TERMS OF REFERENCE

The Faculty Steering Committee shall:

- (1) Approve the agenda for the Faculty of Engineering Council meetings;
- (2) Act as the nominating committee;
- (3) Refer issues of concern to the appropriate committee of the Faculty;
- (4) When appropriate, bring recommendations regarding Faculty issues to Faculty of Engineering Council meetings for approval.
- (5) The Committee is directly responsible to Faculty of Engineering Council.

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**APPENDIX L3: UNDERGRADUATE STUDIES COMMITTEE - CONSTITUTION
AND TERMS OF REFERENCE**

A. COMPOSITION

The committee shall consist of

- (1) The Dean of Engineering (ex-officio)
- (2) One faculty member from each academic program
- (3) An undergraduate student named by the Engineering Undergraduate Society
- (4) The Associate Dean (Undergraduate and Associated Universities)
- (5) The Assistant Dean for Students Affairs
- (6) A representative of the Registrar (ex-officio)
- (7) A representative of the Associated Universities Directors Committee (ex-officio)
- (8) The Chair and Secretary are to be elected by the members of the Committee for a two-year term.
- (9) There shall be a quorum of 50% plus 1 voting members
- (10) The Committee may establish sub-committees or ad hoc committees as the need arises.

B. TERMS OF REFERENCE

The Undergraduate Studies Committee (USC) shall receive and review recommendations from the Departments of the Faculty of Engineering, and make recommendations to Faculty Council concerning the following areas of Undergraduate Education:

- (1) Forward planning for all academic undergraduate programs;
- (2) Academic Regulations;
- (3) Approval and evaluation of academic programs;
- (4) Changes in content of courses;
- (5) Teaching and learning.
- (6) The Undergraduate Studies Committee (USC), with a quorum of 100% of its membership shall have standing authority to approve the student marks and the lists of graduation.

C. REPRESENTATION AT FACULTY MEETINGS

- (1) The Committee is directly responsible to the Faculty of Engineering.

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- (2) The chair, secretary or designated substitute has the responsibility to represent the USC at faculty meetings and present USC submissions and respond to faculty questions as required.
- (3) The Faculty of Engineering has the final say on any issue presented by USC and has the right to reject submissions approved by USC or send them back for further review.

D. MEETING TIMES

- (1) The USC will meet once a month. Special meetings may be called by the chair to discuss urgent matters.
- (2) The days and time of the meetings will be decided by the members of the committee at the beginning of each term in order to avoid conflicts.

E. SUBMISSIONS

- (1) The deadline for submissions to USC is one week (7 days) before the next committee meeting.
- (2) Members are strongly requested to respect this deadline.

F. SPECIFIC ISSUES

- (1) Specific agenda items may be postponed if the issue representative is absent.
- (2) The minutes of USC meetings will be sent to the DHC for information

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**APPENDIX L3a: UNDERGRADUATE RECRUITMENT COMMITTEE -
CONSTITUTION AND TERMS OF REFERENCE**

A. COMPOSITION

The committee shall consist of one member from each academic program, two undergraduate students as nominated by the EUS, the Associate Dean (Undergraduate Studies and Associated Universities), and resource people as appropriate. The Chair and Secretary are to be elected by the members of the Committee for a two-year term. The committee may establish sub-committees or ad hoc committees as the need arises.

B. TERMS OF REFERENCE

The Recruitment Committee shall review, develop, and update policies, and make recommendations to Faculty Council concerning the following areas:

- (1) Forward planning for all undergraduate academic recruiting programs;
- (2) Recruiting visits at all levels.
- (3) Develop publicity material to promote the Faculty of Engineering undergraduate programs.
- (4) Coordinate with bodies involved in student recruiting for Engineering.

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**GRADUATE STUDIES COMMITTEE
CONSTITUTION AND TERMS OF REFERENCE**

A. COMPOSITION

The Graduate Studies Committee (GSC) membership shall consist of:

- (1) The Dean of Engineering
- (2) Graduate Co-ordinators of all Graduate Programmes or Departments as appropriate
- (3) The Graduate Studies Administrator will serve as non-voting member of the committee.
- (4) One Graduate Student representative normally nominated by DEGS.
- (5) The Committee will elect its own Chair and vice-Chair, normally for a two-year term.

The quorum is 50% plus 1 voting members. The Committee may establish sub-committees or ad hoc committees as the need arises.

B. TERMS OF REFERENCE

This Graduate Studies Committee shall receive and review recommendations from the Programmes and Departments of the Faculty of Engineering and shall be responsible for all matters pertaining to the planning and implementation of graduate courses and graduate student programmes of study. In particular, the Committee shall act on and make recommendations to Faculty of Engineering concerning the following:

- (1) Consideration of new graduate courses.
- (2) Changes in contents of graduate courses.
- (3) Regulations and working rules.
- (4) Graduate standards and academic regulation.
- (5) Faculty of Engineering graduate scholarships and awards.
- (6) Forward plans for graduate studies within the Faculty of Engineering.
- (7) Programme evaluation.

C. REPRESENTATION AT FACULTY MEETINGS

- (1) The Committee is directly responsible to the Faculty of Engineering.
- (2) The chair, vice-chair or designated substitute has the responsibility to represent the GSC at faculty meetings and present GSC submissions and respond to faculty questions as required.
- (3) The Faculty of Engineering has the final say on any issue presented by GSC and has the right to reject submissions approved by GSC or send them back for further review.

D. REPRESENTATION AT FACULTY OF GRADUATE STUDIES

- (1) The chair or designated substitute has the responsibility to represent the Faculty of Engineering at FGS council meetings, bring up points of discussion pertinent to the Faculty of Engineering and bring back pertinent information for dissemination to the Faculty of Engineering.

E. MEETING TIMES

- (1) The GSC will meet once a month. Special meetings may be called by the chair to discuss urgent matters.
- (2) The days and time of the meetings will be decided by the members of the committee at the beginning of each term in order to avoid conflicts.

F. SUBMISSIONS

- (1) The deadline for submissions to GSC is one week (7 days) before the next committee meeting.

G. SPECIFIC ISSUES

- (1) Specific agenda items may be postponed if the issue representative is absent.

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APPENDIX L5: APPEALS COMMITTEES - CONSTITUTION AND TERMS OF REFERENCE

I. UNDERGRADUATE

A. COMPOSITION

The Appeals Committee shall consist of the Associate Dean (Undergraduate and Associated Universities) as Chair, the Head of the Department of the student concerned, and the Assistant Dean of Student Affairs.

B. TERMS OF REFERENCE

- (1) An Appeals Committee will be initiated by the Associate Dean when a request is received from the student for academic action which can not be handled by the normal application of the Faculty regulations;
- (2) An Appeals Committee may be formed to deal with a request for:
 - a. An examination re-read;
 - b. A special examination;
- (3) The Committee is directly responsible to Faculty of Engineering Council.

II. GRADUATE

A. COMPOSITION

The Appeals Committee shall consist of the Associate Dean (Graduate and Research) as Chair, the Head of the Department of the student concerned, and the Assistant Dean of Student Affairs.

B. TERMS OF REFERENCE

- (1) An Appeals Committee will be initiated by the Associate Dean when a request is received from the student for academic action, which cannot be handled by the normal application of the Faculty regulations;
- (2) An Appeals Committee may be formed to deal with a request for:
 - a. An examination re-read;
 - b. A special examination;
- (3) The Committee is directly responsible to Faculty of Engineering Council.

