A Handbook for Academic Chairs and Directors

Academic Leadership Program
University of Waterloo

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UNIVERSITY OF
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Contents

Resources for Chairs

Academic Leadership Program Home Page

This is the online UW resource dedicated specifically to the interests of people in positions of academic leadership such as Chairs/Directors, Associate Chairs, and Associate Deans. It contains information about the Academic Leadership Program and provides links to various documents and websites of interest.

Materials from the current ALP Orientation sessions, Forum Lunches, and Workshops are mounted on the Home Page. In general, the site does not archive older presentations or materials unless there is a specific reason to keep an earlier version (e.g., a particular topic has not been offered since, and the material included is still accurate and relevant). Other than ALP materials, links included on the Home Page include the following: institutional information, such as academic org charts and Faculty-specific information; various documents, such as the Memorandum of Agreement and the University Strategic Plan; legislation and policies; and resources relevant to academic leadership, such as a bibliography of publications on the subject.

The Chairs' Handbook

The ALP Home Page also has a link to the most up-to-date e-version of the UW *Handbook for Academic Chairs and Directors*. Chairs and Directors may wish to check on a regular basis for updates, though normally any significant updates will be signalled to the Chairs/Directors community via an e-mail.

People to ask

The best resource for most of us is other people: individuals who have experienced the jobs we are trying to do and those whose mandate is the oversight and implementation of policies, legislation, and procedures in various areas where Chairs also have some accountability. Appendix 1 has a list of contact names and information for the offices and units across campus. In addition to these individuals, Chairs and Directors are encouraged regularly to ask their Deans; their Associate Deans; other Chairs/Directors; their Faculty Executive Officers; their administrative assistants; Human Resources; the Secretariat; the Office of General Counsel; the Faculty Association; the representatives of non-academic support units (subject matter experts, or 'SME's'); and myself.

See also the Bibliography included in this document.

Chair Accountabilities

Some of the responsibilities listed below may seem quite obvious, such as those in the area of tenure and promotion. Some other accountabilities, however, are buried in policies that Chairs and Directors may be less familiar with. This chart is meant simply to provide some assistance with understanding the Chair's role as it is laid out in various University policies, and to group these responsibilities together in an easy-to-find way (well, it is to be hoped that they are easy to find). It does not replace the policies, which should always be consulted (see further below), and in case of any inadvertent conflict between the material in this Handbook and University policies, the latter are to be considered authoritative.

For UW policies, see the section on 'Policies' below (or go directly to the Secretariat website). Much important guidance for Chairs is also to be found in memoranda periodically disseminated from the Provost's Office: see the Memos and Reports website.

The following chart pulls together specific Chair accountabilities, but does not speak to more general, 'non-legislated' aspects of Chair leadership, such as mentoring, career advice, guidance in preparing tenure and promotion briefs, etc.

Accountability	Legal/Institutional Framework
Faculty members: Hiring (including visiting scholars).	Policy 76: Faculty Appointments: • With the approval of the VPAP and the Dean, the Chair is in charge of advertising for faculty positions. • Chairs the Department Advisory Committee on Appointments (DACA). • Makes the hiring recommendation to the Dean. • Provides necessary information for the University Appointments Review Committee (UARC).
	VPAP Memo: Conflict of Interest in Hiring Committees.
	Forms: See Provost's Office: Forms and Templates. Advertising Forms: • Faculty Identification/Mission Critical Form (DOC). • CAUT Authorization to Advertise Academic Vacancy Form (DOC). • CAUT Authorization to Advertise for CRC Tier 2 (DOC). • Advertising Checklist (DOC). • Summary of Recruiting Efforts for UW Faculty Position (DOC). • University Appointments Review Committee Information. • Chair's Memo to the Dean.

	• Foreign Academic Recruitment Summary (PDF). • Foreign Worker Hiring/Advertising Statements (PDF). Faculty Appointment Forms/Templates: • Full Time Faculty Appointments. • Part Time Faculty Appointments. • Non Faculty Appointment. • Continuing Lecturer Appointments Checklist (DOC). • Reference Chart for Processing Faculty Appointments (PDF). • Tenured Appointment Letter (DOC). • Probationary/Definite Term Appointment Letter (DOC). • PhD Not Complete By Start Date (DOC). • PhD Complete After Start Date (DOC). • Offer Letter Statements (DOC). • Reduced Load/Fractional Load (DOC). • Request for Extension to Probationary Term (DOC). • Cross-Appointment (DOC). • Canada Research Chair (CRC)/Industrial Research Chair (IRC) appointment. Visitors: • Foreign Visitors Checklist (PDF). • Foreign, Canadian, CPR Visitor Appointment Letter Template (DOC). • Foreign Worker Hiring/Advertising Statements (PDF). • Visitor Appointment Letter Template - 5 Days or Less - PC (DOCX). • Visitor Appointment Letter Template - 5 Days or Less - Mac (DOCX). • Labour Market Impact Assessment (LMIA) Payment Form (PDF). • Visitor Permits and Paperwork Chart (PDF).
Faculty members: Annual performance review (APR). Note that tenured and continuing appointments are reviewed biennially (as of 2016/17); definite and probationary-term appointments are still reviewed annually.	Memorandum of Agreement §13.5: 'Member Evaluation'. Note: Each Faculty and each Department have (or should have) Faculty- and Department-specific addenda to the MoA setting out guidelines for APR assessments (MoA §13.5.1). Policy 77: Promotion and Tenure of Faculty Members §2: 'It is the responsibility of department Chairs to assess the performance of each regular faculty member annually, to provide a written performance review and to be available to discuss it upon request. Performance reviews are especially important in helping new faculty members gauge their progress towards meeting the standards for reappointment and tenure. Annual performance reviews form part of the evidence in tenure and promotion considerations, together with reports from external referees and more extensive career reviews carried out by the Department Tenure and Promotion Committee (DTPC).'

