

CONSTITUTION OF THE FACULTY OF MANAGEMENT

AS APPROVED ON

December 13, 2017

Constitution of the Faculty of Management

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1. THE FACULTY OF MANAGEMENT

1.1 Mission

Interdisciplinary advancement of management knowledge and practice

1.1.1 Vision

Inspiring transformational solutions for society

- Integrity (Transparency, Ethics)
- Inclusion (Diversity, Respect, Compassion)
- Collaboration (Engagement)
- Experience (Relevance)
- Sustainability

1.2 Definitions

Membership of the Faculty consists of every person holding an appointment to the Faculty from the Board of Governors (i.e., all career-stream faculty, all tenured faculty, and all persons holding a limited-term contract appointment that exceeds 50% FTE).

The Faculty of Management consists of four schools:

- Rowe School of Business
- School for Resource and Environmental Studies
- School of Information Management
- School of Public Administration

2. PURPOSE OF THIS CONSTITUTION

The purpose of this constitution is to establish the decision-making structures and processes of the Faculty of Management.

3. ORGANIZATION OF THE FACULTY

The Dean is responsible to the President and the Provost and Vice President Academic. Associate Deans, Assistant Deans, School Directors, and leaders of administrative units are responsible to the Dean.

The Dean is advised by an External Advisory Board, the Associate and Assistant Deans, and an Internal Management Group. Members of the External Advisory Board are distinguished citizens drawn from the business, public, and civil-society sectors of Nova Scotia and elsewhere. Its membership reflects the sectors our four schools focus on. There are three Associate Deans (Academic, Research and Graduate Studies, and Strategy and Planning), and one Assistant Dean (Administration). The Internal Management Group consists of Associate and Assistant Deans, School Directors, and Faculty administrative staff at the Dean's discretion.

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The Faculty Council, described in section 5 below, is responsible to the Dean. Faculty Council is assisted in its work by four standing committees - the Student Appeals Committee, the Faculty Tenure and Promotion Advisory Committee, the Research Advisory Committee, and the DFA Funding Allocation Committee - and any ad-hoc committees it deems necessary for its proper functioning.

4. OFFICERS AND THEIR ROLES

Positions of Officers of the Faculty are filled through competitive searches, which may be internal and/or external. A search for the Dean is conducted by the Provost and Vice President Academic of the University. Associate and Assistant Deans searches are conducted by the Dean. A call for applications will be sent out, and an Advisory Committee comprised of members of the Faculty, Directors of Centres, and students, will be formed to review the applications and make a recommendation to the Dean.

4.1 Dean

The Dean exercises academic and administrative authority for the Faculty under the guidelines established by the University's Board of Governors and Senate. The Dean represents the interests of the Faculty to internal and external stakeholders. The Dean reports to the Provost and Vice-President Academic.

4.2 Associate Dean Strategy and Planning

The Associate Dean Strategy and Planning will:

- provide leadership in the development of strategic goals that set the direction for the Faculty of Management, which includes growing programs and initiatives;
- conduct research to ensure that the Faculty provides relevant offerings that meet the needs of its employer partners, and which keep pace with the changes in the various sectors served by the Faculty;
- monitor competitors and their offerings to ensure the Faculty's programs meet or exceed standards of its various marketplaces; and
- serve as the Faculty Academic Accommodations Officer, Academic Integrity Officer, and the Acting Dean in the absence of the Dean.

4.3 Associate Dean Academic

The Associate Dean Academic will:

- provide leadership for the academic undertakings of the Faculty;
- work collaboratively with the existing graduate and undergraduate program directors to ensure that academic quality is maintained and renewal of all programs undertaken;
- support accreditation processes as needed;
- provide assistance to Directors in the facilitation and exchange of best practices across programs;

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- conduct research on comparable programs to ensure that our programs reflect best academic practices;
- work with program Directors to ensure that the Faculty's mission and interdisciplinary focus are embedded in all its programs;
- be the champion for teaching quality within the Faculty, and be responsible for recommending educational program priorities of the Faculty as a whole;
- represent the Faculty of Management on University-wide academic committees and other committees dealing with teaching-related subject matters as required; and
- serve as the alternate Academic Integrity Officer for the Faculty.

