

Item	9.2
Approved by	UOIT Board of Governors
Date approved	November 2006*

ACADEMIC STAFF EMPLOYMENT POLICIES

I. APPOINTMENT TO THE CORE FACULTY

Preamble

The rights and responsibilities of faculty members are determined, for the most part, by the responsibilities and commitments that the University itself undertakes in order to fulfill its role in society. As an institution of intellectual inquiry, the University functions to the benefit of society through the combined efforts of its individual members. Accordingly, UOIT is committed to using its resources to optimize the quality of work done by each of its members and undertakes to develop, with thorough consultation and careful planning, those facilities, services, and procedures conducive to excellence in all activities undertaken.

1.1 Academic Freedom

UOIT regards academic freedom as indispensable to the pursuit of knowledge. The freedom of faculty members to define research questions, to pursue the answers with rigor, and to disseminate knowledge according to their best judgment resides at the core of the University's mission. Accordingly, academic freedom is the right of every faculty member. The University expects its faculty members to exercise this freedom with integrity and with due regard for the rights and freedoms of others.

1.2 Ranks

Professorial rank is intended to reflect a faculty member's stature and record of accomplishment as a facilitator of learning and a scholar. Any person employed by the University with responsibility for a full range of academic duties shall be considered to hold an appointment to the Core Faculty. The PhD is the normal expectation for appointment with academic rank.*

Appointments to Core Faculty positions are made at the following ranks: Assistant Professor, Associate Professor, and Professor.

An Assistant Professor normally has completed the doctoral degree and can demonstrate experience or strong potential in the facilitation of learning, scholarly research, and/or creative professional practice.

An Associate Professor has demonstrated a record as a good and technologically innovative teacher committed to academic excellence and high-quality peer-assessed scholarship and/or creative professional practice.

A Full Professor has demonstrated a clear commitment to, and a record of success in, the facilitation of learning and has shown substantial achievement in research and/or creative professional practice as evidenced by the production of a body of scholarly work or creative professional practice that is widely known and respected.

Approved by the Board of Governors, January 2003, revised November 2004, March 2006, May 2006 and November 2006; *unless superseded by the Collective Agreement between UOIT and the UOIT Faculty Association, June 2010

* For initial appointments, candidates who are near completion of the terminal degree may be appointed as Assistant Professor (Conditional) for a fixed period during which all requirements for the degree must be completed. Such appointments will not be renewed if the requirements are not met. In all other ways, the conditional appointment is equivalent to an appointment as Assistant Professor.

Each academic unit shall maintain on file an official copy, supplied directly by the granting agency, of the highest academic credential, or any other required professional credential, claimed by every faculty member.

1.3 Recruitment and Hiring

Each academic unit within the University shall engage in a continuous planning process, during which requests for new appointments are evaluated and the nature of candidates to be sought is determined.

Each academic unit shall obtain the approval of the Provost for an increase in faculty complement, or to fill a vacant position in the tenure stream, or to fill a tenured position.

The Provost shall adopt appropriate procedures to ensure that an adequate list of qualified candidates is compiled and that the selection from this list is carried out properly and effectively. The Provost, with appropriate consultation, may waive some or all of the procedural requirements of this recommendation in exceptional cases. (See Special Opportunity Appointments, 1.5)

Evidence of candidates' teaching ability or potential and assessment of their promise of future intellectual and professional development shall be sought and considered when making all appointments.

Searches for, and appointments of, faculty members shall be made in conformity with the University's employment equity objectives. The University upholds the Ontario Human Rights Code and will not under any circumstances permit employment practices in contravention of it. Moreover, the University is committed to achieving and maintaining a faculty representative of those pools of qualified individuals available for recruitment, and has a special concern with the participation and advancement of four designated groups that traditionally have been disadvantaged in employment: women, visible minorities, Aboriginal peoples and persons with disabilities. Responsibility for upholding the University's Employment Equity Policy rests with the Provost and the Director, Human Resources.

Initial salary shall be negotiated in accordance with market conditions and the appointee's professional qualifications and experience. All initial salaries require the approval of the Provost.

Candidates who have not occupied a faculty position at another university shall normally be appointed for an initial period of three years.

Candidates at a more advanced stage of their careers may be hired at the Associate Professor rank, with or without tenure, or at the Full Professor rank, with tenure. If hired without tenure, candidates in this category will normally be considered for tenure within three years of the initial appointment.

1.4 Required Professional Designations

Needs exist in some Faculties, for program accreditation or other reasons, for faculty to acquire and maintain in good standing certain professional credentials or designations. All such faculty members must have, or will be required to obtain, these relevant credentials and to maintain them. Failure to do so could be grounds for dismissal or non-renewal. Required credentials or designations known at the time of appointment will be noted by the Dean in the letter of appointment. (Faculty members will be notified if other credential requirements arise during their employment and will be expected to obtain the new qualification.)

1.5 Special Opportunity Appointments

Under special circumstances, and with the approval of the Provost, an appointment may be made without following normal hiring procedures. Special circumstances may include spousal opportunity or unusual opportunity.

1.6 Commitment to the University

An appointment to the Core Faculty normally obliges a faculty member to render full-time service to the University. In those special instances where full-time service is not appropriate or feasible, an appointment may be made with a specified part-time obligation. When a joint appointment by UOIT and another institution is made, the individual's responsibilities to each institution will be defined by formal agreement. The specific obligations of the individual faculty member are inherent in the terms of the appointment, and any change thereto must be approved through the academic appointment process.

A faculty member holding either a full or part-time appointment is responsible to the University throughout the twelve months of the year unless a shorter period of responsibility has been negotiated, or unless the faculty member takes a maternity, adoption, or parental leave. In lieu of such a leave, the University will grant a period of reduced responsibility to those who request this status in order to fulfill their parental responsibilities during the period in which they are eligible for the leave. At the initiation of either the faculty member or the University, a shorter or longer period of responsibility may be negotiated. A faculty member with a period of reduced responsibility is entitled to appropriate consideration by the University in all matters relating to tenure, promotion, advancement, salary, leave, and the University's pension plan and other employment benefits.