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APPENDIX L6: TENURE AND PROMOTIONS COMMITTEES - RULES AND PROCEDURES OF OPERATION

(1) Relevant Documents

These terms of reference draw from to the Collective Agreement between the Board of Governors and the Dalhousie Faculty Association. Key sections of the Collective Agreement are Article 15 (Tenure, Continuing Appointment and Appointment Without Term), Article 16 (Promotion), Article 18 (Personal Files), Clause 20.04 (Workloads), and Article 36 (Fairness and Natural Justice). Information has also been obtained from the Dalhousie Faculty Association (DFA) document “Under the Microscope: TENURE, PROMOTION and REAPPOINTMENT” (as revised from time to time).

(2) Principles of Operation

(2a) Natural Justice

This principle has several ramifications, as specified by the DFA document “Under the Microscope: TENURE, PROMOTION and REAPPOINTMENT” and listed below. They could be summarized in the phrase “Open Process”:

- (i) all candidates have the right to receive notices of all meetings which they should attend or have the right to attend.
- (ii) all candidates have the right to see and/or hear all evidence presented in their case. To this end, if any person wishes to make a presentation to any committee (formally known as a hearing), the candidate shall have the right to be present (Clause 36.03).
- (iii) all candidates have the right to confront and challenge negative witnesses or evidence.
- (iv) all anonymous evidence is excluded (e.g. student evaluations as per Clauses 18.08 and 18.09).
- (v) all candidates have the right to be assisted by a person of their choice.
- (vi) all candidates have the right to be given detailed reasons for a committee’s decision, if the decision is to not recommend tenure or promotion.

(2b) No Individual Can Make More than One Recommendation

No individual Faculty Member, Department Head or Dean may have more than one opportunity to make a recommendation regarding a given candidate (Clause 36.04). Thus, for example, neither the candidate’s Department Head nor any member of the Faculty Committee can also be on the candidate’s Departmental Committee.

(3) Timing

The timing for applications for tenure and/or promotion is specified in Clauses 16.10 and 16.11. Because the date of submission by the candidates for both tenure (Clause 15.19(a)) and promotion (Clause 16.01) is September 15, and because the same information is normally used in both tenure and promotion considerations by both the Departmental and Faculty Committees, the deadlines for recommendations will be the same for both tenure and promotion; i.e., the Departmental Committee recommendations must be made by November 15, the Faculty Committee recommendation must be made by December 15, and the Dean's recommendation must be made by January 15. These deadlines have been set to ensure that the Collective Agreement deadlines can be met (see Clauses 15.12, 15.24(b), 16.01, 16.02, 16.03).

If there are difficulties in meeting these earlier deadlines so that the Collective Agreement deadlines might not be met, the Dean should be immediately advised, as an extension of the Collective Agreement deadlines may have to be requested under Clause 15.34. A request for extension is made by the Vice-President Academic and Provost to the Association-Board Committee.

(4) Members from Assistant Professor Rank Eligible for Tenure

Faculty members at the rank of Assistant Professor who are being considered for tenure may also request to be considered for promotion to the rank of Associate Professor at the same time.

(5) Criteria and Standards

(5a) Criteria and Standards for Tenure

The criteria for tenure are given in the Collective Agreement (Clause 15.03). Additional Faculty criteria are allowed (Clause 15.04). In the areas where no standards have been established, past practice prevails. For the Faculty of Engineering, more specific criteria and standards are:

- (i) The candidate should normally hold a doctoral degree or equivalent. By equivalent it is meant that the candidate has produced written works or engaged in other confirmed professional activities that have contributed in a substantial manner to the advancement of knowledge or practice in the candidate's discipline. In the recognition of the equivalent of a doctorate, the positive written opinions of three external referees who hold doctoral degrees should be obtained.
- (ii) The candidate has demonstrated a teaching performance at or above the average of a relevant group of peers for at least three years. In assessing a candidate's teaching performance, the following aspects are considered: (A) nature of the teaching, such as introductory and advanced courses, new and existing courses, class sizes, compulsory and elective courses, diversity of the courses taught, course grades students receive, and innovations in teaching; (B) written evaluations by students, Departmental Head, applicable committees and the Dean, although such evaluations may only serve as an indication of the candidate's performance when a pattern emerges over a period of at least three years and other relevant information does not contradict that pattern; and (C) teaching awards or recognitions given by a faculty or university or

national or international organizations. A balance of strong performance in some of these aspects against relatively weaker performance in others may be considered.

- (iii) The candidate has produced since the date of first professorial appointment scholarly or professional works which are deemed of good quality or have had demonstrable impact in a particular field or discipline and have been recognized both internally and externally. The following aspects will be considered in assessing a candidate's scholarly performance: (A) knowledge dissemination in the public domain, such as books, presentations and publications in recognized conferences and reputable peer-reviewed journals; (B) potential for establishing independent research programs, as evidenced by graduate students supervised and completed, research funding secured, collaboration with others, publications made independently or in leading roles, and patents granted; (C) recognized contributions to a high-impact engineering project, design or technology development; and (D) awards for scholarly works. A balance of strong performance in some of these aspects against relatively weaker performance in others may be considered.
- (iv) The candidate has been involved in either academic service or administrative activities. Any involvement at a Departmental, Faculty or University level, or outside communities or professional organizations may be considered.

(5b) Criteria and Standards for Promotion to the Rank of Associate Professor

The criteria are given in general in Clause 16.06(a): "Except for instructor Members, the criteria for promotion of Members of the teaching and research staff shall be the same as those for tenure. Promotion is based upon positive evidence of actual achievement and accomplishment in those duties and responsibilities, which in accordance with Clause 20.04 constitute the individual Member's workload and not on years of service". In other words, criteria and standards for the promotion to the rank of Associate Professor are the same as those for tenure, except with the emphasis on *positive* evidence of *actual* achievement and accomplishment.

(5c) Criteria and Standards for Promotion to the Rank of Professor

Clause 16.11 states: "Subject to Clause 16.06(a), promotion to the rank of Professor shall be recommended only when solid evidence is established that the Member has attained standards of competence in both teaching and scholarship appropriate to a new full Professor and that the Member has attained and is likely to maintain a high level of effectiveness in teaching and/or scholarship and that the Member's teaching or scholarship represents a significant contribution to his/her discipline or to the University".

The Faculty may establish more specific criteria and standards (Clauses 16.06(b) and 16.06(c)). For the Faculty of Engineering, for promotion to the rank of Professor, these are:

- (i) The candidate holds a doctoral degree or equivalent. By equivalent it is meant that the candidate has produced written works or engaged in other confirmed professional activities that have contributed in a substantial manner to the advancement of knowledge or practice in

the candidate's discipline. In the recognition of the equivalent of a doctorate, the positive written opinions of three external referees who hold doctoral degrees should be obtained.

- (ii) The candidate has demonstrated, since appointment or promotion to the rank of Associate Professor, a teaching performance as described in **(5a)(ii)** above.
- (iii) The candidate has produced, since appointment or promotion to the rank of Associate Professor, scholarly or professional works which are deemed to have a significant and valuable impact in a particular field or discipline, and that has been recognized both internally and externally. This recognition must be confirmed by a majority of the external referees. The following aspects will be considered in assessing a candidate's performance in the continuous and significant expansion of knowledge or technological developments: (A) knowledge dissemination in the public domain, such as books, publications in reputable peer-reviewed journals, and presentations at recognized conferences; (B) establishment of independent research programs, as evidenced by Master's students, doctoral students and postdoctoral fellows supervised and completed, research funding secured, collaboration with others, publications made independently, patents granted and research facilities developed; (C) recognized significant contributions or leadership to a high-impact engineering project, design or technology development; and (D) major awards or honors for scholarly works, such as involvements in learned societies or professional organizations, presentations at major conferences or platforms. A balance of outstanding performance in some of these aspects against relatively weaker performance in others may be considered.
- (iv) The candidate has made recognized contributions to the administration and development of his/her Department, Faculty or University, based upon evaluations by peers, senior Faculty members and administrative personnel. Any significant and major involvement or role in outside communities or professional organizations may also be considered; for example, a long service or administration record and a significant contribution in establishing a high-impact university program.