4.4 Associate Dean Research and Graduate Studies

The Associate Dean Research and Graduate Studies has a broad mandate to promote, co-ordinate, and facilitate the Faculty of Management's research activities. The goal of the position is to provide the leadership and experience essential to the ongoing stimulation of a culture of scholarship within the Faculty of Management, along with promoting the role that research plays in knowledge development and dissemination. This portfolio includes supporting research-based graduate programs. The Associate Dean Research and Graduate Studies is the Faculty representative on the Dalhousie Research Advisory Council (DRAC). The Associate Dean Research and Graduate Studies will supervise and work in collaboration with the Research Facilitator to help ensure members of the Faculty are successful in their efforts to obtain external grants. The Associate Dean and Graduate Studies serves as the Chair of the Faculty Research Advisory Committee, and as an academic integrity officer for the Faculty.

4.5 Assistant Dean Administration

As the senior administrative officer of the Faculty, the Assistant Dean Administration will act on behalf of the Dean in all administrative and budgetary matters. The Assistant Dean represents the Faculty of Management on University-wide administrative and other committees as required.

4.6 School Directors

Directors of the Schools within the Faculty of Management provide leadership in the Faculty, and are responsible for developing and implementing strategic plans for their Schools. Directors are responsible for operating their units effectively, maintaining balanced budgets, and ensuring excellence in teaching, research, and service in their units. Details of their role is outlined in the Appendix.

4.7 Directors of Units that Support Academic Programs

Directors of supporting units (e.g., Centre for Advanced Management Education (CFAME), Executive Education, Management Career Services (MCS)) provide leadership within the Faculty and are responsible for developing and implementing strategic plans for their unit. They work in collaboration with the Schools and program directors whose programs they support. Directors are

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responsible for the effective operation of their unit, which includes marketing programs and maintaining balanced budgets.

5. DECISION STRUCTURE

5.1 Faculty Council

5.1.1 Role of the Faculty Council

Faculty Council makes decisions on all academic matters in the Faculty of Management that require approval beyond the School level. Such matters may include, but are not limited to:

- approving policy on Faculty-level academic matters;
- approving plans for the development of the Faculty;
- creating ad-hoc committees as required and approving their terms of reference;
- receiving reports from standing committees;
- forwarding recommendations to the Senate, through the Dean, as necessary;
- approving changes to the Faculty's structure;
- approving changes to the Faculty's strategy; and
- approving changes to Faculty governance and procedures.

5.1.2 Membership

The following persons are voting members of the Faculty Council:

- The Dean
- All Associate and Assistant Deans
- All School Directors
- All tenured and career-stream professors, and limited-term appointments of a minimum of 50% FTE
- All Centre Directors (Norman Newman Centre for Entrepreneurship, the Centre for Family Business and Regional Prosperity, the Centre for International Trade and Transportation)
- Directors of Units that support academic programs and Schools (MCS, CFAME, Executive Education)
- Six students, as appointed by the Student Societies from each of the Faculty's Schools and/or academic programs as noted (BComm, BMgmt, MBA(CR), MLIS, MREM/MES, and MPA). These are one-year positions.
- Three staff members who are part of the Dalhousie Professional and Management Group (DPMG). These are two-year positions.
- One staff member who is part of the Nova Scotia Government and General Employees Union (NSGEU). This is a two-year position.

Student and staff members shall be elected from their respective groups.

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Ex-officio members without voting rights are:

- the Registrar
- the Dean of Graduate Studies
- Chair of the Faculty of Management Advisory Board
- the President or designate

5.1.3 Specific Procedures

5.1.3.1 Secretary

The Secretary shall chair all Faculty Council meetings; in the case where the Secretary is unavailable to chair a meeting, a designate will be selected by the Dean, and approved by the Secretary. The Secretary may not be the Dean, an Associate or Assistant Dean, or a School Director.