1.7 Renewal of Appointment

Preamble

The awarding by the University of any given rank confers a status which is acknowledged and respected both in the academic community and in the community at large. Thus, it is necessary to safeguard the qualifications and attributes necessary for promotion and to strive for consistency in promotion procedures across the various Faculties of the University. However, it is not necessary that all Faculties have identical practices and procedures. The University believes that some flexibility is appropriate in responding to competitive pressures and in meeting the needs of the institution and its broader community. Therefore, these policies include sufficiently broad criteria to allow a Faculty to consider, in its assessment of its faculty, attributes which it considers particularly relevant for meeting its goals.

The University also recognizes that individual promotion decisions ought not be influenced by preconceptions about traditional patterns of rank distribution. In general, the University's goal is to ensure, as far as is possible, that persons of a given rank may fairly be assumed to possess certain attributes in common. The University recognizes, however, that individuals may not possess these attributes in equal proportions. In addition, these policies take into consideration that promotion policies and procedures must be structured to safeguard the interests of both the individual faculty member and the University as a whole.

Renewal of Appointment of Assistant Professors

Assistant Professors shall be reviewed one year prior to the end of their initial appointment. However, any appointee who has taken maternity, adoption or parental leave, or a period of reduced responsibility to fulfill parental responsibilities following the birth or adoption of a child, may elect to have the renewal decision postponed for a period of one year for each such birth or adoption.

In considering whether an appointee shall be offered a renewal, a properly constituted committee shall take into account individual Faculty needs with respect to the facilitation of learning and research, and whether the faculty member's teaching, research, and creative professional practice abilities are

consistent with Faculty standards. The committee shall recommend to the Dean whether the faculty member should be offered a second three-year appointment.

A faculty member whose appointment will not be renewed shall be notified of the decision by December 1 of the third year of her/his three-year appointment.

Each Faculty shall establish a process for performance review to determine if a candidate for reappointment is making satisfactory progress in the development of research and teaching skills, and if the progress is sufficient to hold promise for further progress towards tenure. When progress is determined to be sufficient, the Dean of the Faculty shall recommend to the Provost a further appointment of not more than three years. Otherwise, employment ends with the current appointment.

1.8 The Award of Tenure

Preamble

The University regards tenure as an important means to ensuring academic freedom in the facilitation of learning, scholarly research, creative professional practice and service to the University and the broader community. Tenure enables Core Faculty members to define and explore areas of research freely and without fear of reprisals, political or otherwise, and to present their conclusions without inhibition in the classroom. However, should a faculty member not be able to maintain a productive program of current and relevant research or should enrolment in courses that the faculty member is equipped to teach fall below sustainable levels, that faculty member's tenure does not entitle him or her to continuing employment. Hence, tenure is an indefinite appointment within one or more Faculties, relinquished upon retirement or resignation, or upon termination for adequate cause, or when, as outlined in Section 1.11, the Degree Program central to the faculty member's academic activities is terminated by the Board of Governors, following consultation with the Academic Council.

A Faculty makes a career commitment to a faculty member when the award of tenure is recommended. The University as a whole, on the recommendation of the President to the Academic Council, and the Corporation, through its Board of Governors, joins in this commitment when tenure is awarded.

Criteria for the Award of Tenure

Persons awarded tenure must have been judged by distinguished members of their disciplines to be scholars and to show promise of continued contribution to scholarly research and/or creative professional practice. The granting of tenure also requires a record of strong performance in the facilitation of learning, and a record of satisfactory service to the University. The facilitation of learning and service, however, are not a sufficient basis for the award of tenure. The University expects that a successful candidate will have a record as a good teacher committed to academic excellence, and a record of high quality and peer-assessed scholarly or creative practice, normally demonstrated by publication or presentation in suitable academic forums.

A single standard for tenure shall apply across the University, for all Faculties and disciplines and for all modes of inquiry. However, although the single standard requires that all candidates be of exceptional quality as confirmed by their peers, it may be appropriate, based on the culture of the discipline or its modes of inquiry, to consider other factors as evidence of significant scholarly achievement. So long as they are consistent in spirit with the overall policies relating to promotion and the award of tenure detailed in this section, Faculties may develop complementary policies and procedures to address needs specific to their disciplines, subject to the approval of the Provost. All such policies and procedures shall be distributed, and kept on file in the Provost's office.

The University shall establish a standing committee, chaired by the Provost, to consider tenure recommendations from the Deans and to make tenure recommendations to the President and the Board of Governors.

Entitlement to Consideration for the Award of Tenure

Every faculty member holding a second probationary-term appointment is entitled to formal consideration for tenure, which normally occurs during the second year of the second probationary term. However, the candidate may choose to postpone consideration until the third year of the second appointment. Service beyond the second probationary term is possible only if tenure has been awarded. In exceptional circumstances, such as when a candidate has acquired extensive experience at another institution prior to appointment at UOIT, an individual may be considered for tenure earlier than the second year of the second probationary appointment. Promotion to the rank of Associate Professor is normally automatic for Assistant Professors who are awarded tenure.

Appeals against Denial of Tenure

A negative tenure decision may be appealed to the University Appeals Committee on either or both of two grounds:

- University procedures have not been followed;
- The scholarship and/or creative professional practice, commitment to the facilitation of learning, and service record of the candidate have not been evaluated fairly.

Promotion to Full Professor

For promotion from Associate Professor to Full Professor, the candidate must either combine distinguished scholarly work or creative professional practice with competence in the facilitation of learning, or continuing high quality scholarly work or creative professional practice with exceptional contributions to the facilitation of learning. The candidate should also have contributed to the successful operations of the Faculty, and of the University as a whole. Contributions to the profession and to the community will also be taken into consideration.

The application of a candidate for promotion to Full Professor must be supported by letters of reference from at least four experts in her/his field external to the University, two to be chosen by the Dean with the approval of the Provost. The external referees must be asked to describe and evaluate the contributions the candidate has made to her/his field of research and to say whether the candidate would be promoted to Full Professor at the referee's university.

Applications for promotion to Full Professor will be considered by the University's Promotions Committee, chaired by the Provost. The membership of the committee will be chosen by the President, with the advice of the Provost.