(6) Information

(6a) At the beginning of the tenure and/or promotion application process, the candidate shall submit the following documents:

- (i) A letter of application highlighting how the candidate has met the criteria and standards.
- (ii) Five copies of a complete Curriculum Vitae including all information that the candidate feels is relevant (Clauses 15.19(a) and 16.01) and bears directly on the established criteria (four of these copies are for the external referees). The Curriculum Vitae should include the candidate's educational background, papers published and presented, patents applied for and awarded, training of highly qualified personnel, students graduated, funding secured, interaction with industry and government, peer recognitions (awards etc.), professional activities, and administrative responsibilities or services to communities.

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- (iii) One set of a teaching dossier or information that demonstrates the candidate's teaching ability. All courses taught by the candidate in each year of the candidacy period, along with course syllabus, number of registered students, average grades the students received for each course, number of student failures, and an evaluation summary report for each course should be provided. For each course, sample comments by three students who gave high appraisal and sample comments by three students who were critical should also be provided if available.
- (iv) NSERC Common CV or written explanations of a maximum of the five most significant pieces of scholarly or research work produced by the candidate.
- (v) Any other evidence showing the impact of the candidate's teaching, research or service activities; for example, the significance of research or design activities or leadership in a particular field as recognized by others, or economic activities as the result of a discovery or patent.

(6b) The candidate may submit any additional information in writing at any time during the process. However, the information will be considered only by those Committees and/or persons who have not already submitted their recommendations.

(6c) The candidate may also make a verbal presentation to any Committee or person, for the purpose of adding insight and information not already in the file. Such presentations shall be noted in the report submitted by the Committee.

(6d) The Committees have the right to seek additional information on the candidate. They do not, however, have the right to seek verbal input, unless the candidate is present to hear it (Clause 36.03).

(6e) The candidate shall submit names of up to four potential referees. For tenure and/or promotion to the rank of Associate Professor, all referees shall have (or have had) a full-time Associate or Full Professorial appointment at an academic institution. For promotion to the rank of Professor, all the referees shall have (or have had) a full-time Full Professorial appointment at an academic institution. These referees must be at arms length, following the most current NSERC guidelines, reproduced here:

"A Referee must not:

- (i) be from the same university as the applicant;*
- (ii) have been a research supervisor or graduate student of the applicant within the past six years;*
- (iii) have collaborated with the applicant within the past six years or have plans to collaborate in the immediate future;*
- (iv) be an employee of an non-academic organization with which the applicant has had collaboration within the past six years;*
- (v) be in any potential conflict of interest (e.g. personal, financial)."*

The candidate should not contact any potential referees prior to and during the tenure and promotion process ..

Relevant sections of the Collective Agreement concerning referees are Clauses 15.19(b), 16.10, 16.11 and 18.12.

(6f) For the benefit of prospective applicants, aggregated data will be kept, in statistical form, for the previous four years' successful candidates in the Faculty. These data will be available to candidates, enabling them to rate their own chances of success. To capture any changes of standards over time, the approach of four-year moving averages is chosen. Aggregating data over all successful candidates in the Faculty for four years is intended to preserve the anonymity of individual candidates.

(7) Process

The full process is provided for in the Collective Agreement (Articles 15 and 16). The following points have been extracted **and interpreted** to clarify the process for simplicity. Candidates, committees and other persons involved in making recommendations are encouraged to read the full text of the Collective Agreement.

- (7a)** The Dean shall advise all members who are eligible for promotion by August 15 of the year specified in Clauses 16.10 and 16.11.
- (7b)** The candidate shall submit to the Dean by September 15, in the year specified in Clauses 15.19(a), 16.01, 16.10 and 16.11, his/her letter of application with supporting information and documents (see above), as well as the names of at least four potential referees who currently have an arm's length relationship to the candidate.
- (7c)** The Dean shall request the Department Head to consult formally, at a meeting convened for that purpose, with all the members of the candidate's Department, excluding those under consideration for tenure and/or promotion. The purpose of the meeting is to establish the Departmental Committee that shall select two names from the list of referees supplied by the candidate and also draw up a list of at least two other names. These two or more other referees should not be from the list supplied by the candidate and should have at least one from the list suggested by the Dean. The candidate has the right to refuse any potential referee with written justification. The Chair of the Departmental Committee will contact four referees, advising them of the policy of openness and noting their right to withhold their name from the candidate.
- (7d)** After all the referee reports have been received, the Departmental Tenure and Promotions Committee will deliberate. The candidate has the right to make a presentation to the Committee. If other Faculty members wish to make a presentation to the Committee, the candidate shall have the right to be present (Clause 36.03). (Written assessments of a member by other Faculty members shall be in accordance with Clause 18.12(d).) The

Departmental Committee shall then make its report and send it to the candidate and to the Department Head, who will then make an independent report. In the case of promotion, the report should delineate specifically "...reference to how the Member stands with respect of the criteria for promotion..." (Clause 16.04(a); i.e. meeting the same standard as required of the President) and "...with sufficient particularity to assist the Member to understand the decision..." (Clause 16.04(a)). A copy of the Department Head's report should also be sent to the Departmental Committee. The two reports, from the Departmental Committee and from the Department Head, will then be sent to the Dean, with a copy to the candidate. A copy of each of the two reports will be included with the candidate's application and materials, which will then be sent to the Faculty Tenure and Promotions Committee. The Departmental Committee and the Department Head are required to carefully maintain the file and to update a file inventory sheet, which describes the content of the file of information submitted by the candidate, along with any additions to or deletions from the file.

- (7e) When the Faculty Tenure and Promotions Committee receives the information, the files will be examined individually before the Committee meets as a whole to discuss the case and deliberate. Again, the candidate has the right to make a presentation to the Committee as a whole. If other Faculty members wish to make a presentation to the Committee, the candidate shall have the right to be present (Clause 36.03). (Written assessments of a candidate by other Faculty members shall be in accordance with Clause 18.12(d).) Care will be exercised to give particular reasons for the decisions for promotion; and to maintain the file and update the file inventory sheet. The Faculty Tenure and Promotions Committee will forward its recommendations to the Dean, with copies to the candidate, the Departmental Committee and the Department Head.
- (7f) The Dean shall make a recommendation and forward it to the President or Vice-President Academic and Provost, with copies to the candidate, the Departmental Committee, the Department Head and the Faculty Tenure and Promotions Committee.
- (7g) Appeals are permitted as per the Collective Agreement, Clauses 15.27-30 and 16.13-17.

DEPARTMENTAL TENURE AND PROMOTION COMMITTEE: COMPOSITION AND TERMS OF REFERENCE

A. COMPOSITION

Membership

All members of a Department who are not going to be considered for tenure and/or promotion in the current year shall be consulted formally at a meeting for all the tenure and/or promotion applications. These members are eligible to be members of the Departmental Tenure and Promotions Committee, which must have at least three members. In order that the sentiments of untenured Faculty members be expressed, an untenured Faculty member must be on the Committee.

Whenever there is no eligible untenured Faculty member in the Department concerned, an untenured Faculty member of a cognate Department should be selected by the members of the Committee prior to its first meeting.