A. Functions of the Secretary

In addition to the role as Chair, the Secretary will:

- prepare and distribute to all members of Faculty Council the agenda, minutes, and all relevant materials for meetings of Faculty Council;
- ensure that adequate written documentation is available at meetings of Faculty Council;
- ensure that all Faculty Council documents are maintained and are accessible; and
- undertake other tasks necessary for easy communication within the Faculty and between the Faculty and other bodies.

B. Terms of Engagement

The Secretary shall hold office for a fixed term, normally of three years. The Secretary shall be relieved by the Director of the relevant School of as much academic and normal administrative responsibilities as necessary to ensure the adequate performance of the secretarial duties. Administrative support will be provided to the Secretary by the Dean's Office.

C. Nomination and Election

The Secretary shall be nominated by members of Faculty Council after each member has had the opportunity to suggest suitable persons for consideration by Council. When the nomination is under discussion, the retiring Secretary shall withdraw from the meeting. Only members of Faculty Council who hold full-time academic appointments of at least three years in the University are eligible for nomination. No nomination may be made without the consent of the nominee. There shall be no barrier to the nomination of the incumbent. Additional nominations may be made from the floor prior to the final vote. The Secretary shall be elected by Faculty Council at the last meeting in the Spring term with duties commencing July 1.

5.1.3.2 Meetings and Procedures

A. Procedures

Robert's Rules of Order (Revised) shall govern the Faculty Council in all cases to which it can be applied and in which it is not inconsistent with this Constitution.

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B. Regular Meetings

Regular meetings of the Faculty Council will be held, usually on a monthly basis. Notice of meetings will be sent out no later than a week in advance of the meeting. Notice of meetings, as well as all relevant materials, will be distributed no later than one week before the meeting. Efforts will be made to schedule meetings on different days of the week so that no faculty member is regularly precluded from attending because of their teaching schedule. Any member of the Faculty Council can request that items related to academic affairs be placed on the agenda for discussion or vote.

C. Special Meetings

Special meetings may be held, as the need arises, to consider items of a pressing matter that cannot be deferred to a regular meeting.

D. Quorum

A quorum shall consist of twenty-five percent (25%) of all members, not including those who are on leave.

E. Voting

Votes will be held for each *For Approval* item designated on the agenda. Votes are taken by a show of hands unless any member of the Council indicates that an anonymous vote is desired. In the latter case, the Secretary will distribute ballots to all members in attendance at the meeting and will count the votes and announce the result. Electronic voting may take place if a vote is required on an urgent matter that has arisen between regular meetings of the Council.

5.2 Standing Committees

5.2.1 Faculty of Management Student Academic Appeals Committee

A. Membership

The Appeals Committee is a standing committee of the Faculty of Management, comprised of faculty members from each of the four Schools. The Appeals Committee will have nine members, and the Chair of the Appeals Committee will choose from among its membership to constitute a Hearing Panel for each appeal. The nine members of the Appeals Committee will be comprised of:

- six faculty members, with no more than three from the Rowe School of Business; and
- three students (recommended two undergraduate and one graduate).

The Chair of the Appeals Committee will assign members from the Appeals Committee to the case based on the following guidelines. In all cases, members of the Hearing Panel shall be chosen in such a way as to reduce the apprehension of bias, insofar as this is possible. Each Panel will consist of at least 3 members, a student, and two faculty members. At least one of the faculty members must be from a School other than the one(s) to which the student belongs. The appellant may object

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in writing to the membership of the Appeals Panel to the Chair of the Appeals Committee, who will make a decision on the objection.

B. Functions and Procedures

Students may appeal academic matters on three grounds:

- (i) Procedural unfairness;
- (ii) Bias;
- (iii) Irregularity in procedure.

Students may bring an appeal where they believe there has been unfairness, bias, or irregularity in a decision by a faculty member or academic administrator regarding academic matters.

