




FILE COPY

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## Memo

TO: Dr. Alice Hovorka  
Director  
School of Environmental Studies

FROM: Gordon E. Smith   
Interim Dean

DATE: February 28, 2017

SUBJECT: **Workload Standard**

I am writing to notify you that in accordance with Article 37.1.11 of the Collective Agreement your proposed Workload Standard as ratified by the Members of the School on November 25, 2016 has been approved.

**QUEEN'S UNIVERSITY  
SCHOOL OF ENVIRONMENTAL STUDIES  
CONSTITUTION AND WORKLOAD DOCUMENT**

*Final Draft Approved November 25<sup>th</sup> 2016*

**PREAMBLE**

The purpose of this Constitution is to set out the governance and administrative structure of the School of Environmental Studies (SES), the rules and procedures under which the various committees within the School operate, and the Workload Standard for the School.

**I. ADMINISTRATIVE STRUCTURE**

The role and responsibilities of the SES Head (Director) are specified in the Collective Agreement between the Queen's University Faculty Association (QUFA) and the University, Article 41. While many of the duties of the Head may be delegated, in whole or in part, to individuals and committees within the School, final responsibility for their performance and final decision making power rest with the Head.

The governance structure of SES includes the Head (5 year term), the Undergraduate Chair and the Graduate Chair, which together form an Executive Committee that is advisory to the Head on SES matters, including budget planning and standing committee issues where relevant (*vide infra*).

The following constitute the formal mechanisms by which SES members render advice and assistance in the operation, administration and evolution of the School:

- A. The School Meeting
- B. Standing Committees under the Collective Agreement
  - 1. Renewal, Tenure and Promotion Committee
  - 2. Appointments Committee (Faculty, Adjuncts, Teaching Fellows)
- C. Standing School Committees
  - 1. Undergraduate Committee
  - 2. Graduate Committee
- D. Special Committees
- E. Liaison Appointments

All of the above committees and positions, with the exception of the Standing Committees under the Collective Agreement, are advisory to the Head. All standing committee positions commence on July 1<sup>st</sup> of each year. Committee members may be full-, joint- or cross-appointees to the School. Each March, the Administrative Assistant sends out an email to the School asking members to nominate or self-nominate for the Appointments/RTP Committee. Other committee members, including Graduate and Undergraduate, are normally appointed by the Head when preparing the teaching workload document each year.

## A. THE SCHOOL MEETING

1. The School Meeting is the principal forum for the discussion and deliberation of matters pertaining to the academic programs and general administration of the School.
2. The meeting is chaired by the Head or by the Head's Delegate.
3. Faculty representation consists of all tenured, tenure-track and non-renewable or special appointments, faculty holding appointments as term and continuing adjunct positions, and joint- and cross-appointments.
4. Graduate representation consists of one student member selected by current graduate students in the SES Masters and PhD programs.
5. Undergraduate representation consists of two members.
6. Non-academic employee representation consists of one representative from the unionized and general non-academic staff of the School for the purposes of voting. For all other purposes related to the School Meeting, all unionized and general non-academic staff are recognized as full participants, including staff, and undergraduate and graduate representatives.
7. A quorum for the School Meeting consists of the majority of all tenured, tenure-track and continuing adjunct faculty. Accordingly, when matters are brought to a vote, tenured, tenure-track and continuing adjunct faculty, staff, and undergraduate and graduate representatives are entitled to vote. In those cases where individuals hold cross-appointments, for the purposes of quorum and voting, only those individuals who are full or joint-appointments to SES will be counted.
8. School meetings are held during the last week of each month, although special meetings may be called if necessary. The Administrative Assistant is responsible for calling for items for the agenda and for setting the agenda in consultation with the Head.
9. Most of the business of the School is transacted in the School Meeting. At the discretion of the Head, special committees may be appointed to advise on particular issues.

## **B. STANDING COMMITTEES UNDER THE COLLECTIVE AGREEMENT**

### **1. Renewal, Tenure and Promotion (RTP) Committee**

The operation of this Committee is governed by the Collective Agreement between QUFA and the University, Articles 18, 24, 29, 30 and 32. This Committee is advisory to the Dean of Arts and Science and not to the Head of School.