The Committee will be limited to those members who are present at the first and every meeting where the candidates are interviewed. If there is a resignation from the Committee after it has begun to interview candidates, the resulting vacancy shall remain unfilled, as long as a quorum of two-thirds of the members of the initial committee still remains (See Clause 15.26 concerning tenure decisions and Clauses 16.01 and 16.02 concerning promotion decisions). The Committee should therefore ensure, as far as possible, the availability of its members before the process begins.

Exclusions

As stated above, no Departmental member who is to be considered for tenure and/or promotion in the current year may sit on the Committee. Also excluded are any Departmental members who will participate in any other forum to express their opinion on the candidate - e.g., the Department Head or any member of the Faculty Tenure and Promotions Committee (Clause 36.04).

Chair

The Committee elects its own Chairperson for an indefinite period until the Chair steps down from the position, or the Committee completes its process.

B. TERMS OF REFERENCE

- (1) to follow the principles of operation set out in the Collective Agreement and the Faculty of Engineering Guidelines for Tenure and Promotions;
- (2) to select external referees appropriate for each candidate and to confer with the candidate to determine which referees are acceptable;
- (3) to contact acceptable referees and to provide them with the appropriate documentation;
- (4) to evaluate the candidate's performance, based on the documents provided by the candidate and other written or confirmed evidence;
- (5) to listen to presentations by the candidate or other Faculty members on the candidate's own application. If evidence is presented to the Committee by another Faculty member, the candidate shall have the right to be present (Clause 36.03);
- (6) to forward its recommendation to the Department Head, with a copy to the candidate;
- (7) to maintain the candidate's file and update the file inventory sheet.

FACULTY TENURE AND PROMOTION COMMITTEE: COMPOSITION AND TERMS OF REFERENCE

A. COMPOSITION

Membership

All members of the Faculty of Engineering who are not going to be considered for tenure or promotion in the current year and who hold a tenured appointment as Associate Professor or Professor are eligible to be members of the Faculty Tenure and Promotions Committee, which must have at least five members. The Faculty has the responsibility to elect the five members of the Faculty of Engineering Tenure and Promotion Committee, with a majority of them being in the rank of Professor, and with no more than one member from any particular Department.

The Committee will be limited to those members who are present at the first and every meeting where candidates are interviewed. If there is a resignation from the Committee after it has begun to interview candidates, the resulting vacancy shall remain unfilled, as long as a quorum of two-thirds of the members of the initial committee still remains (See Clause 15.26 concerning tenure decisions and Clauses 16.01 and 16.02 concerning promotion decisions). The Committee should therefore ensure, as far as possible, the availability of its members before the process begins.

Exclusions

As stated above, no Faculty member who is to be considered for tenure and/or promotion in the current year may sit on the Committee. Also excluded are any Faculty members who will participate in any other forum to give their opinion on the candidate - e.g., the Department Head or any member of the Departmental Tenure and Promotions Committee.

Chair

The Committee elects its own Chairperson for an indefinite period until the Chair steps down from the position, or the Committee completes its process.

B. TERMS OF REFERENCE

- (1) to follow the principles of operation set out in the Collective Agreement and the Faculty of Engineering Guidelines for Tenure and Promotions;
- (2) to evaluate the candidate's performance, based on documentation provided by the candidate and other written or confirmed evidence;
- (3) to listen to presentations by the candidate or other Faculty members on the candidate's own application. If evidence is presented to the Committee by another Faculty member, the candidate shall have the right to be present (Clause 36.03);

- (4) to forward its recommendation to the Dean, with copies to the candidate, to the Departmental Committee and to the Department Head;
- (5) to maintain the candidate's file and update the file inventory sheet.

SAMPLE LETTER FOR EXTERNAL REFEREES

It is strongly recommended that the following sample letter be used by the Departmental Tenure and Promotions Committee to obtain the assessments of external referees for applications for tenure and promotions. The letter is based on the Appendix VI of the Collective Agreement and contains more specific questions on the assessment of the candidate's scholarly performance.

Date:XX

Dear XXXX:

Thank you for agreeing to act as an external referee in Dr. *(insert candidate's name)* consideration for *(insert tenure and/or promotion as appropriate)*. As I previously indicated to you, we will require your input into our deliberations by *(insert required return date)*.

I would also remind you that the provisions of Dalhousie's Collective Agreement provide that your letter of reference will be made available to the candidate; however you can request that your identity be concealed, in which event the identifying letter-head and signature block will be removed. In addition, a referee must be at arms length, following the most current NSERC guidelines, reproduced here:

"A Referee must not:

- (i) be from the same university as the applicant;*
- (ii) have been a research supervisor or graduate student of the applicant within the past six years;*
- (iii) have collaborated with the applicant within the past six years or have plans to collaborate in the immediate future;*
- (iv) be an employee of an non-academic organization with which the applicant has had collaboration within the past six years;*
- (v) be in any potential conflict of interest (e.g. personal, financial)."*

The candidate is required not to contact any potential referee prior to and during the tenure and promotion process.

I am enclosing the following documentation to assist you in giving your assessment of the candidate to us:

(List details of all enclosures, including:

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- *the curriculum vitae of the candidate;*
- *NSERC Form 100 and/or sample copies of the most significant articles published in journal and papers presented to conferences as submitted by the candidate;*
- *other evidence that demonstrates the quality and impact of the candidate's scholarly work;*
- *Copies of the relevant criteria and standards from Dalhousie's Collective Agreement and our Faculty guidelines).*

Of the several criteria that are relevant in tenure and promotion consideration, we would expect that your assessment would focus primarily on the candidate's scholarly and external professional activities, as they are most likely the ones about which you have information. Please note that the candidate has had an average teaching load of xx undergraduate and xx graduate course per year in the past xx years. This may be a factor in your assessment of the candidate's scholarly work. We would request that you comment on the following particular aspects:

- 1) What is your connection or relationship with the candidate?
- 2) What, in your opinion, is the general quality of the candidate's work? Quality considerations include the degree of originality and creativity of the candidate's work, and its significance or impact in any special area. Were you aware of, and have you read the candidate's publications before?
- 3) Have you known about the candidate's external professional activities in Canada and elsewhere (e.g., conference organizing) and the significance of these activities?

We are, of course, not restricting you from commenting on any other aspects of the candidate's abilities or performance, or on any other relevant criteria if this is possible. Your assessment is of vital importance to us in determining whether the candidate has met the relevant criteria.

If you require any further clarification, we would prefer that you communicate with us in writing or by fax us rather than by telephone, since the substance of any material communication with regard this matter will be disclosed to the candidate; however, your identity can be concealed if you request it.