The Committee shall conduct meetings in accordance with the procedures established in the approved Appeals Policy available at <http://bit.ly/2zIEHKB>

C. Reporting

The Committee shall report in writing to the Faculty Council no later than the April meeting of the Council, and at other times as requested by Faculty Council or deemed appropriate by the Committee. Reports shall be submitted to the Secretary in time to be circulated for the meeting.

5.2.2 Faculty Tenure and Promotions Advisory Committee

A. Composition

There shall be six elected members, appointed for three-year terms, all of whom shall be tenured professors:

- four members, one from each school, elected by the Schools respectively, and
- two members-at-large elected by the Faculty Council.

Early in the fall term, Faculty Council shall invite a tenured associate or full professor from another Dalhousie Faculty to serve for one year as the external member on the Committee.

B. Casual Vacancies

By-elections will be held if necessary to fill casual vacancies occurring before any deliberations on tenure and/or promotions have begun. No vacancy shall be filled after deliberations on files have begun.

C. Chair and Secretary

The Chair and Secretary shall be elected by the members of the Committee at its first meeting of each new academic year.

D. Functions and Procedures

The Committee shall function within the terms of reference regarding tenure and promotion as approved by Senate, and as modified by any subsequent amendments or provisions of the Collective Agreement, and observe criteria approved by the Faculty.

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E. Reporting

The Committee shall report in writing to Faculty Council no later than the April meeting of the Council, and at other times as requested by Faculty Council or deemed appropriate by the Committee. Reports shall be submitted to the Secretary in time to be circulated with the meeting agenda. The Committee's report to Faculty Council may include recommendations for changes to the Faculty's Guidelines for Tenure and Promotion.

5.2.3 DFA Funding Allocations Committee

A. Composition

There shall be five appointed members, all of whom shall be tenured or career-stream professors, one from each school, except two from the Rowe School of Business. Terms are for three-years.

Casual vacancies occurring during the course of a year shall be filled by appointments as required. Members appointed to fill a casual vacancy shall not consider a case if the Committee began deliberations on that case before their election.

B. Functions and Procedures

The Committee shall function under the terms of references regarding travel grants established under the DFA Collective Agreement.

5.2.4 Research Advisory Committee

A. Composition

The Faculty of Management is committed to fostering and promoting research by both faculty and students. The Research Advisory Committee is comprised of the Associate Dean Research and Graduate Studies, the Research Leads from each of the four Schools, and the Research Facilitator.

B. Purpose and Functions

The purpose of the Research Advisory Committee is to:

- develop and implement a strategic plan that will position the Faculty as a leader in values-led and management research, to identify and support key research clusters, and to support disciplinary, interdisciplinary, and multidisciplinary research;
- recommend policies to the Dean, and/or Faculty Council, that will support research within the Faculty of Management;
- disseminate information about grant opportunities, and recommend the means to build the skills among members of the Faculty to help ensure grant proposals are successful;
- recommend methods for raising the research profile of the Faculty of Management within the university, the broader research community, the media, and other relevant stakeholders;

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- track and report on the Faculty's success rates with regard to competitive research grants; and
- provide administrative oversight over any funds allocated by the Faculty or the Office of Research Services for research-related purposes.

C. Chair and Secretary

The Associate Dean Research and Graduate Studies is the Chair of the Committee, and the Research Facilitator is the Secretary.

D. Reporting

The Committee is a Standing Committee of Faculty Council and will report to Faculty Council through reports from the Associate Dean Research and Graduate Council at regular Council meetings.

5.2.5 Faculty of Management Curriculum Advisory Committee

A. Purpose of the Committee

The Committee plays a strategic advisory role to both School and Program curriculum committees and to Faculty Council. It does not formally approve proposed program changes, new courses, or new programs, but provides a forum for broader interdisciplinary discussion and information sharing. Student representatives are welcome to attend meetings to discuss issues relevant to their programs.

B. Mandate of the Committee

The Committee seeks to leverage the inherent advantages of the Faculty of Management governance structure by identifying:

- barriers to relevant course offerings from across the Faculty, thereby increasing students' ability to customize their programs according to their particular interests;
- unnecessary redundancies; and
- opportunities to mitigate the risk inherent in introducing new classes by expanding the potential audience.