	<u>Note</u>: It is particularly important to provide detailed and realistic feedback to probationary faculty on their APRs.
Faculty members: Tenure and promotion.	<u>Policy 77: Promotion and Tenure of Faculty Members</u>: <u>Note</u>: Each Faculty has Faculty-specific guidelines on tenure and promotion. • The Chair reports the composition of the Department Tenure and Promotion Committee to the Dean and to potential candidates by May 1 each year. • Identifies all tenure and promotion candidates by June 1. Candidates for tenure must adhere to the timelines laid down in policy (§4: "Timing and Criteria"). Candidates for promotion to Full Professor may be identified through querying all eligible colleagues. Chair meets with candidate(s) to discuss procedures. • Chairs the DTPC. • Informs the candidate of names of external referees proposed by the DTPC. • Submits external referee sheets and candidate's material to Dean's Office (candidate's vita, samples of scholarly work, and teaching, research, and service statement). • Provides DTPC with copies of all written assessments of the candidate made within the Department (annual performance reviews, peer teaching evaluations). • Handles the procedures involved in potentially negative decision (§6: "Tenure and Promotion Procedures – Procedures at the Department Level"). • Informs the candidate in writing of the DTPC's decision and forwards the file to the Dean. • The Chair must be available during the days the FTPC meets in order to present the DTPC's recommendation and/or address any questions. <u>Note</u>: Each Department should have a set of discipline-specific guidelines for tenure and promotion. It is the responsibility of the Chair to maintain these guidelines and review them with Department colleagues at regular intervals. See also the relevant <u>Deans' Council memoranda</u>. <u>Forms</u>: See <u>Provost's Office: Forms and Templates</u>. Tenure and Promotion: • External Referee Invite Letters – <u>AssocProf</u>/<u>Prof</u>/<u>ExtClause</u>/<u>Pre-invite</u> (DOC) • <u>External Referee Guidelines (PDF)</u> • <u>External Referee Information Sheet (DOC)</u> • <u>Candidate Data Summary (DOC)</u>

Faculty members: Service.	[Policy 77: Promotion and Tenure of Faculty Members](): 'In addition to their primary duties of teaching and scholarship, regular faculty members have a responsibility to participate in the effective functioning of the University through service on committees, student advising, coordination of activities and in administrative positions. It is important that all faculty members be willing to assist with administrative duties when their help is needed. Many faculty members also provide valuable service to groups outside the University, such as disciplinary or professional organizations, conferences, journals and granting councils. Community service related to a faculty member's scholarly activities is normally considered as service to the University.'
	Forms: See [Provost's Office: Forms and Templates](). [Faculty Administrative Appointments (DOC)]().
Faculty members: Sabbaticals and extra-University activity.	[Policy 3: Sabbatical and Other Leaves for Faculty Members](): • The Chair reviews and signs off on sabbatical applications prior to forwarding them to the Dean. Note that by signing off on a sabbatical request, the Chair is guaranteeing that the Department's mission will not be negatively impacted by the absence of the faculty member for the period of the sabbatical. The question of sessional teaching replacement should be discussed with the Dean. • The Chair reviews faculty members' reports on work done on the sabbatical upon their return. Assuming that faculty members actually submit such reports. Note: Probationary term faculty members are allowed to apply for special early sabbaticals, normally taken in the first year of the second probationary term. [Policy 49: Extra-University Activity (Faculty Members)](): 'Regular appointments to the University must be construed as constituting a full-time occupation. Given this understanding, any extra-University occupation that requires more than one work day a week should be examined and judged very carefully. It is the responsibility of the individual faculty member to inform the department Chair and Dean concerning any activities where expenditure of time is substantial.' Cf. [Policy 69: Conflict of Interest §3 under 'Conflict of Commitment'](): 'Undertaking external consulting, professional or other activities which, by virtue of their time commitment, prevent the faculty or staff member from fulfilling her/his obligations to the University.'
	Forms: See [Provost's Office: Forms and Templates]().

	Sabbatical Applications: • Sabbatical Application or Request for Leave of Absence (DOC) • Request for a Sabbatical Leave to be Taken Early • Sabbatical Calculation Table (PDF)
Faculty members: Discipline.	Memorandum of Agreement §8: 'Discipline': Note especially the following: • §8.5: 'In a case of persistent neglect [of professional duties], the action for dismissal must have been preceded by letters of warning from the Member's Chair or Dean. Warnings shall not only state the nature of the alleged deficiencies and make constructive suggestions for improvement, but also shall be followed by a reasonable period in which to make improvements.' • §8.7: 'Disciplinary processes must be kept distinct from academic assessments associated with annual performance reviews and consideration for tenure, promotion, and probationary reappointment. The fact that a disciplinary measure has been imposed or is contemplated cannot be considered in an academic assessment, but the facts which resulted or may result in the imposition of discipline can be considered, if relevant to that assessment.' • §8.8: 'The Member's Dean shall promptly investigate any concerns or allegations about a Member if the Dean reasonably believes that a situation warranting disciplinary measures may exist. The Dean shall inform the Member as soon as may reasonably be possible both of the nature of the allegation and if an investigation is being undertaken. The conduct of all or part of such investigations may be delegated to appropriate persons, including the Member's Department Chair. The investigation itself is not a disciplinary measure, and an investigation which has not yet been completed is not a matter for grievance.' See also Memorandum of Agreement §14 'Integrity in Scholarly Research'.
Faculty members: Grievance.	Memorandum of Agreement, §9: 'Grievance and Arbitration: The first, informal stage of a grievance (technically 'pre-grievance') is most likely to be addressed to the Chair/Director. Note: In general, matters touching on promotion, tenure, or probationary-term renewal are not subject to grievance/arbitration: 'Notwithstanding 9.2.2 and 9.2.3, no matter which may be the subject of procedures set out in either Policy 76, Faculty Appointments or Policy 77, Tenure and Promotion of Faculty Members concerning promotion, tenure, or probationary-term reappointment may be the subject of grievance or arbitration under this Article, except that an alleged failure by the Tenure or Promotion Appeal Tribunal or the FTPC (in the case of probationary-term reappointment) to comply with such procedures may be the subject of an individual grievance and, subject to the terms of this Article, may be taken to arbitration (see 9.6.7).'

Faculty members: Research.	While faculty research is in general carried out independently of the Chair/Director, there may be various points of intersection with the Chair's authority or oversight (beyond the regular activities of signing off on research grants and sabbatical leaves, and the provisions of space and/or equipment). See the following examples: Policy 41: Contract Research at University of Waterloo: 'While [the University] acknowledges the general freedom of its personnel to engage in research of their choosing, the provision of departmental resources for contract research will nevertheless be subject to the final approval of the respective Chair (and where necessary the Dean) provided that, in the matter of grants, where such approval is denied an appeal may be made to the Senate Graduate & Research Council.' Policy 66: Use of University Resources and Affiliation: While Departmental resources may be deployed in support of a faculty member's research, it is the Chair's responsibility to oversee the equitable distribution of staff members' workloads. Policy 73: Intellectual Property Rights §12 'Dispute Resolution': 'This policy recognizes that conflicts may arise due to an inability to reach an agreement with respect to the determination of IP rights. Such conflicts may or may not involve allegations of wrong-doing; members of the University may simply have incompatible perceptions of the meaning or application of this policy. In general, conflicts are best dealt with at an informal level. It is advisable for persons in conflict to seek mediation or other forms of informal dispute resolution. Persons in conflict can find assistance in interpreting this policy from their department chair, Faculty Dean or the Office of Research.' Animal Research: Department Chairs required to sign off. Human Research: Department Chairs required to sign off. Integrity in Research Administrative Guidelines (including Memorandum of Agreement §14 'Integrity in Scholarly Research'): No direct responsibility as Chair, beyond passing on allegations to VP Research; nevertheless, Chairs should be familiar with the guidelines and §14 of the Memorandum of Agreement. Safety Guidelines for Field Work: A Field Work Risk Management form may be required; the Chair normally signs off on this.
Staff members: Hiring, salaries and classification.	Policy 18: Staff Employment: • §2: Hiring at Waterloo. • Appendix A: Hiring at Waterloo.