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**APPENDIX L7: ENGINEERING RESEARCH CENTRES DIRECTORS COMMITTEE
- COMPOSITION AND TERMS OF REFERENCE**

A. COMPOSITION

The Engineering Research Centres Directors Committee is composed of the Directors of the following research centres:

- (1). Canadian Institute of Fisheries Technology (CIFT)
- (2). Canadian Residential Energy End-use Data and Analysis Center (CREEDAC)
- (3). Centre for Marine Vessel Design and Research (CMVDR)
- (4). Centre for Water Resources Studies (CWRS)
- (5). Minerals Engineering Centre (MEC)
- (6). Nova Scotia CAD/CAM Centre (NSCCC)
- (7). Vehicle Safety Research Team (VSRT)

(1) TERMS OF REFERENCE

The Directors of the research centres elect a Chairperson for a term of 3 years and report to the Dean of Engineering. The directors normally meet at least twice per year to discuss current issues affecting all or some of the centres. The structure and function of each centre has developed in response to the circumstances of its origin and the needs of the constituency which it serves. The common elements shared by all of the centres include:

- (1) all centres currently in existence were established by the TUNS Board of Governors
- (2) all centres report to the Dean of Engineering and receive support services from the Engineering Research Office and Associate Dean, Graduate Studies and Research
- (3) all centres have financial accountability and operate on a cost-recovery basis
- (4) all centres receive research accounting and financial services provided by a Faculty of Engineering Research Centres Administrator
- (5) all centres share an entrepreneurial approach to identification and development of opportunities to apply technical solutions to problems of concern to the industries with which each identify
- (6) although all centres contribute to the academic activities of the Faculty, none have any direct academic mandate or responsibility
- (7) all centres have established and rely upon Industry Advisory Boards for guidance and advice

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The duties and responsibilities of the Faculty of Engineering Research Directors Committee is summarized as follows:

- (1) to advise the Dean of Engineering on problems or issues facing the research Centres and to assist the Faculty in pursuing emerging new technologies related to research in the Centres
- (2) to work together with the Dean, Associate Dean, Graduate Studies and Research and the Faculty Research Office to solve common problems facing or involving the Centres
- (3) to provide Nova Scotia and Canada with specialized technical R & D capabilities
- (4) (to provide a forum for planning and collaboration in multi-disciplinary research
- (5) to advocate and provide mentoring for graduate students in the Faculty of Engineering
- (6) wherever possible, to coordinate the marketing of the research services provided by the Centres

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**APPENDIX L8: ASSOCIATED UNIVERSITIES DIRECTORS OF ENGINEERING
COMMITTEE -COMPOSITION AND TERMS OF REFERENCE**

A. COMPOSITION

The Committee shall consist of the Director of Engineering from each Associated University, the Dean of Engineering and the Associate Dean (Undergraduate and Associated Universities) at Dalhousie (or their designates).

The Chair and a Secretary shall be elected by the members of the Committee, to serve a two-year term.

B. TERMS OF REFERENCE

The Committee shall meet at least twice per year; the Chair shall call the meetings.

The Committee shall be the forum where matters of common interest to the Associated Universities and Dalhousie are discussed. The Committee may meet jointly with Dalhousie Faculty Committees or other bodies as appropriate.

Examples of the Committee's areas of interest could include but not be limited to:

- (1) Consideration, in consultation with the Faculty Undergraduate Studies Committee, of the curriculum for the first two years of the undergraduate degree programme, and recommendations for changes thereto;
- (2) Faculty interchange among the Associated Universities, and/or between the Associated Universities and Dalhousie;
- (3) Participation by the Associated Universities' faculty in Dalhousie Committees;
- (4) Cooperation among the Associated Universities and Dalhousie in areas of Research and Development;
- (5) Communication among the Associated Universities and Dalhousie;
- (6) Recruitment programmes in conjunction with Dalhousie and APENS.
- (7) The Committee is directly responsible to the Faculty of Engineering Council but may also forward recommendations to other appropriate officials or bodies.

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APPENDIX 9: SCHOLARSHIPS AND AWARDS COMMITTEE

A. COMPOSITION

The committee shall consist of one member from each academic program and is chaired by the Associate Dean (Undergraduate and Associated Universities). For the awarding of scholarships for which students from the Faculties of Architecture and Computer Science are also eligible to apply, the Committee is augmented by one representative from each Faculty. Members of the Committee are appointed by the Department Heads. For the awarding of the Nova Scotia Women in Engineering Scholarship, the Committee is augmented by a member of the public.

B. TERMS OF REFERENCE

The Scholarships and Awards Committee is responsible for recommending terms of reference for new scholarships, shall review the scholarship applications, and make the awards based on the specific criteria for each award.

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APPENDIX 10: CO-OPERATIVE EDUCATION COMMITTEE

A. COMPOSITION

The committee shall consist of one representative (faculty) from each accredited undergraduate program, two representatives (staff) from the Technical Co-Operative Education Office (designated by the Director of the Technical Co-Operative Education Office), two representatives (student) from the undergraduate student community in the Faculty of Engineering (designated by the Engineering Undergraduate Society), one representative (professional engineer) from the profession of engineering (designated by the Association of Professional Engineers of Nova Scotia), preferably a Co-Op employer external to the university and the Associate Dean of Engineering, Undergraduate and Associated Universities (ex officio).

Other Co-Op advisors may participate as non-voting members (designated by the Department Head responsible for that program; preferably the representative will be the Co-Op Faculty Advisor for the program, where applicable).

B. TERMS OF REFERENCE

The Committee will elect its own Chair and Vice Chair. The length of office for the Chair and Vice Chair is two (2) years. One member of the Co-Op office will be the secretary. The quorum is 50% plus one of all voting members, including at least one Co-Op Office representative.

The linkage between the Undergraduate Studies Committee and the Co-Op Committee is seen as being very important. The respective Chairs will maintain close contact by exchange of minutes, highlighting relevant issues that each sees to be important.

The Co-op Education committee is responsible to advise the Faculty of Engineering on academic matters, requirements and regulations pertaining to co-operative education programs; advise the Faculty of Engineering on the formulation, implementation and operation of co-operative education programs; advise the Faculty of Engineering and the Technical Co-operative Education Office on matters related to the placement of students in co-op work terms; assist the Technical Co-operative Education Office in the design and implementation of programs aimed at the professional development of co-operative education students; interact with the engineering profession in matters pertaining to the relationship between co-operative education and fulfillment of the engineering experience requirements for professional registration.

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**APPENDIX L11: 2008/2009 COMPOSITION OF FACULTY COMMITTEES AND
FACULTY REPRESENTATIVES**

Appeals Committee (Undergraduate)	Associate Dean, Undergraduate and Associated Universities (Chair) Appropriate Department Head Assistant Dean (Student Affairs)
Appeals Committee (Graduate)	Associate Dean, Graduate Studies and Research (Chair) Appropriate Department Head Assistant Dean (Student Affairs)
Faculty Steering Committee	Dean of Engineering Dr. E. El-Masry (Chair) Dr. E. Gunn Faculty Chairman Faculty Recording Secretary Associate and Assistant Deans (as required)
Undergraduate Studies Committee (Members designated by Head)	Dr. P. Cyrus, Associate Dean, Undergraduate and Associated Universities TBA, Director, Core Division Dr. K. Wilkie, Biological Engineering Dr. W. J. Phillips, Engineering Math Dr. J. Blake, Industrial Engineering (Chair) Dr. D. Hansen, Civil Engineering Dr. J. Blake, Industrial Engineering Dr. S. Nugent, Electrical & Computer Engineering Dr. Jason Gu, Electrical & Computer Engineering Dr. T. Hubbard, Mechanical Engineering Dr. P. Bishop, Metallurgical Engineering Dr. I. Flint, Mining Engineering Dr. S. Budge, Food Science and Technology Dr. A. Mitchell, Chair, Associated Universities' Director of Engineering Committee Mary MacGillivray, Registrar's Office Dr. C. Watts, Assisant Dean, Student Affairs Scott Wetton, Student Representative
Co-op Committee	Dr. Rob Jamieson (Environmental Option)(non-voting) Dr. K. C. Watts (Biosystems Option) Pak Yuet (acting) Chemical Engineering

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Dr. Y. Liu, Civil Engineering
Dr. J. Ilow, Electrical & Computer Engineering
Dr. R. Pelot, Industrial Engineering (Chair)
Dr. P. Basu, Mechanical Engineering
Dr. Farhat Zoheir, Metallurgical Engineering
Dr. Ian Flint, Mining Engineering
Ms. A. M. Coolen, Co-op Office
Ms. Linda Burke, Co-op Office
APENS- one professional engineer (co-op employer external to Faculty) C. Zinck
EUS - two student representatives
Dr. M. E. El-Hawary, Associate Dean (ex-officio)