The Committee facilitates other relevant information sharing, including but not limited to:

- trends in course content evaluations
- trends in satisfaction surveys
- trends in enrolment
- cross-program best practices
- curriculum mapping outcomes

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C. Membership:

- Associate Dean Academic (Chair)
- Associate Dean Strategy and Planning
- Graduate Program Coordinators or designates
- Undergraduate program director
- CFAME representative
- MCS representative

D. Meeting schedule:

The Committee meets at minimum once every fall and winter semester.

5.3 Ad-hoc Committees

5.3.1 Advisory Committees on Appointment of Directors of Schools

A. Establishment

1. Faculty Council shall approve committees to advise the Dean on appointments to fill vacancies for Directors of Schools. Such committees should be established in the fall of the year preceding the end of the appointments, assuming it is a 1 July appointment date, or equivalent period.
2. If a Director must take a temporary leave (a casual vacancy), an advisory committee shall be established during the year to advise on this vacancy. When such vacancies arise, the Dean shall give Faculty Council as much notice as possible so that advisory committees may commence their work in good time.
3. The committee members may or may not be members of the Faculty Council. The Dean or designate serves as the non-voting Chair of the Committee. Students and alumni, as well as persons external to the University such as members of the Faculty Advisory Board, may be members. A non-voting observer will be appointed to the Committee to ensure that all due processes are followed correctly.

B. Nominations for Directorship

1. The advisory committee dealing with a vacancy shall write to each member of the School in which the vacancy will occur and invite School members to nominate a person for the appointment.
2. The members of the School may consult together formally or informally if they so wish and submit nominations individually or collectively.
3. Searches may be internal and/or external. In either case, a job description outlining the criteria for the role will be circulated.
4. The committee may add other nominations it considers desirable.

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C. Consultation

1. When the time allowed for submission of nominations has expired, the committee shall notify members of the School of the names of all persons under serious consideration.
2. Members of the School shall have the right to appear, individually or with other members, before the committee to give their views on any matter relating to the appointment and to have these views considered in confidence.
3. The views of the Provost and Vice-President Academic shall be sought at an early stage of the committee's deliberations.
4. The advice of other persons within and without the University shall be sought whenever the committee deems it desirable.

D. Recommendations

1. After giving careful consideration to all representation and advice received, the committee shall seek to arrive at a recommendation. After due consideration of all submissions and recommendations received, the committee will recommend candidates for the position. It may also indicate which other persons, if any, would be close substitutes.
2. The committee shall inform members of the relevant School of the recommended candidates to allow for comment.
3. Recommended candidates without a Dalhousie appointment may be invited to meet the members of the respective School if this has not yet taken place.
4. The nomination shall be communicated to the Provost and Vice-President Academic.

E. Appointment

If the recommendation is found acceptable, the Provost and Vice-President Academic will submit it for approval to the Board of Governors.

F. Rejection of Advice

1. If the President or the Board of Governors rejects the nomination, the Dean shall inform the committee, explaining the reasons for the rejection.
2. The procedures set down in paragraphs C and D above shall be repeated until a nomination acceptable to the President and the Board is made.

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G. Acting Directorships

1. If an advisory committee cannot make a recommendation before the start of the vacancy for a Director arises, it may recommend a candidate for an acting appointment. The Dean shall discuss this recommendation with the relevant School and Faculty Council.
2. If either: (a) a vacancy for a School Director arises unexpectedly, and the Dean decides that there is insufficient time to follow the advisory committee procedures, or (b) a School Director is unable to continue regular duties for a prolonged period, the Dean will consult with members of the School, including the Director, if possible, on the need to appoint an Acting Director.
3. The Dean shall notify the members of the School of the final recommendation made to the Provost and Vice-President Academic to allow for further comment.
4. The Dean shall present the final recommendation to the School and Faculty Council before submitting it to the Provost and Vice-President Academic & Provost.