- i. The RTP Committee consists of three members of the bargaining unit, excluding the Head, including a cross-section of disciplinary representation where possible. The RTP Committee may also include one non-voting graduate representative and/or one non-voting undergraduate representative. The RTP Committee may be the Appointments Committee as per Article 25.5.1.
- ii. The members of this Committee serve for a term of one year, elected by May 1<sup>st</sup> of each year, although they are not excluded from membership in ensuing years. The election process is detailed Article 30.2.1.
- iii. Following consultation with the Committee and on their behalf, the Chair of the Committee may invite up to two additional members to the Committee from disciplines cognate to Environmental Studies.
- iv. The Chair of the Committee solicits written faculty and student opinions using the following sampling procedures:
  - a. in all undergraduate classes taught by the candidate in the previous two years, all students in classes of 25 or less, and according to a graduated scheme for classes larger than 25;
  - b. all graduate students previously supervised or taught by the candidate at Queen's or at another institution where the faculty member has held a position.
- v. The Head, in consultation with the candidate and the Committee, ascertain outside professional opinions and evaluations according to the procedures established by the Collective Agreement.
- vi. For renewal, tenure and promotion, a positive recommendation requires a simple majority of the Committee.

### **2. Appointments Committee**

The operation of this Committee for Faculty Appointments is governed by Articles 9, 24, 25 and 32 of the Collective Agreement between QUFA and the University.

- i. The Appointments Committee consists of the Head, as Chair and voting member, two additional tenured or tenure-track faculty members, one voting graduate representative nominated by the Graduate Student Council (GSC) and one non-voting undergraduate representative nominated by the Department Student Council (DSC). The election process is detailed Article 30.2.1. The RTP Committee may be the Appointments Committee as per Article 25.5.1.

- ii. Upon authorization by the Dean to advertise for a new faculty position, a description of the new position, including the area of specialization, is discussed and agreed upon at a School Meeting. The Appointments Committee then begin its work as per Articles 25.5 and 25.6 of the QUFA Collective Agreement, and aligning with the pursuit of employment equity at Queen's University.
- iii. The Chair of the Appointments Committee reports recommendations regarding the content of the advertisement for any position to the School for approval (Article 25.6.1b).
- iv. The Appointments Committee reviews applications for the position and prepares a short-list. The short-list is presented to the School and the applicant file of shortlisted candidates is made available to all members of the School except in cases of conflict of interest.
- v. The Appointments Committee interviews short-listed candidates and invites all members of the School to meet the short-listed applicants when they visit the School to be interviewed and to make presentations (Article 25.6.1e).
- vi. Following the completion of interviews, the Head solicits written opinions from faculty, staff, graduate and undergraduate students regarding merits of the interviewed candidates.
- vii. The Appointments Committee meets to make a decision once it has received and considered all written submissions. A positive recommendation requires a simple majority of the Appointments Committee.
- viii. The Head reports the recommendation of the Appointments Committee decision to the School and make its recommendation to the Dean of Arts and Science for his or her consideration.

The operation of this Committee for Term Adjunct, Continuing Adjunct, and Teaching Fellow Appointments is governed by Articles 9, 24, and 25 of the QUFA Collective Agreement and by Article 12 of the PSAC 901, Unit 1 Collective Agreement.

- i. The Executive Committee acts as the Term Adjunct Appointments Committee and is responsible for the appointment of term adjuncts, continuing adjuncts, and teaching fellows in the School.
- ii. The Executive Committee reviews applications for term adjunct, continuing adjuncts, and teaching fellow positions and decide on the appointments.
- iii. The Head reports the decisions of the Executive Committee to the School and make the appropriate recommendations to the Dean of Arts and Science for his or her consideration.

## C. SCHOOL COMMITTEES

### 1. Undergraduate Committee

The Undergraduate Committee is made up of the Undergraduate Chair plus two tenured or tenure-track faculty members, two undergraduate student representatives, and the undergraduate administrative assistant. Terms of Reference for the Undergraduate Committee are as follows:

- i. To review the curriculum and operation of the undergraduate program, to recommend policies to the School for its development, and to report its deliberations at the School Meeting.
- ii. To review all proposals for undergraduate program changes, new undergraduate courses and course changes, to make appropriate regulation recommendations to the School, and to present them to the Faculty of Arts and Science Curriculum Committee.
- iii. To prepare annual degree lists for Spring and Fall convocations and to recommend them to the School for approval, together with nominations for prizes and fellowship awards.
- iv. A meeting of the Committee will be convened at least once in the Fall and in the Winter Terms respectively.