Recommendations for promotion to Full Professor must be approved by the Board of Governors, on the recommendation of the President.

Normally, a faculty member will have spent not less than five years as Associate Professor before being considered for promotion to Full Professor.

A candidate for promotion may withdraw from consideration for promotion at any time during the process.

Appeals against Denials of Promotion to Full Professor

An unsuccessful candidate for promotion may appeal to the University Appeals Committee.

1.9 Retirement

The normal date of retirement (NDR) shall be the June 30th following a faculty member's 65th birthday.

Notwithstanding the above there shall be no mandatory retirement date for faculty members whose 65th birthday occurs on or after October 1, 2006.

Faculty members who choose to work beyond the NDR are required to continue the full scope of their normal duties.

A retiring faculty member may be honoured by the award of emeritus status at the discretion of the Dean with the approval of the President. Such status neither guarantees nor prohibits such an individual's subsequent appointment to a definite-term position at UOIT.

Notice of Retirement

Faculty members will give notice of their intention to retire not later than one year in advance of their proposed retirement date which shall occur at the end of or before the beginning of an academic term, so as to facilitate planning within the Faculty. Such notice of intention shall be irrevocable.

1.10 Termination for Cause

A faculty member may be dismissed for adequate cause. Adequate cause entails a fundamental breach of the contract of employment involving either serious wrongdoing or an accumulated record of unsatisfactory employment, including professional incompetence, persistent failure to carry out duties, refusal to carry out reasonable assignments, or gross misconduct, as documented in performance reviews or other written notification.

Gross misconduct does not include free inquiry, discussion, exercise of judgment or honest criticism of views whether inside or outside the University.

In dismissal for cause, the burden of proof shall rest with the University.

1.11 Closure of Faculties, Departments, or Degree Programs

From time to time, due to declining enrolment or other circumstances, the Board of Governors of the University may, after seeking the advice of the Academic Council, find it necessary to discontinue or substantially reconfigure a Degree Program or an academic unit. In the event that a Degree Program is discontinued or substantially reconfigured, tenured faculty members shall be entitled to an offer of severance or, if appropriate and with the approval of the President, to special leave to equip them to be re-appointed to another academic unit without loss of rank or financial penalty.

1.12 Academic Administrators

Preamble

Academic administrative positions are held by faculty members willing to assume, for a time, special responsibility for the development of their Faculties or Programs and their harmonious and effective operations.

Individuals who hold these term appointments shall be superior scholars and/or practitioners and facilitators of learning, and shall be accountable to both their academic units and the University administration. Searches for, and appointments of, academic administrators shall be made in conformity with the University's employment equity objectives.

The Office of Provost

The Provost is the chief academic officer of the University, reporting directly to the President. The Provost is responsible for the overall academic direction and development of the University and, in particular, for the following:

- the administration of all academic budgets;
- the approval of all academic appointments;
- making recommendations for tenure and promotion to the President and Board of Governors;
- the direction of the University academic planning processes;
- working closely with Academic Council to guide the University's academic development;

- the initiation and implementation of academic programs;
- new program development;
- faculty complement and enrolment planning;
- guaranteeing academic program quality through periodic program appraisals;
- the advancement of outstanding, technologically innovative teaching; and
- the encouragement of the University's international linkages including student and faculty exchanges and partnerships.

Given the Provost's responsibilities for the development and implementation of the University academic policies, the Provost shall consult regularly with the Deans, but is ultimately responsible for all academic decisions made within the University. The Provost must be a leader in the University and maintain the unity of the decanal team.

The Provost should be an academic appointed for his or her scholarly and administrative abilities, judgment and qualities of leadership. The Provost's term shall normally be five years, with the possibility of one renewal for up to another five years.

Approximately twelve months prior to the end of the Provost's term, the President will chair an advisory committee to review the office and to consider whether the Provost's appointment should be renewed. In the event that the President chooses not to renew a Provost's term, the President will initiate an international search with the support of the advisory committee.

The Office of Dean

The Dean of a Faculty is the executive officer of the Faculty and reports directly to the Provost. While the Dean may elect to delegate authority to other academic administrators in the Faculty, he/she must retain responsibility for the overall direction and development of the Faculty and in particular for authority over the budget and recommendations for appointments and, where appropriate, promotions. The Dean shall consult with the members of the Faculty on matters of policy and practice, but is ultimately responsible for all administrative decisions that are within her/his jurisdiction and authority.

Deans should be appointed for their scholarly and administrative abilities, their devotion to learning and research, their ability, where appropriate, to form partnerships with industry, and their judgment and qualities of leadership. They are responsible for the management of the Faculty and for the implementation of University policy in all its aspects. They should have the ability to create an environment conducive to the growth of intellectual life within the Faculty, and the ability to maintain the confidence and co-operation of the faculty, academic and administrative staff, and students. They should be able to manage effectively and efficiently the external relations of their Faculty, both within the University and in the wider community, and to facilitate support for the University's educational and research mission.

The Dean represents Faculty policies and points of view and makes independent judgments on academic matters. Accordingly, the Dean shall put the interest of the Faculty ahead of her/his own research interests.

The Dean shall promote the facilitation of learning within the Faculty, support the scholarship, research activities, and creative practice of its faculty, and ensure an equitable distribution of work. The Dean shall also promote the career development of administrative staff.

In the development and implementation of Faculty policy, the Dean shall seek the advice of the Faculty expressed through either a representative committee or in meetings of the entire Faculty and shall be guided by these deliberations. In general, such matters as program changes should be discussed and approved by the Faculty, while confidential matters should be discussed with a representative committee of faculty.

In order to conduct the business of the Faculty and to maintain reasonable contact with his/her area of research or scholarly interest, the Dean may recommend to the Provost the appointment of an Associate Dean or other academic administrative officers with specific responsibilities to the Dean in certain areas.

The term of office of a Dean shall normally be five years, with the possibility of a five-year renewal. Normally, the Faculty will be reviewed by a committee chaired by the Provost in the final year of the Dean's term. As part of this review, the committee will consider whether the Dean's appointment should be renewed if the Dean so wishes. In the event that the committee's decision is not to renew the appointment, the committee will serve as a search committee for a new Dean.

