

DEPARTMENT OF CLASSICS and ARCHAEOLOGY

Departmental Rules

Contents

1. Basic Operating Rules	2
i. Departmental Meetings	2
ii. Special Committees	3
iii. Departmental Representatives	3
iv. Publication of the Rules	4
2. Procedures for Appointments	4
3. Departmental Equity Plan	5
4. Reappointment Procedures for Probationary Appointments	6
5. Procedures for Promotion	7
6. Criteria and Procedures for Tenure and Promotion to Associate	9
7. Criteria and Procedures for Promotion to Professor	10
8. Procedures for Sabbatical Leaves	11
9. Procedures for Annual Performance Review	11
10. Procedures for Student Evaluations	11
11. Student Complaints	12
12. Procedures for Evaluation of Teaching Assistants and Course Coordinators	12

1. BASIC OPERATING RULES

- I. Role of Chair. See Article 27.01 of the Collective Agreement between Brock University and Brock University Faculty Association (henceforth referred to as “the Collective Agreement”).
- II. Departmental Meetings
 - (a) The Departmental Committee, chaired by the Department Chair or their designate, shall consist of all full-time (probationary and tenured) members in the Department of Classics and Archaeology, limited term appointments (LTA) and instructional limited term appointments (ILTA).
 - (b) Sessional Instructors teaching a course in the Department of Classics and Archaeology shall be invited to attend departmental meetings, but are not obligated to attend.
 - (c) Graduate students enrolled in the Classics MA program may also nominate a Graduate Student Representative to attend departmental meetings, recusing themselves when necessary.
 - (d) In reaching departmental recommendations in respect of appointment, reappointment, and tenure and promotion applications, limited term (LTA & ILTA) and sessional faculty, and student representatives shall be given the opportunity to express their views and then be excused from the meeting (Article 16.03).
 - (e) Quorum for a meeting shall be 50% plus one (1) of total probationary and tenured faculty members (cross-appointed members are included, but faculty on leave are not counted toward establishing quorum).
 - (f) The Chair shall set and circulate meeting dates to conduct normal departmental business of Fall and Winter terms before the beginning of September.
 - (g) Department meetings may also be called by the Chair as the need arises to deal extraordinary topics and problems. Individual members of the Department may request that a meeting be called to discuss a special topic or problem. The Chair will then decide if the request should be granted immediately or postponed until the next meeting. It is expected that on average the Departmental Committee will meet once every four weeks between September and May.
 - (h) Meetings are to be held at a time during the week that the Chair deems most convenient for the majority of the members of the Departmental Committee. To ensure that all members have the ability to participate, meeting times might need to vary rather than merely meet the schedule of a majority (i.e., if a member cannot ever meet on a particular day because of teaching commitments, then meeting days should vary during that term if meeting every four weeks on average).
 - (i) The Chair shall set and distribute the agenda for a normal meeting at least a

week in advance. Additional items of substance can be added to the agenda if they were submitted and distributed at least three (3) working days in advance of the meeting. This requirement can be waived if all members concur.

- (j) The Chair shall ask that the Administrative Assistant or one member of the Departmental Committee act as a secretary of the meeting to record the minutes and to have polished copy typed up and distributed for approval by the next meeting.
- (k) Votes on personnel matters, such as appointments, reappointment, sabbaticals, promotion / tenure, and the election of the Chair, shall be conducted by secret ballot. Absentee ballots must be received by the Chair ahead of the meeting during which the motion is to be considered in a sealed envelope with no identifying information on the ballot. If anonymous e-voting is required, adoodle.org or a similar method for anonymous e-voting will be used for votes that are normally to be conducted by secret ballot.
- (l) Except in the cases of motions requiring voting to be done with secret ballots (see Item 1.ii (k) above), the Chair may initiate a process of e-mail voting on a motion, and in such cases will adhere to the following process as suggested in the FHB sec. 2.9.1.6.1:
 - a. The Chair shall write to members of the committee with the text of the motion and any supporting materials to determine whether or not there is sufficient support for conducting an e-mail vote.
 - b. If at least 75 percent of the members of the committee indicate, in writing within 48 hours, that an e-mail vote is acceptable, the chair shall notify members of the committee that e-mail voting shall proceed. The first two members of the committee who respond in the affirmative shall be deemed to be the mover and seconder of the motion.
 - c. If the criteria outlined above in (b) are not met, an e-mail vote shall not be permitted.
 - d. Committee members shall then have 48 hours to vote on the motion.
 - e. Once every member of the committee has voted by e-mail, or after 48 hours have passed, the chair shall disclose the vote totals to the entire committee via e-mail and declare the motion carried or defeated.
 - f. The results of any voting conducted via e-mail shall be recorded in the minutes at the next meeting of the committee along with the wording of the motion.