	[Staff Hiring Committee/Panel Interviews](#). [Policy 5: Salary Administration, University Support Staff](#): The Chair is responsible to maintain updated job descriptions; may request reviews of job classifications; in conjunction with HR, determines starting salary.
Staff members: Overtime and additional duties.	[Policy 16: Overtime, University Support Staff](#): 'Where possible, managers should organize work assignments/responsibilities to minimize the need for staff members to work overtime. As much as possible, the need for overtime should be anticipated and scheduled in advance and at a time that will minimize the impact on staff members' personal lives. Managers are responsible for restructuring staff member's workloads if overtime becomes a regular and ongoing occurrence.' [Policy 47: Part-Time Teaching Appointments for Full-Time Staff](#): 'The approval of the home department Head, as well as the normal academic appointment approvals, are required.'
Staff members: Annual performance appraisal.	[Policy 18: Staff Employment](#): • [§4: Performance Management](#): 'Staff and Managers are expected to work collaboratively to identify goals, establish priorities and determine what success looks like for the Staff member. Measurement will be achieved through regular ongoing meetings, feedback sessions and support on performance, culminating in a formal annual evaluation and plan.' • [Appendix C: Performance Management](#). Note: Staff Performance Appraisals are generally carried out via instructions annually communicated from Human Resources and from Faculty Executive Officers.
Staff members: Dispute resolution.	[Policy 36: Dispute Resolution for University Support Staff](#).
Staff members: Vacation.	[Policy 6: Vacation – Staff](#): The Chair works with the staff member to arrange for appropriate vacation time.
Students: Grievance.	[Policy 70: Student Petitions and Grievances](#): 'A student who is not satisfied with the outcome of a request may initiate a challenge by delivering either a Notice of Challenge (Form 70B) to his/her associate dean or a Notice of Reassessment Challenge (Form 70C) to the chair of the department hosting the course, indicating the ground(s) on which the challenge is being made.' Other than grade reassessments, grievances are handled by the Associate Dean; appeals of grade reassessments also go to the Associate Dean.
Students:	[Policy 11: University Risk Management](#).

Safety.	Policy 34: Health, Safety and Environment: 'This policy applies to all University employees, students and visitors on University Property or participating in University Events.' Policy 42: Prevention and Response to Sexual Violence. Safety Guidelines for Field Work. Safety in Student Abroad Programs: 'Department Chairs and Deans ensure that faculty advisors and coordinators are informed of Student Abroad protocols, programs and services offered by the University.' May involve completion of Field Work Risk Management form.
Faculty and staff: Illness, emergency, etc.	All UW employees are entitled to consideration in cases of illness, pregnancy, bereavement, or other circumstances that would make carrying out regular duties difficult or impossible. Chairs are responsible for managing appropriate accommodations, but are not entitled to know the details of an individual employee's illness. In many instances, consultation with the Manager of Occupational Health would be necessary or at least advisable. Following is a list of policies and guidelines that govern the Chair's actions and decision-making: • Policy 14: Pregnancy and Parental Leaves (including Adoption). • Policy 39: Leaves of Absence for Staff Members. • Policy 67: Employee Assistance Program (EAP; now EFAP). • Bereavement Leaves. • Emergency Leaves. • Jury Duty. • Political Leaves. Note: In cases where an employee's need for accommodation has a financial impact on the Department (e.g., a temporary staff member needs to be hired or a course needs to be given to a sessional instructor), the Chair should contact his/her Dean to request assistance (the Dean may ask the Provost for support).
Faculty and staff: Education benefits.	Policy 4: Benefits to Faculty and Staff Undertaking Part-Time Educational Programs: The Chair arranges for time off for faculty or staff member to attend class; may also determine whether courses are considered to be relevant to/required for employment.
Ethical behaviour, equity, and human rights.	Policy 33: Ethical Behaviour: 'Those with supervisory authority (academic or employment) are expected to be proactive in promoting respect for the general principles articulated in Section I and, with assistance and guidance from the Conflict Management and Human Rights Office (CMAHRO), are responsible for dealing with alleged violations of those principles. Such

authority shall be taken to include permanent, temporary or delegated supervision of any faculty or staff member or student. Those who receive complaints or who perceive what they believe to be violations of this policy shall act promptly to notify an appropriate administrative officer, normally one's immediate supervisor, the department Head, Chair or Director, to provide or initiate the appropriate remedial or disciplinary measures.'

Policy 34: Health, Safety and Environment §7 'Roles, Responsibilities and Procedures Regarding Workplace Violence'.

Policy 42: Prevention and Response to Sexual Violence; Sexual Violence Response Protocol and Procedures §6.5: 'Persons with supervisory authority have a duty to inform the University when they become aware of an incident of Sexual Violence. A Disclosure or Report to a "person with supervisory authority" can lead to an investigation by the University. Persons with supervisory authority should consult with the SVRC when they are assisting someone who Discloses or Reports an incident of Sexual Violence.'

Policy 61: Religious Accommodation: 'Options must be discussed with the employee's supervisor or manager and approved in advance of the time to be taken as a religious observance.'

Policy 62: Conflict of Interest in the Employment and Supervision of Personnel: 'Should an administrative term appointment create a situation where one family member reports to another, all University of Waterloo procedures affecting tenure, salary increases, promotions and similar matters, will be adjusted so that these procedures take place without the participation of the superordinate family member.'

Policy 65: Equality in Employment: 'It is expected that all department Heads, managers, supervisors, and individuals in a position to influence a decision concerning employment of an individual or the status or working conditions of faculty and staff will ensure the consistent application of this policy and be aware of the legislation which governs these activities.'

Policy 69: Conflict of Interest: 'The immediate supervisor (in consultation with her/his supervisor, when appropriate) will determine whether a conflict, real or potential, exists. In the event that a conflict exists or will exist, the immediate supervisor and the member will agree on a course of action to monitor or avoid the conflict, after which written documentation of the agreement will be held by both the member and her/his immediate supervisor. In the event that agreement cannot be reached, the case will be referred through the appropriate line management channels for resolution, up to and including the Vice-President, Academic & Provost, if necessary.'

Memorandum of Agreement §7: Non-Discrimination.