H. Term of Appointment

Each appointment of a School Director shall be for a maximum of five years. The specific period will be determined by the Dean in consultation with the School and committee.

I. Reappointment

There shall be no barrier to reappointment of persons who have already completed one or more terms of office. An Advisory Committee will be constituted, per the guidelines stated in 5.3.1, to consider the case for re-appointment.

5.3.2 Advisory Committees on Appointment of Associate Deans

Committees to be formed in keeping with the procedures outlined in 5.3.1. section A

5.3.3 Other Ad-hoc Committees

The Faculty Council shall establish ad-hoc committees as it determines necessary for its proper functioning. Terms of reference for ad-hoc committees shall be approved by the Council.

6. REVIEW AND AMENDMENTS

The Constitution shall be reviewed every three years, and may be amended if the structure, processes, operating context or strategic requirements of the Faculty change.

Amendments to this Constitution involving minor changes to role description, or to the terms of reference of standing committees, and the creation of new standing committees, shall be made by a simple majority vote in Faculty Council. Such amendments must be included as approval items in meeting agendas.

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Major amendments to the Constitution may be made by a two-thirds majority vote at a regular Council meeting called after due and sufficient notice (no less than one week in advance of the meeting). For this purpose, a quorum shall consist of one-third of the members of the Council.

Appendix

Terms of Reference - Director of School

(Refer also to the Dalhousie University Academic Leaders' Toolkit at <https://www.dal.ca/dept/leaders/academic-leaders-toolkit.html>).

Directors of Schools within the Faculty of Management are primarily responsible for ensuring excellence in teaching, research and service by faculty and staff employed within the School. The responsibilities of School Directors include providing leadership in establishing and delivering the School's vision, mission and goals, consistent with those of the Faculty of Management and Dalhousie University. School Directors manage University and Faculty resources efficiently and effectively. Leadership of Schools is achieved in an environment characterized by collaboration, collegiality, cooperation, integrity and inclusivity.

Academic Leadership

The School Director is responsible for:

- ensuring faculty, staff and students are aware of Faculty and University policies related to academic integrity, and adhere to principles and procedures related to academic integrity in all aspects of their work;
- scanning the external environment on an ongoing basis to ensure curricula and research programs remain relevant;
- fostering excellence in teaching by:
 - o providing leadership in relation to curriculum planning and development at the undergraduate and graduate levels;
 - o making certain that the teaching and related responsibilities of the academic unit are carried out and that all classes are carefully planned, effectively taught and appropriately evaluated;
 - o providing quality learning environments and support systems for students; and
 - o leading faculty, in collaboration with the university's Centre for Learning and Teaching, in establishing and maintaining high academic standards and promoting interdisciplinary teaching.
- fostering excellence in research by:
 - o acting as a role model by being active in scholarly pursuit;
 - o facilitating and encouraging the research and scholarly activities of all academic staff and, in particular, interdisciplinary research; and
 - o adjusting work assignments for faculty who are exceptionally successful in obtaining external research funding to facilitate completion of research.
- in collaboration with the Dean's Office, ensuring compliance with any accreditation policies and procedures, and leading the planning and preparation for accreditation intensive reviews, visits, etc.; and
- in collaboration with the Dean's Office, designing and delivering professional education.

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Organizational Management

The School Director is responsible for:

- leading strategic change within the School, consistent with the strategic direction of the Faculty of Management and the University;
- promoting an environment conducive to the intellectual growth of the unit;
- fostering a cohesive School that is ethical, collegial, collaborative, inclusive, and transparent, with open and visible policies and procedures;
- identifying and preparing individuals who have the potential to serve in academic or other administrative positions (succession planning);
- collaboratively designing and reviewing Faculty and School policies, processes and structures that ensure the smooth operation of the unit, and that foster trends tracking;
- ensuring consistent, appropriate and timely information flows within the Faculty and School;
- conducting regular meetings of the School in a manner that respects the principle of collegiality and ensures all members have the opportunity for input to decisions affecting the academic unit and its programs;
- ensuring faculty, staff and students are aware of, and compliant with, School, Faculty and University policies;
- ensuring faculty, staff and students are aware of, and compliant with, FOIPOP regulations from all levels of government;
- ensuring faculty and staff are aware of, and compliant with, relevant collective agreements; and
- managing the School's records, in all relevant formats, in consultation with the University Archivist and Records Manager.