Scholarships and Awards Committee (Members designated by Head)

Dr. P. Cyrus, Associate Dean (Chair)
Dr. P. Cyrus, Associate Dean (Chair)
Dr. R. Jamieson, Biological Engineering
Dr. M. Pegg, Chemical Engineering
Dr. J. Thorburn, Civil Engineering
Dr. L. Hughes, Computer Engineering
Dr. T. Little, Electrical Engineering
Dr. S. Iakovlev, Engineering Math
Dr. R. Jamieson, Environmental Engineering
Dr. E. Truelstrup-Hansen, Food Science
Dr. J. Blake, Industrial Engineering
Dr. Z. Farhat, Materials Engineering
Dr. R. Bauer, Mechanical Engineering
Dr. M. Rockwell, Mineral Resource Engineering
Additional Representatives:
Dr. S. Brooks, Faculty of Computer Science
Dr. T. Galvin, Faculty of Architecture and Planning

Meeting Chairman

Dr. G. Gagnon, July, 2007-2008

Recording Secretary

Dr. S. Brooks, July, 2007-2008

Promotion and Tenure Committee

TBA, 2008 - 2011
Dr. N Ali, 2007 - 2010
Dr. P. Gregson 2006 – 2009
Dr. J. Militzer, 2006 – 2009
Dr. Abdel Ghaly , 2007 - 2010

Administrative Department Heads (Advisory Committee to the Dean Engineering)

Dr. J. Leon, Dean of Engineering
Dr. P. Cyrus, Associate Dean Undergraduate Studies and
Associated Universities
Dr. M. Satish, Associate Dean Graduate Studies
and Research

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Dr. S. Kuzak, Assistant Dean Planning
Dr. C. Watts, Assistant Dean Student Affairs
Dr. George Jarjoura, Director, Core Division
Dr. M. Pegg, Process Engineering and Applied Science
Dr. W. J. Phillips, Engineering Mathematics & Networking
Dr. S. Zou, Resource and Civil Engineering
Dr. E. I. El-Masry, Electrical and Computer Engineering
Dr. E. Gunn, Industrial Engineering
Dr. I. Ugursal, Mechanical Engineering
Dr. C. Kosey, Biomedical Engineering
Ms. R. Murray, Administrator
Ms. Cathy Wood, Admin Assistant

Personal Computer Infrastructure Committee

Dr. J. Chuang, Mechanical Engineering
Dr. P. Cyrus, Industrial Engineering
Dr. J. Ilow, Electrical and Computer Engineering
Mr. E. Jones, Academic and Computing Services
Mr. P. Jones, Mechanical Engineering
Mr. R. Peters, Faculty of Engineering
Dr. W. Phillips, Engineering Math (Chair)
Dr. Andrew Warkentin, Mechanical Engineering
Mr. Robert Warner, CAD/CAM Centre
Dr. K. Wilkie, Biological Engineering
Mr. John Robertson, Academic Computing

Graduate Studies Committee

Dr. M. Satish, Associate Dean, Graduate Studies and Research
Dr. A. Ghaly, Process Eng & Applied Science (Chair)
Dr. G. Kember, Engineering Mathematics
Dr. J. Hill, Environmental Engineering
Dr. C. Lake, Civil and Resource Engineering
Dr. M. Cada, Electrical and Computer Engineering
Dr. Q. He, Industrial Engineering
Dr. A. Warkentin, Mechanical Engineering
Dr. W. Robertson, Internetworking
Dr. M. Pegg, Petroleum Engineering
Dr. A. French, Biomedical Engineering GSS
Dean of Engineering (Ex-Officio)
Graduate Studies Administrator (Ex-Officio)

Recruitment Committee

Dr. K. C. Watts, Biological Engineering (Chair)
TBA, Chemical Engineering
TBA, Civil Engineering
TBA, Electrical and Computer Engineering
TBA, Engineering Math
TBA, Industrial Engineering

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TBA, Mechanical Engineering
TBA, Metallurgical Engineering
TBA, Mining Engineering
TBA, Food Science and Technology
Dr. P. Cyrus

Space Committee

Assistant Dean (Chair)
Dr. W. Phillips
Dr. Y. Gupta
Dr. N. Ben-Abdallah
Dr. D. Retallack
Ms. Lynn Brimble

Engineering Research Directors Committee

Dr. T. Gill, Canadian Institute of Fisheries Technology
Dr. J. Militzer, Centre for Marine Vessel Development & Design
Dr. W. Hart, Centre for Water Resources Studies
Dr. G. J. Kipouros, Minerals Engineering Centre
Dr. J. F. Trottier, Nova Scotia CAD/CAM Centre (Chair)
Dr. C. R. Baird, Vehicle Safety Research Team

Standing Committee for Review of Research Chairs

Dr. M. Satish, Associate Dean of Graduate Studies and Research (Chair)
Amyl Ghanem
Yi Liu

Associated Universities' Directors of Engineering Committee

Dr. Andrew Mitchell (Chair)
Acadia University
Dr. Emeka Oguejiofor
St. Francis Xavier University
Dr. Kevin Sibley, Head of Engineering
Nova Scotia Agricultural College
Prof. E. MacLellan
University College of Cape Breton
Dr. Andrew T. Seaman
Saint Mary's University
Dr. Don MacEwen
University of Prince Edward Island
Dr. T. Little, Director, Core Division
Dr. P. Cyrus Associate Dean, Undergraduate and Associated Universities
Dr. J. Leon
Dean of Engineering

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**APPENDIX L12: PROGRAMME ACADEMIC COMMITTEES FOR
INTERDISCIPLINARY/INTERDEPARTMENTAL GRADUATE
PROGRAMMES**

COMPOSITION AND TERMS OF REFERENCE

Each interdisciplinary/interdepartmental graduate programme in the Faculty of Engineering shall have a Programme Academic Committee with the composition and terms of reference as prescribed below.

As of February 2003, there are two interdisciplinary/interdepartmental graduate programmes in the Faculty of Engineering. These are Petroleum Engineering and Environmental Engineering.

A. COMPOSITION

- (1). All faculty members of the Faculty of Engineering with an active commitment to education and research relating to the particular Programme shall be eligible for membership in the Programme Academic Committee of that Programme.
- (2). Members shall be appointed to the Programme Academic Committee by the Associate Dean of Engineering, Graduate Studies and Research, in consultation with the Programme Academic Committee.
- (3). The Director of the Programme, the Dean of Engineering, and the Associate Dean for Graduate Studies and Research shall be ex officio members of the Programme Academic Committee.
- (4). The Programme Academic Committee shall be chaired by the Director of the Programme.

B. TERMS OF REFERENCE

- (1). In its interdisciplinary/interdepartmental area of focus, the Programme Academic Committee shall provide a regular forum for review of matters relating to the conduct of education and research activities in the Faculty of Engineering.
- (2). The Programme Academic Committee shall develop policies and recommendations pertaining to the Programme.
- (3). The Programme Academic Committee shall communicate formal recommendations concerning graduate courses and graduate student programmes of study to the Graduate Studies Committee.

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APPENDIX M: EMERITUS FACULTY

The procedure for the Appointment of Emeritus faculty is described in the Senate Policy on Academic Titles as approved by the Senate of Dalhousie University on February 24, 1997 and by the Board of Governors on April 15, 1997.

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APPENDIX N: ADJUNCT FACULTY

The procedure for the Appointment, Review and Reappointment of Adjunct faculty of Engineering has been developed by the Faculty of Engineering and involves the nomination of qualified individuals by the Department concerned to the Administrative Heads Committee, which decides on the appointment. If the adjunct appointee is to perform duties related to graduate studies the Dean of Engineering submits the file to the Faculty of Graduate Studies for approval.