	Harassment and Discrimination – Guidelines for Supervisors: 'When problems related to harassment and discrimination arise, you may be the first person within an official capacity called upon to respond. You are required under Waterloo's Ethical Behaviour Policy 33, along with provincial human rights and occupational health safety legislation, to respond in a timely and sensitive manner. You are expected to take steps to stop improper behaviour and to take whatever action seems appropriate, including disciplinary and/or educational.'
Health and Safety.	Policy 34: Health, Safety and Environment: Note especially the following: • §6.3.1: Supervisors must provide for the health and safety of employees under their authority, including training in specific work tasks, and must take necessary measures to comply with environmental requirements. • §6.3.2. Supervisors will inform themselves of and comply with their duties under the Act and other applicable legislation governing health and safety, as well as University policies, guidelines and procedures. • §6.3.3. Supervisors will promptly investigate and take corrective action, as necessary, upon identification of a hazard or receipt of a report from a worker re: conditions that are contrary to good health, safety or environmental practices or that contravene any legislative requirements. • §6.3.4. If an employee under a supervisor's authority refuses work or an assignment for reasons of safety, the supervisor will promptly investigate and take necessary corrective action, as necessary. • §6.3.5. In the event an employee under a supervisor's authority is injured or becomes ill as a result of a work assignment, the supervisor will ensure that prompt first aid and health care treatment is obtained, if necessary and that University reports are completed by the end of the business day following the incident. • §6.3.6. Supervisors will post this policy and other health, safety and environment program information provided by the Safety Office in a conspicuous location. See also Policy 33 (Ethical Behaviour); Policy 42 (Prevention and Response to Sexual Violence).
Risk Management.	Policy 11: University Risk Management: Chairs do not have a specific role to play in overall University risk management (Chairs are not considered members of 'Senior Administration'), but along with all employees are expected to actively monitor risk on a day-to-day basis and to carry out risk assessments as and when necessary. See also Risk Management Reporting Guideline.

Fundraising and Development.	Chairs are required to work closely with the Office of Advancement in this area, and should not engage in fund-raising efforts (or acceptance of gifts) without prior consultation. First steps should include consulting with the Advancement Officer in your own Faculty. See Policy 7 (Gift Acceptance) and Policy 10 (Naming Opportunities).
Records.	Policy 46: Information Management. Policy 75: Official Employment Files of Regular Faculty Members: 'Part of the File shall be kept in the Office of the Dean of the Member's Faculty, part shall be located in the Office of the Chair of the Member's department, and part (information for pension, benefits, payroll) shall be located in the Department of Human Resources. Together, these three parts shall comprise the entire File.' Guidelines for Managing Student Information for Faculties, Departments and Schools: 'Faculty associate deans, directors of schools, and chairs of academic departments are responsible for ensuring that student information created and/or maintained in their departments is kept securely and retained and disposed of according to the university's approved policies and procedures. This responsibility extends to information such as class grades, assignments, and examination papers that are often managed on a day to day basis by individual faculty members and other course instructors.' Human Resources Records: 'The department Head or designate uses personal information concerning employment records to help in managing and guiding an individual's career. Information about start dates, salaries, performance ratings, job classifications, etc. is provided to the manager or designate. Personal information about an individual's health, beneficiaries, medication, employment equity status, etc., is not provided without the express permission of the individual concerned.'
The Chair's signature.	Everybody wants it.

Chairs' Calendar

New Chairs will find very quickly that, between faculty and staff performance evaluations and budget planning, Winter tends to be the heaviest term (though October and November can be crowded if there are tenure and promotion cases). Chairs would be well-advised to concentrate their teaching in the other terms and keep the Winter term free of teaching if possible.

July	DTPC	Finalize external referee recommendations (ensure that candidate has opportunity to see final list and challenge any referee).
		Submission of tenure and promotion materials to Dean's Office (candidate's statement, vita, representative publications, external referee information sheets).
August	Some free time (ha ha). Rest, recuperate, and take time for yourself.	
September	Scheduling.	Instructor constraints for Winter term of current academic year due.
		Begin planning for *next* academic year (course assignments, sabbatical replacements, sessional staffing, etc.). This may include a review of faculty members' service assignments, which should happen annually in any case.
October	DTPC meeting(s): decisions on tenure and promotion. See Policy 77 for procedures if "significant reservations that could result in a negative recommendation" arise.	
	Winter term course schedule comes out (mid-fall).	
	Fall convocation (may involve signing letters or award certificates, planning for Department-level celebrations).	
November	DTPC: preparation and submission of tenure and promotion brief(s).	
	Annual Performance Review (APR)	Departments with under 15 members vote on whether to have a committee advisory to the Chair.
		Selection of advisory committee in Departments over 15 and those under 15 which vote in favour of a committee.
December	Memo to faculty members: assemble materials for APR (once a year for definite-term and probationary appointments; biennially in odd years for tenured and continuing appointments).	
	Chairs are required to be available for Faculty Tenure and Promotion (FTPC) meetings (and should be prepared for the possibility of a negative vote, which has further ramifications).	

January	APR: preparation of preliminary recommendations.
	Staff Performance Appraisal: prepare preliminary SPA.
	Scheduling: instructor constraints for Spring term of current academic year due.
February	SPA: meet with staff member(s); finalize SPA.
	APR: meet with Dean; finalize APR.
	Budget: annual budget development.
March	Finalize budget with Dean's Office.
	Spring term course schedule comes out.
April	Scheduling: instructor constraints for Fall term of upcoming academic year due.
	Formation of DTPC by May 1.
May	Memo to faculty members: they must submit statement of intent to apply for tenure and/or promotion by June 1.
	Notice to probationary faculty members whose term ends in June of the *following* year.
June	DTPC — Faculty members' complete applications for tenure/promotion due to Chair by June 30.
	DTPC — Consider names for external referees and discuss with candidate.
	Spring convocation (may involve signing letters or award certificates, planning for Department-level celebrations).
	Fall term course schedule comes out (mid-summer).

Numerous other obligations fall on the Chair on a regular basis, but the following are not necessarily tied to an annual calendric cycle. Where relevant these activities are understood to take place in conjunction with Faculty-level processes:

- Hiring (faculty staff, sessional and definite term appointments). Advertising for faculty positions may happen at any time, though late summer/fall advertising may be advisable (all other things being equal).
- Probationary contract renewals.
- Regular program reviews, both graduate and undergraduate.[1]

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[1] Normally program reviews are held on a seven-year cycle; professional programs requiring accreditation review may be on a five-year cycle.

- Department/School advancement (development and alumni).
- Space allocations and reviews.
- Grant approvals, renewals, reviews.
- Regular meetings of Faculty advisory groups and Faculty councils.
- Annual review of service appointments (keeping in mind that some University-level appointments are not on a July-June schedule).