Human Resource Development

The School Director is responsible for:

- effective and efficient deployment of the academic unit's human resources;
- promoting harmonious relations and managing interpersonal conflict when it arises with the support of the Dean;
- managing and leading the academic faculty complement by:
 - o recruiting new faculty members in accordance with Faculty and University policies and procedures, and in a manner consistent with the Collective Agreement and Faculty budgetary constraints;
 - o ensuring appropriate orientation for new faculty members;
 - o ensuring mentoring services and programs are available for career stream faculty members;
 - o overseeing the career progress and performance management of faculty members by encouraging and facilitating the development of their teaching and research programs and providing feedback in a proactive and timely manner;
 - o completing an annual Career Development Assessment for each faculty member in consultation with the Dean of the Faculty of Management;

- o ensuring appropriate recognition for significant accomplishments in teaching, research, and service; and
- o ensuring faculty members' expertise and talents are appropriately allocated as they move through their careers from career stream to pre-retirement;
- managing and leading the non-academic staff by:
 - o ensuring appropriate orientation for new staff members;
 - o supervising the non-academic staff;
 - o ensuring that career development guidance and opportunities are available to the non-academic staff, including timely and job-relevant training for staff;
 - o ensuring appropriate recognition for significant accomplishments in assigned responsibilities; and
 - o completing an annual performance appraisal for each staff member.
- managing and leading the graduate teaching assistants by:
 - o ensuring appropriate orientation for new graduate teaching assistants;
 - o ensuring fair and equitable assignment of duties; and
 - o ensuring appropriate recognition for significant accomplishments in teaching, research, and service.

Student Recruitment and Retention

The School Director is responsible for:

- collaborating with the Dean's Office and, where appropriate, staff in the Registrar's Office and in Communications and Marketing in the preparation of student recruitment materials;
- ensuring unit's web-based materials are up-to-date for applicants and students;
- creating a teaching and learning environment that assists in the retention of students from year to year, including a variety of methods for students to have input regarding the life of the unit and the curriculum;
- ensuring appropriate orientation and academic advising is available to students;
- supporting the work of DSU-approved student societies;
- encouraging and supporting student-led initiatives that enhance the education and career experiences of students and alumni;
- supporting a wide variety of professional connections for students in professional programs; and
- ensuring front-line staff are appropriately trained to provide advice to students on sources of information for non-academic issues.

Budget and Resource Accountability

The School Director is responsible for:

- preparation of the academic unit's budget in consultation and collaboration with the Dean;
- effective and efficient use of the academic unit's financial resources and physical facilities;
- fair and equitable distribution of the academic unit's financial resources;
- allocating, in conjunction with the Dean, the office, teaching and research space at the disposal of the academic units;
- allocating the academic unit's support staff;
- allocating available support systems (e.g., space, equipment and infrastructure) are available to faculty and staff members; and
- timely reporting on agreed performance indicators.

Representation

The School Director is responsible for:

- representing the School at the Faculty and University levels;
- representing the School amongst professional stakeholders (for professional schools);
- supporting the Faculty and the University through participation on committees;
- fostering and maintaining good relationships with alumni in collaboration with Faculty and University alumni engagement strategies;
- fostering and maintaining good relationships with employers in collaboration with Faculty and University employer engagement strategies;
- maintaining good relationships with external agencies: professional, governmental, business; and
- ensuring contractual agreements with external agencies are fulfilled

Professional Outreach

The School Director is responsible for:

- promoting strong external professional partnerships which benefit the School, Faculty and the University; and
- contributing to programs of public relations and fundraising consistent with Faculty and University priorities.