No further renewal will be considered after two terms, except where unusual circumstances exist which, on the judgment of the committee and with the approval of the President, make such renewal desirable.

Administrative leave

Administrative leave shall be awarded to a Dean after a minimum term of service to permit her/him to pursue academic interests for a period free of all administrative and teaching responsibilities. Leave entitlement shall be based on the following criteria:

A Dean shall be entitled to a full year's administrative leave at full salary after five years of administrative service. Time does not accrue towards a research leave while serving a full term and taking the related administrative leave. However, years credited towards a research leave at the time of an administrative appointment shall be preserved and counted towards the next research leave.

If a Dean serves a term of three years, she/he will be entitled to six months of administrative leave.

If a Dean serves fewer than five years, and does not elect to take the administrative leave entitlement, each of the years served shall be credited towards a regular research leave entitlement with the exception that, in calculating the research leave salary, the Dean shall receive 100 percent of salary prorated for the years during which she/he held the office.

Except under extraordinary circumstances (e.g., when the employee is approaching normal retirement, or as part of an agreed voluntary separation arrangement) it would be improper, for an employee not to return to UOIT for at least one year of service following a period of administrative leave. Such an arrangement must have the prior written approval of the Provost.

Removal of the Office Holder before Expiry of Term

A Dean may be removed from administrative office only for misconduct, incompetence, neglect of duty, or other significant failure to exercise the duties and responsibilities of the position.

II. APPOINTMENT TO COMPLEMENTARY ACADEMIC POSITIONS

Preamble

UOIT employs many people who contribute to the academic activities of the University, but who do not hold an appointment under the policies governing Appointment, Renewal of Appointment, Tenure and Promotion for Core Faculty. Their backgrounds, qualifications, and responsibilities are diverse. Accordingly, their appointments fall into several categories, such as Adjunct or Clinical, definite-term, and Academic Assistant. The University recognizes that the quality of all academic appointments substantially defines the quality of the University. Accordingly, these policies reflect the University's commitment to recruiting the best possible candidates for appointment and its commitment to ensuring that candidates for these positions receive a thorough and fair review of their qualifications and accomplishments.

2.1 Purpose of Complementary Academic Appointments

Academic units may make complementary academic appointments to provide supplementary teaching, to meet unfilled or temporary needs, to facilitate learning and provide support in professional practice

courses, or to host visiting academic colleagues or practitioners. Such appointments carry no expectation of tenure.

2.2 Categories of Complementary Academic Appointments

Definite-term Appointments

A definite-term appointment may be made to a position, full-time or part-time, for a contractually limited period. Such appointments may, at the discretion of the Dean, be renewed, but under no circumstances may a faculty member with a definite-term appointment be renewed beyond the fifth year. No faculty member on a definite-term appointment is entitled to renewal.

A faculty member with a definite-term appointment of one year or more shall be notified by the Dean no less than six months before the end of the contract concerning re-appointment.

Definite-term appointments may be at the Assistant, Associate, or Professor rank and at a salary determined in the same manner as for Core Faculty, outlined in Section 1.3. Salary increases for defined-term appointees will be determined in the same manner as for Core Faculty.

Criteria for Appointment

The criteria for appointment to a definite-term position are comparable to the criteria for appointment to the Core Faculty. However, the University is not able to make a long-term commitment to a definite-term appointee and/or that individual's field of study.

Academic Associates

An Academic Associate is a person with a faculty appointment who is not expected to conduct research and who provides ancillary academic services. Faculties have the authority to employ laboratory directors, lecturers, instructors, tutors, demonstrators, clinical associates, or other persons in roles appropriate to the discipline of the Faculty. Such appointments may be continuing, sessional, or definite-term, full or part time and may be of faculty members who have retired from the UOIT or from another university.

All appointments of Academic Associates are subject to the budgetary authority of the Provost.

An Academic Associate may be dismissed for adequate cause at any time. Adequate cause entails a fundamental breach of the contract of employment involving either serious wrongdoing or an accumulated, written record of unsatisfactory performance, including professional incompetence, persistent failure to carry out duties, refusal to carry out reasonable assignments, or gross misconduct, as documented in performance reviews or other written notification.

Gross misconduct does not include free inquiry, discussion, exercise of judgment or honest criticism of views whether inside or outside the University. In cases of dismissal for cause, the burden of proof shall rest with the University.

An Academic Associate may also be terminated for budgetary reasons or program redundancy.

Academic Assistants

As the University develops graduate programs, it will follow the practice common to most North American universities of employing its graduate students as teaching assistants. Until graduate programs are developed, the University will hire individuals, e.g., graduate students at other universities, as tutorial assistants, markers, laboratory assistants, etc.

A Faculty may hire fourth-year students with "A" averages as teaching assistants assigned to first- and second-year courses. Such appointments must be authorized explicitly by the Dean of the Faculty.

Adjunct and Clinical Appointments

Adjunct and Clinical Faculty appointments may be made at any rank or title for periods of twelve months to five years and are renewable. Normally, individuals in this category are employed by another institution of agency or are retired from such employment, but they also contribute to the academic activities of the University and its programs. Such appointments recognize an individual's contributions to academic activities external to the University, and her or his commitment to UOIT and its academic mission.

The role of Adjunct and Clinical Faculty is to provide input into the academic activities of the University, and to gain the commitment of key individuals in practice, research or administration to the development of the University and its academic programs. Adjunct and Clinical Faculty may be practicum supervisors in clinical and training programs that require the close cooperation between such programs and other institutions in which the Adjunct and Clinical Faculty are fully employed.

Rank

The criteria for rank and promotion of the Adjunct Faculty are comparable to those for full-time faculty. Appointments to the rank of Adjunct or Clinical Professor will be made only to practitioners, administrators, and researchers who have developed a high level of expertise in fields of particular importance to the UOIT academic program and who also have demonstrated a deep commitment to research, creative professional activities, and the facilitation of learning.