The Role of the University Secretariat

The Secretariat is responsible for providing professional support and guidance to University of Waterloo governing bodies, their committees and councils, and to senior University officers on all governance, policy and operational issues which might affect the institution. The Secretariat also plays a significant role in the development, promulgation and interpretation of University of Waterloo policies and procedures, and supports the activities of senior search committees, as well as relations and grievance/appeal committees. The Secretariat is headed by the University Secretary, who maintains a close working relationship with the Chancellor and the Chair of the Board of Governors, as well as the President, Provost and other senior University officers, providing advice, guidance and support with respect to the execution of their responsibilities.

Any member of the University community is welcome to engage the Secretariat on matters within its mandate. The Secretariat offers advice and guidance on: University governance; the interpretation and application of University policies, procedures and guidelines; risk management; access and privacy; records management; and grievance/appeal procedures to ensure that they are congruent with the principles of natural justice. This advice is informed by the expertise of Secretariat staff, and by the office's stewardship of the University's corporate memory in the above areas, including past interpretations and decisions on the application of policies, procedures and guidelines, student and employee disciplinary matters, grievances and appeals, and access and privacy issues. The Secretariat offers assistance where it can, which sometimes includes redirecting inquiries to other University offices better placed to provide guidance, or which can provide additional guidance complementing the Secretariat's advice. Such offices include: AccessAbility Services, Finance, Office of General Counsel, Police Services, Safety Office, Student Success Office, Human Resources, etc.

Legislation Affecting University Members

A number of our policies flow from important provincial or federal legislation that places a legal responsibility on all members of the University. Given their managerial role, Chairs and Directors may have an important role to play in terms of educating their units about such legislation and in dealing with possible breaches.

Following is a *partial* list of some of the most significant legislation that Chairs should be aware of:

Accessibility for Ontarians with Disabilities Act (AODA)

- [Provincial Statute](#).
- [Ontario Human Rights Code: Disability](#).
- [Canadian Charter of Rights and Freedoms](#).
- [Accessibility at Waterloo](#).
- [UW AccessAbility Services](#).
- Relevant policies/guidelines: Policy 33 ([Ethical Behaviour](#)); Policy 65 ([Equality in Employment](#)).
- UW AODA Specialist: [Joyce Barlow](#).
- Director, UW Conflict Management and Human Rights Office: [Matt Erickson](#).
- Director, UW Equity Office: [Mahejabeen Ebrahim](#).

Freedom of Information and Protection of Privacy Act (FIPPA)

- [Provincial Statute](#).
- [UW Information and Privacy website](#).
- Relevant policies/guidelines: Policy 46 ([Information Management](#)); Policy 75 ([Official Employment Files of Regular Faculty Members](#)); Guidelines on [Human Resources Records](#); [Managing Student Information for Faculties, Departments and Schools](#); [Returning Assignments and Posting Grades](#).
- UW Privacy Officer and University Secretary: [Karen Jack](#).
- UW Records Manager: [Chris Halonen](#).

Human Rights Legislation

- [Ontario Human Rights Code](#).
- [Canadian Charter of Rights and Freedoms](#).
- [UW Equity Office](#).
- [UW Conflict Management and Human Rights Office](#).

- Relevant policies/guidelines: Policy 33 ([Ethical Behaviour](#)); Policy 34 ([Health, Safety and Environment](#)); Policy 61 ([Religious Accommodation](#)); Policy 65 ([Equality in Employment](#)); Guidelines on [Harassment and Discrimination](#).
- Director, UW Conflict Management and Human Rights Office: [Matt Erickson](#).
- Director, UW Equity Office: [Mahejabeen Ebrahim](#).

Sexual Violence and Harassment Action Plan Act (Bill 132)

- [Bill 132](#).
- [UW Equity Office: Sexual Violence](#).
- Relevant policies/guidelines: Policy 33 ([Ethical Behaviour](#)); Policy 34 ([Health, Safety and Environment](#)); Policy 42 ([Prevention and Response to Sexual Violence](#)); Policy 60 ([University of Waterloo Emergency Response](#)); Guidelines on [Harassment and Discrimination](#).
- [UW Workplace Violence and Harassment Resources](#).
- Director, UW Conflict Management and Human Rights Office: [Matt Erickson](#).
- Director, UW Equity Office: [Mahejabeen Ebrahim](#).
- Director, UW Police Services: [Sergeant Alan Binns](#).
- Director, UW Safety Office: [Kate Windsor](#).

Workplace Violence and Harassment (Bill 168)

- [Ontario Occupational Health and Safety Act: Violence and Harassment](#).
- [UW Safety Office: Workplace Violence and Harassment](#).
- Relevant policies/guidelines: Policy 33 ([Ethical Behaviour](#)); Policy 34 ([Health, Safety and Environment](#)); Policy 42 ([Prevention and Response to Sexual Violence](#)); Policy 60 ([University of Waterloo Emergency Response](#)); Guidelines on [Harassment and Discrimination](#).
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- Director, UW Safety Office: [Kate Windsor](#).

UW Policies

Policies, procedures, and guidelines are all available on the Secretariat website. The Secretariat states the following:

This website is intended to serve as a convenient reference only; the University does not warrant its accuracy, currency or completeness. The authoritative copies of policies, procedures and guidelines are held by the Secretariat bear the seal of the University. In case of discrepancy between the online version and the authoritative copy held by the Secretariat, the authoritative copy shall prevail.

See also the Memos and Reports on the Provost's website for additional information.

Following is a list of all UW policies; those most relevant to academic Chairs and Directors have been marked with an asterisk.* Singling out these particular policies does not mean that other policies are *not* relevant to Chairs.

Every effort is made to keep this Handbook up-to-date; nevertheless, in case of queries or discrepancies, the Secretariat's copy of policies is to be considered the authoritative version.

1. Initiation and Review of University Policies.
2. Bulletin Boards, Temporary Signs, and Notices.
3. Sabbatical and Other Leaves for Faculty Members.*
4. Benefits to Faculty and Staff Undertaking Part-Time Educational Programs.*
5. Salary Administration, University Support Staff.*
6. Vacation – Staff.*
7. Gift Acceptance.*
8. Information Security (Cancelled; subsumed under #46 [Information Management]).
9. Exchange of Teaching Resources and Arrangements for Transferring Teaching Services from or to Affiliated and Federated Colleges, or other Universities and Colleges.*
10. Naming Opportunities.*
11. University Risk Management.*
12. Records Management (Cancelled; subsumed under #46 [Information Management]).
13. Archives (Cancelled; subsumed under #46 [Information Management]).
14. Pregnancy and Parental Leaves (including Adoption).*
15. Bookings – Use and Reservation of University Facilities for Activities not regularly timetabled.
16. Overtime, University Support Staff.*
17. Quotations and Tenders.
18. Staff Employment.*
19. Access to and Release of Student Information (Cancelled; subsumed under #46 [Information Management]).