Terms of Reference for the Undergraduate Chair are as follows with assistance from and/or in consultation with the Undergraduate Assistant:

- i. The Undergraduate Chair (in consultation with the Head) takes an active leadership role in curriculum visioning, design and implementation at program and/or course levels.
- ii. The Undergraduate Chair is responsible for initiating, organizing, and ensuring School attendance at recruitment and promotional events throughout the academic year.
- iii. The Undergraduate Chair is responsible for producing a list of School undergraduate course offerings each year, updating the undergraduate calendar and School website, and communicating policy/procedural changes and updates to the School.
- iv. The Undergraduate Chair is responsible for preparation of an advising system and list of academic advisors, and serves as primary liaison with undergraduate students (including the Departmental Student Council representatives).
- v. The Undergraduate Chair is responsible for organizing the registration, sectioning and academic counselling of incoming students, and for the evaluation of applications for transfer of credit, letters of permission, and admission to the honours program.
- vi. The Undergraduate Chair provides guidance and support to instructors on student matters related to Faculty regulations and policies.

- vii. The Undergraduate Chair assesses Teaching Assistant requirements for course offerings based on student enrolment and course design each year.
- viii. The Undergraduate Chair acts as liaison between the School and Faculty of Arts and Science undergraduate affairs by communicating and meeting with the Associate Dean of Studies where relevant and appropriate.

## 2. Graduate Committee

The Graduate Committee is made up of the Graduate Chair plus two tenured or tenure-track faculty members, two graduate student representatives, and the graduate administrative assistant. Terms of Reference for the Graduate Committee as follows:

- i. To review the curriculum and operation of each of the MES/PhD graduate programs, to recommend policies to the School for their development, and to report their deliberations at the School Meeting.
- ii. To review all proposed new MES/PhD graduate courses and course changes, to make appropriate regulation recommendations to the School Meeting, and, upon approval by the latter, to present them to the appropriate Graduate Council.
- iii. To administer and adjudicate applications for fellowships and scholarships to the appropriate funding agencies.
- iv. A meeting of the Graduate Committee will be convened at least once in the Fall and Winter terms respectively.

Terms of Reference for the Graduate Chair are as follows with assistance from and/or in consultation with the Graduate Assistant:

- i. The Graduate Chair (in consultation with the Head) takes an active leadership role in curriculum visioning, design and implementation at program and/or course levels.
- ii. The Graduate Chair is responsible for initiating, organizing, and ensuring School attendance at recruitment and promotional events throughout the academic year.
- iii. The Graduate Chair is responsible for producing a list of School graduate course offerings each year, updating the graduate calendar and School website, communicating policy/procedural changes and updates to the School, and administering University and School regulations concerning MES/PhD programs.
- iv. The Graduate Chair, in conjunction with the appropriate faculty members, communicates with prospective graduate students, coordinates assessment of all graduate student applications according to the procedures established by the Graduate Committee, and forwards the recommendation on each application to the School of Graduate Studies.

- v. The Graduate Chair is responsible for approving the academic program of all graduate students and for establishing provisional supervisors (if needed) for all first year graduate students from a list of tenured, tenure-track and cross-appointed faculty.
- vi. The Graduate Chair monitors the progress of MES/PhD graduate students, coordinates MES/PhD qualifying examinations and examining committees, and pursues and organizes fellowship opportunities and applications for graduate students when relevant.
- vii. The Graduate Chair assigns and recommends (to the Head) a list of applicants for teaching assistantships to the Head as per Article 12 of the PSAC 901, Unit 1 Collective Agreement, and is responsible for the annual Teaching Assistant Workshop and associated meetings, and management of Teaching Assistant evaluations.
- viii. The Graduate Chair acts as liaison between the School and School of Graduate Studies by ensuring attendance by a faculty Committee member at all meetings of the Arts and Science Graduate Councils.

#### **D. SPECIAL COMMITTEES**

The Head of the School may form *ad hoc* committees from the faculty and student body for specific purposes at his or her discretion and advise the School of their establishment. Such Special Committees report to the School Meeting.