The Dean, with the approval of the Provost, has the authority to make Adjunct and Clinical appointments at the academic rank of Assistant or Associate Professor. The President must approve Adjunct and Clinical appointments at the rank of Professor. In all cases, letters of appointment shall specify the rank of the appointment.

Promotion of Adjunct and Clinical appointees to the rank of Associate Professor requires the approval of the Provost on the recommendation of the Dean. Promotion to Full Professor requires the approval of the President.

Remuneration

Appointment as Adjunct or Clinical Professor carries no implication of tenure. Adjunct and Clinical Faculty are not employees of the University. They do not receive remuneration for their duties, but may receive honoraria for occasional lectures, seminar presentations, and practicum supervision. These appointments do not involve a financial commitment on behalf of the University.

An Adjunct or Clinical Professor may, from time to time, also hold a paid Definite-term appointment at the University. Normally, such appointees should teach at least the major part of one subject and should be responsible for organizing, planning, and conducting such courses independently.

III. APPOINTMENTS TO ENDOWED CHAIRS, PROFESSORSHIPS AND LECTURESHIPS

Preamble

This policy guides the establishment and designation of Chairs, Professorships, and Lectureships. The principal criterion governing the establishment of endowed positions is that they advance the University's academic goals, objectives and mission. Endowed positions also provide the University an opportunity to recognize a benefactor or to honour a scholar. A major goal of establishing such positions is to recognize and support faculty members of exceptional academic distinction. Such appointments assist the University in its efforts to attract and/or retain senior academics, especially in disciplines for which there are highly competitive markets.

The holder of an endowed position will receive or retain an academic appointment and is expected to develop a field of interest in the facilitation of learning and in research. University policies on academic appointments will be followed when making such appointments.

The President, on the recommendation of the Provost, and subject to the approval of the Academic Council, may approve the establishment of endowed Chairs, Professorships, and Lectureships that comply with the policy from any source of funds allowed by the policy. At the end of each academic year, the President will report to the Board of Governors on all Chairs, Professorships, and Lectureships that have been established in the course of the year.

Funding shall be sufficient to provide for the costs of the Chair, Professorship, or Lectureship. Funding for these costs, in addition to endowments, may be supplemented from the University's operating budget, government agencies, other gifts, or combinations of all three. In the case of Chairs, funding will be designated as a restricted fund by the Board of Governors to create a larger endowment. The sum and kind of resources required shall be determined by the Provost, in consultation with the Vice-President (Finance and Strategy) and must be approved by the Board of Governors.

3.1 Endowed Chairs

The establishment of an endowed Chair implies a continuing commitment to the position and to the discipline. A Chair should bring distinction to an academic unit and a chair holder will be a distinguished scholar. The appointment will be full-time at the rank of Professor, and normally carry tenure. Chair holders are expected to contribute to academic programs through teaching, research and/or creative professional practice and service. Upon retirement from a regular academic position, the holder will relinquish the Chair.

An endowed Chair may be established jointly by UOIT and an institution affiliated with the University. For designated endowed joint Chairs, the endowment may be established on terms jointly agreed on by both parties.

Funding

Funding shall be sufficient to cover the salary and benefits of the incumbent, and an appropriate measure of unrestricted support for scholarship, research and/or creative professional practice. Because the establishment of a Chair creates a continuing commitment by the University, full funding must also be continuing. The funding must be of sufficient value to ensure a continuing commitment to the Chair without the requirement of funds from the operating budget of the University. The financial resources required for the designation of a Chair will be reviewed annually and must be included in the annual budget report.

An endowment for a Chair may be provided by a perpetual gift from a source external to the University and restricted by the terms of the donation or bequest, or the Board of Governors of the University may establish an endowment for a Chair from any unrestricted funds available to the University, or by a combination of these sources. Initiatives may arise from a variety of sources; individual benefactors, trade unions, ethnic or cultural organizations, government agencies, corporations, academic units themselves, or from unrestricted funds available to the University. The terms of any such endowment shall be determined by the Board of Governors.

The University shall from time to time, normally for a three-year period or for the period of a capital campaign, determine a minimum value for any and all newly established Chairs. The standard value shall be based on the requirement of this policy and on the average salary and benefits for full professors, plus research support at a minimum of ten percent of salary and benefits. The value shall be \$3.0 million (in current dollars as of the date of the agreement). If that amount is not sufficient to fund a particular appointment under the terms of this policy, the recipient Faculty must submit a plan for meeting the balance of the cost from funds already available to it.

An endowment may be established with the objective of providing funding sufficient to support an Endowed Chair within five years of its initial establishment. During the interim, the initial endowment may

be used to establish an Endowed Professorship under the terms of this policy in which case the balance of the annual cost of the appointment must be met by the academic division.

Naming

Normally the naming opportunity for an endowed Chair will be given to the benefactor or funding agency contributing fifty-one percent or more of the value of the endowment. Naming is subject to approval by the Academic Council and the Board of Governors.

3.2 Endowed Professorships

An endowment may be established with the objective of providing funding sufficient to support an endowed Professorship. A Professorship is associated with a term appointment of distinction that may be held for a limited period. Individuals appointed to Professorships normally should hold the rank of Associate Professor or Professor. Such appointments need not carry tenure and may be made on a contractually limited basis.

A Professorship may also provide supplemental funds for an existing position, normally at the rank of Associate of full Professor. The expendable income generated from an endowment may be used to contribute to the salary of the holder, provide support for her/his graduate students or research associates, or to fund research or travel.

Funding

Funding from all sources must be sufficient to cover the salary and benefits of the incumbent for the period of the appointment, and an appropriate measure of unrestricted support for scholarship, and research support normally equivalent to at least ten percent of salary and benefits. The value shall be at least \$300,000 (in current dollars as of the date of the agreement). The commitment may be for a limited term. Support for Professorships may come from various sources but excludes revenue from research grants and contracts. External support may be for a fixed time or may be on a continuing or endowed basis. A Professorship may be established from the same range of sources as a Chair, but at a minimum of 15 percent of the value of a Chair. The balance of the annual cost of the appointment must be met by the respective academic unit.