58. Search and Nominating Committee for Director Guelph-Waterloo Centre for Graduate Work in Chemistry (Cancelled).
59. Reduced Workload to Retirement.
60. University of Waterloo Emergency Response.
61. Religious Accommodation.*
62. Conflict of Interest in the Employment and Supervision of Personnel.*
63. Faculty Grievances (Cancelled, see Article 9 Memorandum of Agreement).
64. Use of Proprietary Computer Software.
65. Equality in Employment.*
66. Use of University Resources and Affiliation.*
67. Employee Assistance Program (EAP; as of September 2016, Employee and Family Assistance Program [EFAP]).*
68. Vice-President, University Research.
69. Conflict of Interest.*
70. Student Petitions and Grievances.*
71. Student Discipline.
72. Student Appeals.
73. Intellectual Property Rights.*
74. Capital and Non-Capital Assets.
75. Official Employment Files of Regular Faculty Members.*
76. Faculty Appointments.*
77. Tenure and Promotion of Faculty Members.*

UW Guidelines

Following is a list of all UW formal guidelines maintained on the Secretariat website. Every effort is made to keep this Handbook up-to-date; nevertheless, in case of queries or discrepancies, the Secretariat's copy of guidelines is to be considered the authoritative version.

- Animal Research.
- Assessment of Penalties.
- Bereavement Leaves.
- Canadian Flag – Lowering.
- Children's Camps on Campus / Associated Checklist & Appendices (PDF).
- Communicating with Students via Digital Files (PDF).
- Computing and Network Resources – Security.
- Computing and Network Resources – Use.
- Contracts, Procedures re.
- Electronic Business Statement.
- Eligible Hospitality Expenses.
- Emergency Leaves.
- Faculty, Staff, and Students Entering Relationships with External Organizations Offering Access to Course Materials.
- Employee vs. Independent Contractor.
- Harassment and Discrimination.
- Human Research.
- Human Resources Records.
- Independent Contractor Determinations.
- Information Management, Statement on (Subsumed under #46 [Information Management]).
- Institutional Risk Mitigation Strategy.
- Integrity in Research Administrative Guidelines.
- Jury Duty.
- Learning Resources and Field Trips, Guidelines Pertaining to.
- Managing Student Information for Faculties, Departments and Schools, Guidelines on.
- Political Leaves.
- David Johnston Research + Technology Park, Guidance Statement for Development of University of Waterloo Lands.
- Retirees, Privileges for.
- Returning Assignments and Posting Grades.
- Risk Management Reporting Guidelines.
- Safety Guidelines for Field Work.
- Safety in Student Abroad Programs.
- Service Interruptions in the Online Learning Environment.
- Short-term Stipends for Staff.

- [Statutory Compliance Statement](#).
- [Staff Hiring Committee/Panel Interviews](#).
- Standards for Imaging (Scanning) Paper Documents (PDF) (withdrawn, please [contact the University Records Manager](#) for more information).
- [Statement of Institutional Risk Appetite](#).
- [Student Email](#).
- [Travel Expenses](#).
- [Travel Requirements](#).
- [Weather Closing Guidelines](#).
- [Work from Home Guidelines for Staff Initiated Requests (1 or 2 days per week)](#).
    - [FAQs for Work from Home Guidelines](#).
    - [FAQs for Work from Home Guidelines for Managers](#).

Deans' Council and VPAP Memoranda

       Some University governance and procedures flow from decisions made/endorsed at Deans' Council and in memoranda from the Vice-President Academic and Provost. Not all of this material is archived on the University website, though some of it has made its way into Faculty-level guidelines. Where possible, this Handbook will collect Deans' Council decisions and links to VP Memos and Reports that have particular impact on the activities of Chairs.

VPAP Memos and Reports

- Signing Authorities Designated in the New Financial System's Electronic Workflow (13 March 2017)
- Business Class Travel (10 February 2017)
- Revised Broader Public Sector Expenses Directive – Per Diems (1 February 2017)
- Conflict of Interest in Hiring Committees (31 January 2017)
- Striking the Right Balance (31 October 2012)
- Annual Performance Review Process (22 November 2010)

Handling DTPC and FTPC Memos

- Endorsed by Deans' Council November 25, 2009.
- Committee chair provides a copy to members. To acknowledge that s/he has received a copy, each member signs one master copy or emails the committee chair within two working days of distribution of the memo.
- Any committee member who does not agree with the majority recommendation may submit a signed statement setting out the reasons s/he disagrees to the committee chair within five working days of distribution of the memo. The committee chair will append any statement received to the memo.
- Any committee member who wishes to do so may submit a signed clarifying statement to the committee chair within five working days of distribution of the memo. The committee chair will append any statement received to the memo.
- Statement on the memo/in the email: "I acknowledge that I received a copy of the memo setting out the discussion and recommendation of the committee. I am aware that, in the event I disagree with the majority recommendation, I have the opportunity to submit a signed statement with reasons for my disagreement. I am also aware that should I see the need, I have the opportunity to submit a signed clarification. Disagreements and clarifications must be submitted to the chair within 5 working days of distribution of the memo."

UW Guidelines Regarding Tenure and Promotion Dossiers and Procedures

- Endorsed by Deans' Council 19 June 2013.
- Candidate statements normally should not exceed 3 pages.
- Copies of annual performance reviews are to be included in the material (chair to provide if not part of the candidate's submission).
- Regarding probationary-term reappointments, Policy 76 provides "The Dean and/or Chair shall write to candidates who are to be reappointed to summarize any concerns that may have been identified, and to provide advice on preparing for future tenure consideration." All such documents are to be provided to the DTPC by the chair.
- DTPC and FTPC memos are to identify committee members and include the outcome and the vote count.
- DTPC memos are to include a table of the annual performance ratings [teaching, research, service, overall; 0-2 scale] for the last 5 years.
- Every effort should be made to obtain substantive assessments from at least 5 external referees, with at least 3 from the list proposed by the DTPC; the external referee information sheet (to be completed by the DTPC chair) should make clear who suggested a particular referee and why by commenting briefly on a proposed referee's relationship to the candidate and, to illustrate stature, on the significance of the referee's major accomplishments ('works in the same area' is NOT helpful, nor is providing a list of the referee's publications).
- Student course evaluations results for the last 5 years should be summarized and accompanied by meaningful interpretive information (e.g. department results for similar courses set out separately, such as required courses and upper year electives).
- Student letters on teaching should not be included unless absolutely clear they are arm's-length and spontaneous; such material should be summarized if more than 2 pages.
- D/FTPC voting may be by show of hands or secret ballot as decided by the committee; when D/FTPC votes reported are less than the number of voting members, an explanation should be provided because all members, including D/FTPC chairs, are expected to vote. The only time a member does not vote is when a conflict of interest has been declared/determined – in that case the member with a conflict must not attend the portion of a meeting when the file is discussed and will not vote; if the D/FTPC chair is in conflict a chair pro tem is to be elected by the committee.
- When the D/FTPC has completed its deliberations, the chair shall inform the candidate in writing of the outcome (including the basis for it, if negative) but shall not include any indication of the vote count (including whether the recommendation was unanimous).