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APPENDIX O: TERMS OF REFERENCE OF UNIT REVIEW COMMITTEES

Introduction

The Senate APC document of 23 May 1985 sets the main objectives of the unit review mechanism as the improvement of the quality of the University's academic offerings and the provision of information for academic planning and subsequent budgetary activities. The success of a review process depends on the departments assessing for themselves their own strengths and weaknesses and the departments and review committees seeking to work closely together in order to initiate a fruitful exchange of information and ideas. Reviews should provide a comprehensive appraisal of all aspects of a department's activities.

The Faculty of Graduate Studies according to its own review process reviews graduate programmes. The reviews in the Faculty of Engineering have been integrated into this process. From financial perspective, the link between graduate and undergraduate programmes is close. The joint nature of the process is reflected in the requirement, set out below, that Graduate Studies appoint two of the members of the review committee.

Review Procedures

1. Overseeing the Reviews

An Associate/Assistant Dean shall serve as non-voting resource member to each review committee and in this capacity can aid the development of procedures, and assist the Dean and Faculty to assess the review process.

2. Review Committees

(a) Composition

The Committee shall consist of seven members, as follows: one undergraduate student selected by their society, one graduate student selected by their society, an Associate/Assistant Dean as non-voting resource member, and four faculty members. After appointment, members of Unit Review Committees no longer represent any particular constituency, but are bound to apply their own independent judgment to the task at hand.

(b) Selection

Two of the four faculty members shall be nominated by the Steering Committee of the Faculty of Engineering and selected from a list of at least eight names submitted by the Department under review. The remaining two members will be nominated by Faculty Council of Graduate studies and selected from the same list. In the case where there is no graduate programme in the Department under review, all four faculty members shall be nominated by the Steering Committee of the Faculty of Engineering. Their respective Engineering Societies shall nominate the student members. The undergraduate nominee should have successfully completed five full credits beyond the second year in a programme in the Faculty and should not be currently registered in a programme in the Department under review. The nominees must be ratified by Faculty.

The Committee, selected as indicated above, must be agreeable to the Faculty of Engineering.

For obvious reasons, the following criteria ought to govern the selection of faculty nominees:

(i) they shall not be members of the unit under review; (ii) they shall be tenured members of Faculty; and (iii) one nominee from another Faculty or appropriate institution may be selected.

3. External Reviewers

There shall normally be two external reviewers for each unit under review.

(a) Selection The Review Committee will solicit names of potential external reviewers put forward by the unit under review. Names from Industry shall also be included. It will select the name(s) from these lists and the final choice requires the agreement of the unit under review, the Dean and, where appropriate, the Dean of Graduate Studies. The invitation letters to conduct the review shall come from the Dean or Deans as appropriate.

(b) The external reviewer(s) is/are meant to provide a broad and objective evaluation, including an assessment of the relationship of the Dalhousie Unit with those elsewhere. At the same time, he or she is/are required to work with the Committee in order that a final report of considerable authority be produced. Any external reviewer, or any Committee member, is free to write a dissenting opinion.

(c) The report(s) of the external reviewer(s) shall be forwarded to the Committee as soon as each reaches the Dean's Office. A copy of each report shall be sent to the Dean of Engineering and, where the unit has a graduate programme, to the Dean of Graduate Studies.

4. Review Committee Responsibilities

The Review Committees shall send all members of the unit under review a copy of these guidelines;

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The Review Committees shall inform both faculty (including those on sabbatical or other leave) and students of the unit under review that members of the Committee are willing to meet with them, individually or in groups, will arrange for such meetings and are also willing to receive written or oral input;

The Review Committees shall produce a report within six months of commencement of the review'

The Review Committees shall submit their report(s), the report(s) of the external reviewers and any attached documents (see 5 below) to the chair of the Unit under review on a confidential basis. The chair shall first consult, in confidence, with all those in the unit whose work is the subject of comment in the report. The chair shall then report within three weeks to the Committee on any errors detected in the reports and any portion of the reports, which may be unwittingly harmful to the department, or members of the department

In the light of the report of the chair, the Committee may modify its report and shall then submit the Committee report(s), the external reviewer(s) report(s) and any supporting documents to the Dean, to Faculty and to the Faculty for information and discussion. For units with a graduate programme, copies of all the submissions to Faculty shall, at the same time, be sent to the Dean of Graduate Studies.

Specific recommendations arising out of the reports and needing Faculty action, can be approved at any time once the report has been presented to Faculty. At least six months after, and no more than ten months after the report has been submitted to Faculty, the unit under review must report to Faculty what actions it has taken concerning the reviews and concerning each recommendation in the reviews.

5. Obligations of Units Under Review

In the first instance any unit under review shall examine and prepare an assessment of its own activities. This assessment shall be submitted to the Unit Review Committee. It should take into account, but not be restricted to, such matters as staffing, curriculum, research, library and other facilities and proposed developments. Review Committees may request additional information and will have made them selves available to meet with staff and students. Units are expected to cooperate fully with the Committees, especially on organizational and information matters.

6. Cycle of Review

The Science reviews, combined with Graduate Studies' reviews, shall run on an approximately seven year cycle with one, or occasionally two, departments in the Faculty of Engineering being reviewed each year.

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APPENDIX P: CENTRES AND INSTITUTES REVIEW COMMITTEES

(A) Objectives and Scope

The general objectives of the Faculty's review process of the centres/institutes are:

- (i) To improve the Faculty's service, academic and research support activities.

and

- (ii) To provide information for planning, budgeting, and other decision-making processes.

The principal focus of the review of a centre/institute is the role and the functioning of the centres and institutes. The review of a centre/institute should consider and where appropriate make explicit recommendations to the Faculty on the following matters:

- (1) The appropriateness of the mission and priorities of a centre/institute in the light of the Faculty and the University Mission Statement and academic, financial, and other relevant factors.
- (2) The performance of the centre/institute particularly in light of its mission and academic plans. The review should address such issues as the extent and quality of the activities of the centre/institute; the quality, performance and satisfaction of personnel, clients and students involved in the activities of the centre/institute; the appropriateness of academic and support workloads; the plans for the research and development activities of centres and institutes and the satisfaction of other clients.
- (3) The organizational structure, effectiveness, and efficiency of the centre/institute including governance, administration, and resource management.
- (4) Opportunities for change within the centre/institute particularly for reduction in resource use and increased revenue generation, and opportunities taken since the last review.
- (5) The relationships between the centre/institute and programs and units at the Faculty of Engineering and with the University, particularly opportunities for improvements for increased cooperation and interaction, and for cost reduction.
- (6) The overall positioning of the centre/institute and its role and activities with regard to recent and anticipated developments in Nova Scotia, Atlantic Canada,

Canada and the world. The potential contribution of the centre/institute within this public policy and private sector environment and means of increasing this contribution are also reviewed.

- (7) The current state and potential future development of continuing education; relations with the Dalhousie College of Continuing Education.
- (8) The quality of research activities within the centre/institute and, if appropriate, the means of achieving improvements.
- (9) The involvement of the centre/institute in interprofessional and interdisciplinary collaboration in service, teaching, learning, and research activities.
- (10) Issues and strategies related to the maintenance and enhancement of student projects, co-op placements, and similar field work experience.
- (11) The quality and cost of service both provided to the centre/institute from other units in the Faculty of Engineering and provided by the centre to other units.
- (12) The application of the University's equity policies within the centre/institute.
- (13) Physical facilities (adequacy, suitability, anticipated needs) of the centre/institute.
- (14) The implications of labour market conditions affecting clients of the centre/institute, and current or anticipated government policy for the size of activities in the various programs of the centre/institute.
- (15) Current and prospective finances of the centre/institute including benefits to other Faculty of Engineering units or Dalhousie at large;
- (16) Future plans (objectives for the next five years) of the centre/institute.
- (17) Any other issues which arise during the deliberations of the Review Committee.