III. Special Committees

So long as they do not actually make decisions that are otherwise the right of Departmental Committee members to determine collectively, the Chair can create special committees to investigate matters of interest, to develop curriculum or policy, to act as a departmental representative, observer or spokesperson on University committees or extra-university activities, to interview candidates for departmental

appointments in the, or to execute the departmental will. These committees can consist of one or more faculty members of the Department of Classics and Archaeology. Sessional faculty members, graduate students, and undergraduates may be invited to join these committees, but are not obligated to participate.

IV. Departmental Representatives

In consultation with the Department Committee, the Chair shall appoint from the full-time members of the department a Graduate Program Director, Undergraduate Program Officer, Awards Officer, a liaison for the Brock University Archaeological Society, Research Seminar Series Coordinator, CAC Lecture Coordinator, CAMWS and CAC Exam Coordinator, Brock Recruitment Event Coordinator, Peer Mentor Coordinator, Cypriote Museum and Archaeology Lab Administrator, Library Representative, Web Coordinator, Social Media Coordinator.

V. Publication of the Rules

The Departmental Committee shall publish its rules in October of each year, with copies furnished to each member of the Departmental Committee, to the Dean of Humanities (henceforth referred to as “the Dean”) and the Presidents of BUFA and CUPE 4207 respectively, and posted in the mailroom, student, TA and graduate offices.

2. PROCEDURES FOR APPOINTMENTS

Appointment procedures shall follow those outlined in Article 19.10 of the Collective Agreement. Criteria for Limited Term Appointments (LTA) and Instructional Limited Term Appointments (ILTA) shall follow those outlined Articles 19.05 and 19.06 of the Collective Agreement.

- (a) The Departmental Committee shall meet, as necessity arises, to discuss its needs vis-a-vis appointments.
- (b) The Departmental Committee shall formulate its request which will be transmitted to the Dean by the Chair. Permission to initiate a competition for any position must be obtained from the Dean before any formal action is taken.
- (c) All vacant positions shall be advertised (except in the cases described by (k) below) indicating the nature of the positions and terminal dates for applications. The advertisement must be approved by the Dean in consultation with the Chair before the position can be posted.
- (d) A candidate must apply in writing to receive consideration from the Departmental Committee. The Departmental Committee shall make arrangements to collect, screen and answer all applications for the position. All such applications, *curricula vitarum*, off-prints, correspondence and other pertinent documents shall be kept in a file open to all faculty members of the Department of Classics and Archaeology. A short list of candidates will be compiled by the Departmental Committee on the basis of review of the file.

- (e) The complete files of all applicants who are self-identified members of designated groups shall be submitted to the Dean. If the Departmental Committee's initial short-list for interviews does not include a self-identified member of a designated group, reasons must be provided to the Dean in writing.
- (f) Discussions of the merits of the candidates shall take place during meetings of the Departmental Committee or search committee, *in camera*. Minutes shall be kept of all such meetings. All recommendations regarding the position to be filled, including any changes in the job description, shall be recorded, circulated to, and approved by the Departmental Committee, and forwarded to the Dean for approval. After the hiring procedure is completed, copies of the approved minutes shall be filed in the office of the Dean.
- (g) When the Departmental Committee or search committee has interviewed the short-listed candidates and has considered the choice to be made, it will meet to make a recommendation regarding the appointment.
- (h) If, in the Departmental Committee's view, there are no candidates who meet the criteria for appointment, the Departmental Committee will inform the Dean as appropriate. The Dean will determine that no appointment be made and/or the search be continued after consulting with the Departmental Committee.
- (i) The recommendation for the appointment shall be forwarded to the Dean in writing by the Chair of the Department within one (1) week of the Departmental Committee reaching a decision. The Chair has the responsibility to report accurately and fully the views of the Departmental Committee, and shall file a minority report, if a minority viewpoint has been expressed.
- (j) All recommendations for appointments forwarded to the Dean must include:
 - i. the candidate's complete dossier;
 - ii. a brief description of the employment equity procedures followed in the competition; and
 - iii. the reasons for making the recommendation.
- (k) The Dean may reject the Departmental Committee recommendation for good and sufficient reason conveyed in writing to the Chair.
- (l) In the case of Item (k) (above) the Departmental Committee will meet to reconsider the matter.
- (m) A full-time limited term appointment (LTA) or instructional limited term appointment (ILTA) may be converted to a probationary full-time appointment with a workload distribution in accordance with Article 24.03 (a) without advertising if all of the following prerequisites apply:
 - i. the initial LTA or ILTA appointment was advertised;
 - ii. at the time of the conversion the candidate has the same qualifications and rank normally expected for the probationary appointment;
 - iii. the Dean approves and a majority of the Departmental Committee are in agreement that the probationary appointment not be advertised; and
 - iv. the proposal to convert the appointment has been approved by the Provost and Vice-President, Academic.