Memorandum of Agreement

Of particular interest to Chairs:

- [Section 6: Academic Freedom](#).
- [Section 7: Non-Discrimination](#).
- [Section 8: Discipline](#).
- [Section 9: Grievance and Arbitration](#).
- [Section 13: Faculty Salaries, Annual Selective Increases and Member Evaluation Procedures](#).
- [Section 14: Integrity in Scholarly Research](#).

Academic Chairs and Directors should keep in mind that the Faculty Association is a valuable resource for them. **Chairs are also members of FAUW** (Deans and up are not; 2.1.2), and thus have the right to be supported, represented, and advised by the Association. This applies to any situation in which a faculty member might find himself or herself in need of FAUW advice and support, including a conflictual situation in which a grievance might be launched against the Chair: under these circumstances, the Chair has the same right to FAUW support as does the grievor.

Appendices

Emergency Contacts: x22222 or x84911/519-888-4911 (University Police)

Unit	Individual	Contact
Academic Integrity Office	Amanda McKenzie	amanda.mckenzie@uwaterloo.ca x38562
Academic Leadership Program	Sheila Ager, Director	sager@uwaterloo.ca x32943
AccessAbility Services	Jennifer Gillies, Manager	jlgillies@uwaterloo.ca x30440
Advancement (Office of)	Joanne Shoveller, VP, Advancement	joanne.shoveller@uwaterloo.ca x84846
	Jason Coolman, Associate VP, Development	jcoolman@uwaterloo.ca x32969
Associate Provost, Students	Chris Read, Associate Provost, Students	chris.read@uwaterloo.ca x38050
Associate Vice-President, Academic	Mario Coniglio, Associate VP, Academic	coniglio@uwaterloo.ca x33889
	Amanda McKenzie, Director, Quality Assurance (Academic Programs)	amanda.mckenzie@uwaterloo.ca x38562
Campus Wellness	Walter Mittelstaedt, Director, Campus Wellness	whmittel@uwaterloo.ca x33308
	Clark Baldwin, Medical Director	cbaldwin@uwaterloo.ca x84068
	Linda Brogden, Manager, Occupational Health	lbrogden@uwaterloo.ca x36264
	Tom Ruttan, Director, Counselling Services	truttan@uwaterloo.ca x32655
	Emergency Contacts: https://uwaterloo.ca/counselling-services/resources/emergency-contacts	
Centre for Teaching Excellence	Donna Ellis, Director	donnae@uwaterloo.ca x35713
Conflict Management and Human Rights Office	Matt Erickson, Director	erickson@uwaterloo.ca x33765
Co-operative Education	Peggy Jarvie, Associate Provost, Co-operative and Experiential Education	pjarvie@uwaterloo.ca x33925
	Rocco Fondacaro, Director, Student and Faculty Relations	rfonda@uwaterloo.ca x38197
Counselling Services: see Campus Wellness		
Employee and Family Assistance Program	https://uwaterloo.ca/employee-assistance-program/	

Equity Office	Mahejabeen Ebrahim, Director of Equity	mahejabeen.ebrahim@uwaterloo.ca x39523
Faculty Association	Sally Gunz, President (until 31 August 2017)	sgunz@uwaterloo.ca x36524
	Bryan Tolson, President (as of 1 September 2017)	btolson@uwaterloo.ca x33377
	Katie Damphouse, Academic Freedom and Tenure and Policy Officer	mcdamphouse@uwaterloo.ca x32352
	Christopher Small, Chair, Academic Freedom and Tenure Committee	cgsmall@uwaterloo.ca x35541
General Counsel (Office of)	Logan Atkinson, General Counsel	logan.atkinson@uwaterloo.ca x84012
	Laurie Arnott, Employment and Human Rights Counsel	laurie.arnott@uwaterloo.ca x37558
	Sian Williams, Senior Legal Counsel	sian.williams@uwaterloo.ca x38625
	Yanick Charbonneau, Manager and Immigration Counsel	yanick.charbonneau@uwaterloo.ca x31103
	Frances Hannigan, Senior Immigration Specialist	fhanniga@uwaterloo.ca x36332
Graduate Studies Office	Jeff Casello, Associate Provost, Graduate Studies	jcasello@uwaterloo.ca x37538
	Raymond Legge, Associate Dean, Graduate Studies	rllegge@uwaterloo.ca x36728/35991
	Lynn Judge, Director, Graduate Academic Services	ljudge@uwaterloo.ca x30202
Health Services: see Campus Wellness		
Human Resources	Marilyn Thompson, Associate Provost, Human Resources	marilyn.thompson@uwaterloo.ca x39272
	Kenton Needham, Executive Director, Human Resources	kneedham@uwaterloo.ca x33911
	Alfrieda Swainston, Associate HR Director	jaswainston@uwaterloo.ca x32950
	Joyce Barlow, AODA Specialist	joyce.barlow@uwaterloo.ca x30520
	Nellie Gomes, Disability Advisor	ngomes@uwaterloo.ca x32926
Organizational and Human Development	Katrina Di Gravio, Director	kadigravio@uwaterloo.ca x35161
Police Services	Sergeant Alan Binns, Director	ambinns@uwaterloo.ca x35992
Provost's Office	Kim Gingerich, Executive Officer, Academic	katgingerich@uwaterloo.ca x33187
Registrar's Office	Maureen Jones, Interim University Registrar	maureen@uwaterloo.ca x32263