(B) Procedure

- (1) The Dean shall request from each Director of a centre/institute a name for potential Chair(s) of the Review Committee(s) for the centres/institutes. For cost effective reasons the Dean will decide which centres/institutes should be reviewed by a particular review committee.
- (2) After appropriate consultation with the Directors of the centres/institutes the Dean shall select the Chair(s) for the Review Committee(s) for the centres/institutes.
- (3) The Dean of Engineering and the Chair of the Review Committee for the centres/institutes will approve the names of the prospective committee members. Normally each committee shall comprise three members plus the Chair, none of which shall have a principal appointment in the Centre under review.
- (4) Each Review Committee shall consult with the Dean (or Deans in the case of reviews of inter-Faculty centres/institutes), the President, the Vice-President (Academic & Research) and the Vice-President of Research to identify any specific issues which should be addressed in the review.
- (5) The Review Committee shall select one external reviewer from outside the University with the agreement of the Director of the Centre (or Directors if

appropriate). If the Review Committee and the Director(s) are unable to reach an agreement on the selection of external reviewers, the Dean shall select reviewers from lists of names proposed separately by the Review Committee and by the Director.

- (6) The Committee shall request and receive from the centre or institute, the following information:
 - (a.) A self-study report which includes a new or revised plan;
 - (b.) Responses on specific issues identified above and
 - (c.) Identification of and commentary on issues about which centre/institute would welcome the advice of the Committee or the external reviewer, or both.
- (7) The external reviewer shall review his/her Terms of Reference and the material prepared by the centre/institute. The external reviewer shall then visit the campus and interview appropriate individuals and groups, and shall independently prepare and submit to the Review Committee reports containing commentary and explicit recommendations. In those reports reviewers are asked to avoid references to identifiable individuals. The reports shall be submitted within six weeks of the site visit. External reviewers shall be paid an honorarium of \$500 from the budget of the Dean's Office and be reimbursed for reasonable travel expenses.
- (8) In addition to the information provided by the centre/institute the Review Committee is free to collect other pertinent information, including written and oral input from individuals and groups within and outside the University. The Review Committee must contact all Faculty members in the centre/institute (individually by letter) to indicate its existence and purpose and its willingness to meet with members (and receive written submissions, at the option of the member). The Review Committee shall also normally meet with the Director, staff, students (graduate and undergraduate), the President, Vice Presidents and representatives of external constituencies. It shall widely advertise its existence and its receptiveness to submissions from concerned individuals and groups.
- (9) For the review to succeed and gain full cooperation from the participants, it should be seen to be conducted fairly. Therefore, the Review Committee should communicate as openly and regularly as possible with the centre/institute throughout the process, and shall treat all submissions as confidential. For confidentiality reasons, the names of a specific client of centres and institutes in the Faculty of Engineering may be withheld from the Review Committee and the external Reviewer. In that case the name of the client shall be replaced by the expression "Name withheld, client # ...". The nature of some activities of the centres and institutes may, at the discretion of the Director, also be withheld from the Review Committee and the external Reviewer and be replaced by the expression "Name of activity withheld, project # ...". In both cases the validity of the financial transactions shall be verified in in-camera sessions that the Review Committee and the external reviewer have with the Faculty of Engineering Administrator.

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- (10) The Review Committee shall prepare a confidential draft report based on the information available to it. This draft report should address all matters identified in these Terms of Reference and shall contain explicitly-identified recommendations to the Faculty. Before finalizing its recommendations, the review committee shall discuss with other relevant units at Dalhousie their potential impact that implementation of the recommendations might have on those units.
- (11) The Review Committee shall transmit its draft report, along with the external reviewer's to the Director who shall respond within two weeks with corrections to errors of fact, and any concerns regarding personal references.
- (12) The Review Committee shall revise the draft report as appropriate to produce the final report, and shall black out any personal references contained in any external reviewer's reports. It shall submit this final report along with the external reviewer's report, amended necessary, to the Dean.
- (13) The final composite report (including external reviewers' reports) will be copied to the Director or Directors as appropriate who shall make it available to all members of the Centre or Institute, and shall arrange for the unit's response to be submitted to the Dean as soon as possible. The Director (or Directors) and members of the Review Committee will be invited to meet with the Dean when the report is to be discussed. The Dean will discuss the report, paying particular attention to any Faculty wide implications of the report. The Dean will forward to Faculty any recommendations resulting from the discussion of the report which require action by Faculty Council. A copy of the final report will also be sent to the external reviewer.
- (14) Members of the Faculty Council will be informed that the report is complete and that it is available for reading in the Dean's Office. Any recommendations by Faculty Council coming from the report or related to it, will be discussed and voted on by the Faculty Council. The Dean of Engineering will inform the Senate as to the status of the recommendations contained in the Review Committee's report from or related to that report that were adopted by the Faculty Council.

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**APPENDIX R: POST DOCTORAL FELLOWS, RESEARCH ASSOCIATES AND
VISITING SCHOLARS - APPOINTMENT AND TERMS OF
REFERENCE**

The conditions of appointment and terms of reference for all Post Doctoral Fellows, Research Associates and Visiting Scholars in the Faculty of Engineering including those who do not receive funding from or through the University (for the sake of brevity, collectively referred to as “VISITOR” in the rest of this document) shall be according to the current policies and procedures in effect at Dalhousie University with the additional requirements noted herein.

The current policies and procedures in effect at Dalhousie University are stated in the Dalhousie University document “Policies and Procedures for Administration of Postdoctoral Fellows”, at the Research Office - <http://www.dal.ca/~research/PDFJune24,2003.pdf>. Faculty Members who are planning to hire or host a VISITOR must familiarize themselves with this document and must follow the policies and procedures described therein.

In addition to the policies and procedures stated in the current “Policies and Procedures for Administration of Postdoctoral Fellows” document, the Faculty of Engineering requires that:

- Details of the proposed VISITOR appointment, including duration, salary, funding source, research focus, and duties, along with a copy of the curriculum vitae, should be provided to the Faculty Administrators’ Office, with the approval of the Department Head.
- The Faculty Administrator’s Office will confirm through the Office of Graduate Studies and Research, Faculty of Engineering, that the research account(s) have sufficient funds, or satisfactory confirmation of funding, to cover the salary commitment and associated expenses for the duration of the VISITOR’s term of appointment.
- A draft letter of invitation will be prepared for the Faculty Member’s signature and submitted for the Dean’s Approval. Copies must be sent to the Dean, Department Head, and Faculty Administrator. Because the letter is sent under the signature of the faculty member, the member bears full financial responsibility of the VISITOR.

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APPENDIX S: INDUSTRIAL ADVISORY COUNCIL - TERMS OF REFERENCE

The Advisory Committee shall:

- (1) Provide input on the performance of Dalhousie Engineering students in industry.
- (2) Assess the relevance of the Engineering education at Dalhousie to the present needs of industry.
- (3) Critique and evaluate specific elements of the Engineering education at Dalhousie and their relevant emphasis in the timetable of courses.
- (4) Identify emerging industrial needs and provide guidance to incorporate them in the education programme in the form of courses, designs or projects.
- (5) Provide overall advice to the direction of Engineering education at Dalhousie.