A Professorship may also be established from an expendable -as opposed to a fully endowed- gift. The gift must be sufficient to support the Professorship for at least three years and at a level at least equivalent to 20 percent of the annual costs of the appointment, including salary and benefits and a provision for support of unrestricted research. The balance, if any, of the annual cost of the appointment must be met by the academic unit, excluding revenue from research grants and contracts.

Naming

Normally the naming opportunity for an endowed Professorship shall be given to the benefactor or funding agency contributing fifty-one percent or more of the value of the endowment. Naming is subject to approval by the Academic Council and the Board of Governors.

Disestablishment

The disestablishment of Professorships shall either be provided for at the time of establishment, or by mutual agreement of the University and the donor following the expiry of the term of the appointee.

3.3 Endowed Lectureships

A Lectureship is an appointment that may be made at any rank on a renewable term basis. Such appointments may arise where there is a special need, or to assist in the renewal of established fields, or in developing new areas, or where a visitor from outside the University is desired. Lectureships may also provide supplemental funds for an existing position.

Funding

Funding should cover the salary and benefits of the appointee for the term of the appointment. A combination of sources of funding may be possible to support the Lectureship and provide some support for the teaching activities associated with it.

Disestablishment

The disestablishment of Lectureships shall either be provided for at the time of establishment, or upon recommendation to the Academic Council following the expiry of the term of the appointee.

IV. ORIENTATION, PERFORMANCE REVIEW AND PROFESSIONAL DEVELOPMENT

4.1 Orientation

The University recognizes that the orientation of and continuing assistance to faculty members is important in establishing good employment relationships. An effective orientation process promotes morale, well being and loyalty, encourages a well-informed faculty, fosters a sense of equity, and serves as an essential human resource function. To that end, the University will provide a thorough and welcoming orientation process for new appointees and continuing assistance with the development of skills that facilitate learning.

4.2 Performance Review

Preamble

The University recognizes that a primary method of promoting excellence in the facilitation of learning, in research and creative professional practice, and in community involvement is through effective and constructive evaluation. In addition, the University believes that it is essential that exemplary performance be recognized and rewarded and, to that end, that it is important that a formal process be established to set and maintain standards of high quality. The University further recognizes that meaningful feedback is particularly important for faculty, especially those at the beginning of their careers.

Annual Review

The academic performance assessment policy of UOIT reflects the University's faith in its faculty and its commitment to the provision of relevant, quality education. In the course of the academic year, normally by May 1, for the purposes of allocating resources and recommending promotion, tenure, and salary increases, the performance of all faculty members shall be reviewed. The purpose of the review is twofold: to assist the University in meeting its goals, and to assist faculty members in meeting their personal and professional goals and expectations, allowing for the acknowledgement and recognition of professional success and setting targets for continuous improvement.

Accordingly, each faculty member shall prepare and submit an annual activity report in April of every year. Such reports shall:

- Summarize and document the faculty member's teaching, research, creative practice, and service achievements during the preceding academic year.
- Set out teaching, research, creative practice, and service priorities and goals for the next three years.
- Show how the faculty member's teaching has been enhanced by modern information technology.

Each Dean will ensure that all faculty members are informed of the date their annual reviews will be completed and that summaries of post-review discussions are kept on file. It is also the responsibility of the Dean to ensure that all performance reviews are conducted in a constructive manner.

Academic Associates will be assessed according to the policies and procedures of the Faculties to which they are appointed. In addition, reviews may be initiated at any time by a written request from the Dean

or from the Academic staff member. Responsibility rests equally with the Dean and the staff member to ensure that the review is completed.

Assessment of Programs and Faculty Teaching

The University recognizes that students have an important role to play in consultation generally and, in particular, with respect to assessment of teaching quality. Thus, where students are willing to serve and are available, they shall be members of those standing committees that consider the overall quality and relevance of their academic programs. In particular, the University values the feedback of its students through informal contact and more formal evaluation methods. Accordingly, every Faculty shall administer and interpret annual student evaluation questionnaires.

4.3 Utilizing Technology in the Classroom

In view of the University's commitment to a mobile learning environment, all faculty members will be encouraged to work closely with the Centre for Academic Excellence and Innovation to make optimal use of modern information technology in facilitating learning. The University will make resources available to enable faculty members to take advantage of information technology and, in turn, will expect faculty members to do so.

4.4 Program Development

Given the University's professional orientation and its commitment to producing graduates well equipped to enter the workplace, faculty members will be expected to review existing programs and develop viable new programs on a continuing basis. These ongoing activities require time, resources and commitment and will be recognized and budgeted for. In general, time and effort spent on the development of new teaching methods, courses, and programs should be consistent with a departmental strategy for the evolution of educational offerings. In this context, assignments to develop new courses, laboratories, etc., shall be considered to be equivalent to other educational activities, such as lecturing.

4.5 Research Leave

The purpose of a research leave is to enable core faculty members to make significant contributions to their disciplines and, more generally, to further their own professional growth. Such leaves enable faculty members to keep abreast of emerging developments in their fields, enhancing their effectiveness as teachers, researchers, creative practitioners, and scholars. Such leaves also help to prevent the development of closed or parochial environments by making it possible for faculty members to travel to locales where special research equipment may be available, or specific discipline advances have occurred. Research leaves provide an opportunity for intellectual growth and enrichment as well as for scholarly renewal and reassessment. Faculty members are eligible for research leave after completing six years of full-time teaching and service.

Research leave is encouraged but is not an entitlement. It is the intention of the University to support in every way possible the research leave policy defined in this document. It should be clearly understood, however, that the granting of such leave is contingent upon a Faculty being able to make the necessary arrangements to accommodate such an absence and upon the financial resources of the University in any given year. Under certain circumstances, it may be necessary to postpone individual requests until such time as all the conditions can be satisfied. Normally the University will not consider granting a full year's leave in two consecutive years to a faculty member.

Applications for research leave should reach the Provost's office at least nine months prior to the expected commencement date of the leave. Such applications must include the faculty member's plans for scholarly activities while on leave, and must provide information about any remuneration expected from outside sources during the leave. If leave is denied, a faculty member is entitled to receive a written explanation of the reasons for the decision.