	Mary Lynn Benninger, Associate Registrar, Records and Systems	mary.lynn.benninger@uwaterloo.ca x36788
	Andre Jardin, Associate Registrar, Admissions	acjardin@uwaterloo.ca x32265
	Gwen Graper, Assistant Registrar, Admissions	graper@uwaterloo.ca x35242
	Donna Lutz, Assistant Registrar, Policy and Communications	dmlutz@uwaterloo.ca x35910
	Samantha Murray, Assistant Registrar, Records Operations	samantha.murray@uwaterloo.ca x36716
	Kathy Giles, Records Coordinator (ARTS and ENV)	kegiles@uwaterloo.ca x33093
	Andrea Graystone, Records Coordinator (ENG and SCI)	andrea.graystone@uwaterloo.ca X33507
	Jane Kinsie, Records Coordinator (AHS and MATH)	jkinsie@uwaterloo.ca x33516
	Brooke Sterritt, Acting Director, Student Awards and Financial Aid	brooke.sterritt@uwaterloo.ca x36031
	Brenda Denomme, Manager, Undergraduate Awards	bdenomme@uwaterloo.ca x36042
	Charlene Schumm, Director, Scheduling, Examinations and Convocation	cschumm@uwaterloo.ca x32711
	Tina Roberts, Director, Marketing and Undergraduate Recruitment	roberts@uwaterloo.ca x36050
	Scott O'Neill, Associate Director, MUR/Director International	scott.oneill@uwaterloo.ca x35447
Research (Office of)	Charmaine Dean, VP, University Research (as of 1 July 2017)	
	John Thompson, Associate VP, University Research	jet@uwaterloo.ca x84465
	Bruce Muirhead, Associate VP, External Research	muirhead@uwaterloo.ca x32933
	Andrew Barker, Director, Institutional Research	andrew.barker@uwaterloo.ca x36004
	Scott Inwood, Director of Commercialization	sinwood@uwaterloo.ca x33728
	Drew Knight, Director, Global Research and Strategic Alliances	dknight@uwaterloo.ca 32288
	Tom Barber, Awards Officer	twbarber@uwaterloo.ca x35108
	Julie Joza, Acting Chief Ethics Officer	jajoza@uwaterloo.ca x38535

Safety Office	Kate Windsor, Director	kwindsor@uwaterloo.ca x35814
Secretariat	Karen Jack, University Secretary and Interim Privacy Officer	kjjack@uwaterloo.ca x33183
	Melissa Knox, Associate University Secretary	mnknox@uwaterloo.ca x37617
	Alice Raynard, Associate University Secretary	araynard@uwaterloo.ca x31894
Student Success Office	Pam Charbonneau, Director, Student Success	pkcharbonneau@uwaterloo.ca x31377
University Appointments Review Committee	Flora Ng, University Professor, Chair	fttng@uwaterloo.ca x33979
University Committee on Student Appeals	Mario Coniglio, Assoc. VP Academic, Chair	coniglio@uwaterloo.ca x33889
	Alice Raynard, Associate University Secretary, Secretary	araynard@uwaterloo.ca x31894
Waterloo International	Ian Rowlands, Associate VP, International	irowlands@uwaterloo.ca x35466
Writing Centre	Clare Bermingham, Director	cbermingham@uwaterloo.ca x31364

Appendix 2: Forms and Templates

A number of regular functions carried out by Chairs require the filling out of particular forms; in addition, some Chair memos or letters may use a standard template. This Appendix pulls together the links to many of these forms and templates. The accountabilities section above also contains links to the relevant forms.

Provost's Office: Forms and Templates

Advertising Forms:

Faculty Identification/Mission Critical Form (DOC)
CAUT Authorization to Advertise Academic Vacancy Form (DOC)
CAUT Authorization to Advertise for CRC Tier 2 (DOC)
Advertising Checklist (DOC)
Summary of Recruiting Efforts for UW Faculty Position (DOC)

Faculty Appointment Forms/Templates:

Full Time Faculty Appointments
Part Time Faculty Appointments
Non Faculty Appointment
Continuing Lecturer Appointments Checklist (DOC)
Reference Chart for Processing Faculty Appointments (PDF)
Tenured Appointment Letter (DOC)
Probationary/Definite Term Appointment Letter (DOC)
PhD Not Complete By Start Date (DOC)
PhD Complete After Start Date (DOC)
Offer Letter Statements (DOC)
Reduced Load/Fractional Load (DOC)
Request for Extension to Probationary Term (DOC)
Cross-Appointment (DOC)
Canada Research Chair (CRC)/Industrial Research Chair (IRC) appointment

Faculty Administrative Appointment/Re-Appointment Form:

Faculty Administrative Appointments (DOC)

Sabbatical Applications:

Sabbatical Application or Request for Leave of Absence (DOC)
Request for a Sabbatical Leave to be Taken Early
Sabbatical Calculation Table (PDF)

Tenure and Promotion:

External Referee Invite Letters – [AssocProf](#)/[Prof](#)/[ExtClause](#)/[Pre-invite](#) (DOC)
[External Referee Guidelines (PDF)](#)
[External Referee Information Sheet (DOC)](#)
[Candidate Data Summary (DOC)](#)

Other:

[University Appointments Review Committee Information](#)
[Chair's Memo to the Dean](#)
[Foreign Academic Recruitment Summary (PDF)](#)
[Foreign Worker Checklist (PDF)](#)
[Foreign, Canadian, CPR Visitor Appointment Letter Template (DOC)](#)
[Foreign Worker Hiring/Advertising Statements (PDF)](#)
[Visitor Appointment Letter Template - 5 Days or Less - PC (DOTX)](#)
[Visitor Appointment Letter Template - 5 Days or Less - Mac (DOTX)](#)
[Labour Market Impact Assessment (LMIA) Payment Form (PDF)](#)
[Visitor Permits and Paperwork Chart (PDF)](#)

Appendix 3: Abbreviations and Acronyms

AFIW	Affiliated and Federated Institutions of Waterloo (St. Jerome's, St. Paul's, Conrad Grebel, and Renison)
ALP	Academic Leadership Program
AODA	Accessibility for Ontarians with Disabilities Act
APR	Annual Performance Review (faculty)
AVPA	Associate Vice-President, Academic
CECA	Co-operative Education and Career Action
CEL	Centre for Extended Learning
CMAHRO	Conflict Management and Human Rights Office
CTE	Centre for Teaching Excellence
DACA	Department Advisory Committee on Appointments
DTPC	Department Tenure and Promotion Committee
EFAP	Employee and Family Assistance Program
FAUW	Faculty Association of the University of Waterloo
FCSA	Faculty Committee on Student Appeals
FEDS	Federation of Students
FPER	Faculty Professional Expense Reimbursement
FTPC	Faculty Tenure and Promotion Committee
GDLEs	Graduate Degree Level Expectations
GSA	Graduate Student Association
GSO	Graduate Studies Office
HR	Human Resources
IAP	Institutional Analysis and Planning
IST	Information Systems and Technology

MAESD	Ministry of Advanced Education and Skills Development (formerly Ministry of Training, Colleges, and Universities [MTCU])
MUR	Marketing and Undergraduate Recruitment
OGC	Office of General Counsel
OHD	Organizational and Human Development
OHRC	Ontario Human Rights Code
PACT	Provost's Advisory Committee on Timetabling
RO	Registrar's Office
SPA	Staff Performance Appraisal
SSO	Student Success Office
SUC	Senate Undergraduate Council
UARC	University Appointments Review Committee
UCSA	University Committee on Student Appeals
UDLEs	Undergraduate Degree Level Expectations
UOPs	Undergraduate Operations Committee
UTPAC	University Tenure and Promotion Advisory Committee
UTPC	University Tenure and Promotion Committee
VPAP	Vice-President Academic and Provost
WBM	Waterloo Budget Model

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