#### **E. LIAISON APPOINTMENTS**

Individuals will be appointed to specific liaison positions of importance to the operation of the School in the University and the community at large, with duties defined at the time of establishment. Such positions may include, for example, Speakers Series, Marketing and Promotion, Advancement, University Award Committees, QUFA Council of Representatives, etc.



## II. SCHOOL OF ENVIRONMENTAL STUDIES WORKLOAD STANDARD

Workload standards and assignments are governed by Article 37 of the Collective Agreement between QUFA and the University. The workload standard applies to all those holding tenure or tenure-track appointments in the School of Environmental Studies. The responsibilities and workload of adjunct faculty shall be defined in the letter of appointment.

### A. Normal Teaching Load

The normal teaching load is defined for tenured and tenure-track faculty in the context of courses taught at the Kingston Campus during the Fall and Winter Terms. Courses taught in Spring/Summer normally are taught on an overload basis and remunerated as such. Individual teaching assignments normally are discussed in the context of a two-year planning cycle.

The normal teaching load for a full-appointee is 1.5 full-course equivalents including a mix of undergraduate and graduate courses. This is adjusted for joint-appointees as 0.75 full-course equivalents.

The supervision of teaching assistants, the normal development of new courses, or the updating or revision of existing courses are considered to be part of the duties associated with the normal teaching load. Course instructors are expected to be available to respond to student questions and concerns at all tests and examinations for courses or sections of courses they are instructing.

Special or thesis studies (e.g. ENSC 501/502) or individually directed study courses do not count as part of the normal teaching load. Supervising graduate students and their research activities does not count as part of the normal teaching load.

All reasonable efforts will be made to ensure that workloads are equitable and just. This should include consideration of such factors as those listed under Article 37 of the QUFA collective agreement (i.e. level and type of class, anticipated class size, the number of years that an instructor has offered a particular course, availability of markers or teaching assistants, requirements for supervision of laboratory or practical work, and any other special factors).

Extenuating circumstances (e.g. course is cancelled, increased load in joint-unit, extra administrative duties, etc.) may lead to an increase or decrease of a faculty member's normal teaching load in one year, and will be balanced through a commensurate increase or decrease in the following year, so long as it does not increase the person's total teaching load within the normal two year planning cycle.

## **B. Reductions from the Normal Load**

The Head receives a minimum of a 1.0 full-course reduction but should teach at least one term-length course. The Graduate Chair and Undergraduate Chair each receive a 0.5 full-course reduction. New tenure-track faculty receive a 0.5 full-course reduction for at least their first year in the School. For faculty members reducing their research and scholarship activities (e.g. when approaching retirement, reframing their academic interests, etc.), a more than typical load of administrative and service duties normally will be expected. From time to time, individuals negotiate with the Head or Dean release from some part of their teaching duties (e.g., buy-out from research funds, or to undertake the development of a major new course preparation and/or redesign, or to assume administrative duties at the Faculty or University level).

## **C. Graduate Responsibilities**

All tenured and tenure-track faculty are expected to be involved in graduate supervision, training and mentorship. They are expected to be willing to serve on graduate supervisory and examining committees both within the School and, as appropriate, in other units. There is no formal system for balancing supervisory loads between faculty and no formula for translating credit for graduate supervision into a reduction from the normal teaching load. Informally, the Graduate Chair, when processing new applications, consults with potential supervisors to see if they are able/willing to take on new students.

## **D. Research and Scholarship**

Each faculty member is expected to maintain an ongoing commitment to scholarship. Such commitment should be reflected in efforts to secure external and internal funding appropriate to the requirements of their research program and in the dissemination of research findings through academic publication, the presentation of papers at conferences and research workshops, and other appropriate channels. Faculty are encouraged to explore opportunities – both domestic and/or international - in stakeholder collaborations, knowledge mobilization, social innovation, policy engagement, and technology transfer where relevant.

## **E. Administrative Duties**

It is expected that each faculty member contribute to the administration of the School through their work on school committees or in liaison positions. The assignment of committee and liaison duties within the School are made by the Head in consultation with the faculty member, bearing in mind the individual's other committee responsibilities within the University. It is expected that, over a course of years, all major administrative responsibilities are shared among all tenured faculty. It is also strongly recommended that faculty attend at least one convocation ceremony or promotional/alumni event per academic year.