Research leave may be granted for a period of up to, but not exceeding, twelve months. The University will continue salary payments to the grantee during the leave, subject to the following terms:

Faculty members are eligible to apply for an initial research leave at 100 percent salary, to be taken after six years in the professorial ranks. Subsequent leaves shall be either one half-year at full salary or one full year at 80 percent salary. "Half-year leave" shall mean leave from normal teaching duties for one term.

A written report must be submitted to the Dean of the Faculty within four months of the completion of the leave, providing details of scholarly and research activities undertaken.

A faculty member proceeding to research leave shall report to the Provost all anticipated salary, professional fee, and research stipend income from sources other than UOIT. Such income, together with the UOIT research leave salary, shall not exceed 100% of the faculty member's normal professional income inclusive of variable pay, plus reasonable research, travel, and associated expenses. Where such total is exceeded, the UOIT research leave salary may be correspondingly reduced.

Consistent with the foregoing, a research leave is not normally intended to allow an opportunity for a faculty member to assume a full-time salaried position elsewhere. Since the primary purpose of such a leave is to provide an uninterrupted opportunity for research, a faculty member wishing to take up such a position will normally resign or make application for a leave of absence without pay. Individuals proceeding to research leave are encouraged to apply for external research assistance, and the University shall assist a faculty member in the classification of a portion of his/her research salary as a research grant.

Except under extraordinary circumstances (e.g., when the employee is approaching normal retirement, or as part of an agreed voluntary separation arrangement) it would be improper, for an employee not to return to UOIT for at least one year of service following a period of research leave. Such an arrangement must have the prior written approval of the Provost.

V. RIGHTS AND RESPONSIBILITIES

5.1 Security of Person and Property

The University promotes the highest possible standards of safety and security in all its activities, both on and off campus. Accordingly, all members of the University have the right to carry out their activities in a secure environment, without being subjected to verbal or physical intimidation or threats. Moreover, members of the University have the right to be secure in their persons and possessions against unreasonable search and seizure by University representatives.

It is the University's policy to promote and maintain a safe environment for its members. Accordingly, the University is committed to working with its members to maintain an environment free from violence, threats of violence, criminal harassment (stalking), intimidation, and other disruptive behaviours.

Violence, threats, stalking, intimidation, and other disruptive behaviours within our environment will not be tolerated; that is, all reports of such incidents will be taken seriously and will be dealt with appropriately. Such behaviour can include oral or written statements, gestures, or expressions that communicate a direct or indirect threat of physical harm. Individuals who commit such acts may be removed from the premises and may be subject to any of the following: disciplinary action (including dismissal), civil actions, and/or criminal prosecution.

5.2 Vacation Entitlement

Faculty members shall be entitled to 25 days of paid vacation annually (30 days after ten years). Vacation days will accrue at the rate of one-twelfth of the annual entitlement per month. While these vacation entitlements will be the normal rule, factors related to seniority and work experience may be taken into account in assigning vacation entitlement at the time of the initial contract or at any subsequent renewal.

Normally, vacation days may not be carried from one year to another. However, in certain special situations, and with prior approval of the Dean of the Faculty, vacation days may be allowed to carry over. Faculty members have a high degree of independence in scheduling their own time and as such are deemed to have taken their vacation entitlement in a given year. Therefore faculty members are not entitled to any pay-out of unused vacation days upon resignation, retirement or other form of termination.

5.3 Unpaid Leave of Absence

A faculty member may request approval for an unpaid leave of absence from the Dean, who will take into account various factors, including the merits of the case, whether the position can be adequately filled during the course of the leave, and its impact on the operations of the Faculty. Leaves of absence in excess of four calendar months must also be approved by the Provost. Copies of written approvals from the Dean and the Provost must be given to Human Resources.

Pension and benefits implications of such leaves should be reviewed with Human Resources before leave is requested.

Normally, unpaid leave will be granted for a maximum of 12 months.

In all cases, the University expects that the faculty member will return to the University at the end of the leave.

5.4 Political Leave

Preamble

The University recognizes that, from time to time, employees may wish to participate in the public life of Canada, a province or a municipality by running for and holding public elective office. For purposes of this policy, a public elective office shall include Member of Parliament, Member of a Provincial Parliament, municipal (including Regional) councillor, Mayor of a municipality, member of a Board of Education or other office filled by a vote conducted under the Ontario Municipal Elections Act. The University acknowledges the importance of such activities by adopting policies and procedures that are both supportive of such endeavours and as fair as possible to leave seekers, their colleagues and the University. This policy applies to faculty and staff with continuing appointments regardless of partisan affiliations or political beliefs.

Candidates for the House of Commons or the Ontario Provincial Legislature

An official candidate for a seat in the House of Commons or the provincial legislature should normally be granted a leave without pay for the purposes of campaigning. The period of leave will normally begin after the issuance of writs and will normally cover the period between nomination day and polling day. In federal elections, a leave for campaigning would normally be no more than 50 days and no less than 28 days. In provincial elections, nomination day may be from 23 to 60 days after writs are issued; as a result, a leave might be as long as 74 days or as short as 14 days.

Candidates elected to serve in the House of Commons or the Ontario Legislature will normally be granted leave without pay for the life of that Parliament, up to and including polling day for the subsequent Parliament. If the employee is re-elected to serve in successive Parliaments, she/he will be required to apply for a further leave, which will be granted, unless the total number of consecutive years of leave would exceed six. If an employee continues to serve in such an office after the expiry of a University-granted leave, the employee shall be deemed to have resigned her/his University post. Such a resignation does not preclude the possibility of reappointment by the University under conditions satisfactory to all concerned. It should be noted that an employee who is elected to the House of Commons or the Ontario Legislature and is appointed a Minister of the Crown may be asked by the Prime Minister or Premier to resign from the University immediately.

Candidates for Municipal Office

Normally, candidates elected to municipal office will not require a leave of absence; the performance of duties can be considered a form of community service and can often be combined with regular University duties. However, any elected official whose civic duties infringe upon her/his University responsibilities should seek an appropriate adjustment of University responsibilities and compensation under the provisions of Leave of Absence Policies.

If, in the assessment of the Dean, the individual's performance is being adversely affected by civic duties, then she/he may request an adjustment of University responsibilities and compensation. In both cases, the goal should be to preserve the integrity of University operations while facilitating, to the extent possible, the performance of community service. Normally, a faculty member who holds a major administrative position within the University shall resign this position upon assuming any public elective office.

While on an approved leave for these purposes, an employee shall retain all normal rights of those on leave, including pension and benefit entitlements. Such an employee shall be able to return to the University at the same rank or position and at the same salary plus any adjustments that may have been granted during the leave. Faculty members on conditional appointments may return at the expiration of the leave without pay to complete the conditional term held when elected.

Employees who intend to seek election to municipal office (including Boards of Education) normally do not require a leave for campaigning. Instead, some flexibility should be sought, where necessary and where possible, in the performance of regular University duties during the last three weeks before polling day. Possibilities include partial unpaid leave of absence, flexible arrangements or the use of vacation entitlement.

No candidate for, or holder of, a public elective office shall speak as a representative of UOIT.

5.5 Complaints and Appeals

Every Faculty member has the right to make, without fear of reprisals, a complaint or appeal in accordance with University policies and procedures.

5.6 Employment of Members of the Same Family

The University does not discourage, and in certain cases actively encourages, the employment of more than one member of a family. A member of the immediate family of a faculty member may apply for, and shall be considered in competition for, positions at UOIT. However, because of the potential for conflicts of interest, the appointment of an immediate relative of a current employee to the same department is discouraged and requires prior declaration to the appropriate authority, normally the Dean of the Faculty.

All opportunities and benefits normally accruing to employees will obtain when such an appointment is made. However, normally a family member should not exercise any form of supervision or direct influence over an immediate relative. For the purposes of this policy, immediate relative is defined as spouse, common-law spouse, same-sex partner, child, stepchild, sibling, parent, sister/brother-in-law, mother/father-in-law, grandparent or grandchild. This policy should also be applied in circumstances involving intimate personal relationships.

Full disclosure of all such familial or intimate relationships must be made to the University.

Conflicts of interest related to the employment of relatives include:

- Hiring decisions
- Tenure decisions
- Promotions
- Renewal of contracts

- Performance evaluation
- Disciplinary procedures
- Salary considerations
- Confidentiality

In the event a conflict arises, no family member shall be the sole decision-making authority.

5.7 Professional Service, Consulting and Related Work

Preamble

Faculty members are expected to devote all their professional endeavours to the purposes of the University. UOIT believes that a great university should reach out to the world. Accordingly, the University encourages its faculty to seek and participate in sponsored research, to consult widely, and to engage in other activities that may benefit not only the participants but also the University itself, and the larger community. Hence, faculty members who engage in contract research administered by the University may benefit personally from their research by receiving in addition to their regular University salary up to one quarter of their University salary, as outlined in the University's Compensation Policy. Recognizing the benefits of such activities, the University is also committed to ensuring that they are conducted properly and consistent with the right of free inquiry and membership in the University community.

Conflict of Interest and Conflict of Commitment

Professional service, consulting, and related work are defined as activities involving the application of professional effort and expertise on behalf of individuals or agencies outside the University community. In pursuit of its own mission and consistent with the requirements of external agencies, the University has formulated the following policies to identify and address potential, actual and apparent conflicts of interest and commitment. The fundamental premise of this policy is that each member of the University community has an obligation to act in the best interest of the University, and must not let outside activities or outside financial interests interfere with that obligation.

Conflict of Commitment

A conflict of commitment occurs when the commitment to external activities of a faculty or academic staff member adversely affects her/his capacity to meet University responsibilities. Accordingly, the nature and extent of professional service, consulting and related work undertaken should complement the primary commitment of faculty members to the University.

The nature and extent of any individual's participation in professional service and related work, and the use of the University's facilities in connection with such work, are matters to be agreed upon beforehand with the University. Such agreements may relate to specific proposals or they may be more general, relating to types of professional service, consulting, and related work, and to limits on the time that may be devoted to such work. In general, a faculty member may not accept salaried employment at another institution while a full-time employee of the University, and may not spend more than one day in a seven-day week on consulting activities.

The University requires that its faculty members will meet their classes. It also expects that they will be available to students outside the classroom, will carry their share of committee responsibilities, and will remain productively involved in their research, creative professional practice and other scholarly pursuits. Faculty members are expected to satisfy all of the requirements of their jobs, and should not permit outside activities to interfere with the performance of their University obligations. External activities that compromise or diminish an individual's capacity to meet these obligations represent a conflict of commitment.

Professional service, consulting, and related work of limited scope may be undertaken without the prior agreement of the University. However, the details of all such professional service, consulting, and related

work, and the time committed to it, must be reported to the University on a regular and timely basis. This report shall include details about the specific nature of the work and a summary of the time devoted to it.

Conflict of Interest

A conflict of interest exists when an individual has an economic interest that affects or provides an incentive to affect the individual's conduct of her/his University activities. Conflicts of interest can arise naturally from an individual's engagement with the world outside the University, and the mere existence of a conflict of interest does not necessarily imply wrongdoing on anyone's part.

Conflicts of interest may also exist with respect to University financial decisions in which the individual is involved, such as investments, loans, purchases or sales of goods or services, and financial accounting decisions, and with respect to non-financial matters, including in particular the conduct of research and the treatment of students and colleagues. Conflicts may also exist with respect to matters with both financial and non-financial implications, such as decisions about the use of University equipment and facilities and the negotiation of research agreements and license agreements.

For the purposes of this policy, an individual's economic interests include the use of University facilities, an interest in obtaining, maintaining or increasing the value of relationships, such as employment, independent contractor or consulting relationships; management positions, board memberships and other fiduciary relationships with for-profit organizations; and any other activity from which the individual receives or expects to receive remuneration. They also include such interest on the part of the individual's spouse and her/his financially dependent children. When conflicts of interest arise, they must be recognized, disclosed to the appropriate Dean, and either eliminated or properly managed.