3. DEPARTMENTAL EQUITY PLAN

I. The Basic Principle

The Department of Classics and Archaeology aims for employment equity as laid out in Article 20.01 of the Collective Agreement and will be guided by the Employment Equity procedures laid down in Article 20.02 of the Collective Agreement.

II. Departmental Equity Plan

The Department of Classics and Archaeology is currently comprised of eight (8) full-time tenured members and one (1) full-time probationary member.

The Department of Classics and Archaeology is committed to hiring people into academic positions on the basis of merit, scholarly attainment and professional distinction as laid down in Article 19.02 of the Collective Agreement.

The Department of Classics and Archaeology seeks to achieve representation from designated groups as defined in Article 20.01.a.ii of the Collective Agreement. The Department will be guided by Article 20.02 of the Collective Agreement. The Department will:

- (a) advertise widely in various media appropriate to the discipline
- (b) encourage all qualified candidates, including those belonging to the designated groups, to apply
- (c) carefully consider the applications from all self-identified persons from designated groups, according to the merit considerations outlined in Article 19.02 of the Collective Agreement
- (d) in accordance with Article 20.01 (a) (i) of the Collective Agreement, recommend for appointment a person from a designated group, where that person is equally qualified as the best candidate.

4. REAPPOINTMENT PROCEDURES FOR PROBATIONARY APPOINTMENTS

I. The Chair shall be responsible for annually advising a probationary appointee whether or not the appointee's performance is adequate, and where appropriate and feasible, advising remedial measures.

II. When a probationary appointee must be considered for reappointment, the recommendation shall originate in the Department. In timing such consideration, the Chair shall be responsible for anticipating the requirements for due notice as provided in Article 19.12 (a)(v) and (a)(vi) of the Collective Agreement, and also Items 4(e) and 4(f) below.

(a) Recommendations on reappointment shall be made by all full-time tenured

or probationary members of the Departmental Committee, excluding the applicant.

- (b) In the first instance, the Chair or their designate shall consult the members of the Departmental Committee, after they have had the opportunity to view the member's application for reappointment. The results of the consultations shall be made known at the Departmental Committee meeting. If no member views reappointment as problematic, the Departmental Committee shall recommend reappointment. If a minority of at least two (2) members of the Departmental Committee view the reappointment as problematic, they may request the Departmental Committee, via a recorded vote, invoke Article 19.12 (a) (ii) of the Collective Agreement.
- (c) If a majority of the members of the Departmental Committee views the reappointment as problematic, as determined via a recorded vote, evidence respecting the candidate's performance of their professional responsibilities, as specified in the Collective Agreement, shall be collected and considered at subsequent meetings of the Departmental Committee. The candidate shall have the right to be informed of any areas or elements of performance considered to be problematic, and have the right to appear before a meeting of the Departmental Committee, accompanied if they wish, by an academic colleague, or a Union representative, to present evidence and to answer questions. The decision of the Departmental Committee on whether to recommend reappointment shall be by secret ballot.
- (d) The Chair of the Department of Classics and Archaeology shall forward the recommendation of the Department, the results of the Departmental Committee vote, in writing, together with whatever documentation is deemed appropriate, to the Dean.
- (e) The Dean shall forward the Departmental Committee's recommendation to the Provost and Vice-President, Academic, together with their own recommendation. Should the Dean feel unable to support the recommendation of the Department, they shall respond to the Chair of the Department of Classics and Archaeology giving reasons in writing.
- (f) The Provost and Vice-President, Academic shall give notice to a faculty member who is not to be reappointed. Such notice shall be sent by receipted mail on or before June 30 to the last known postal address of the faculty member as shown by the records in the University's People and Culture office.
- (g) If such notice is not sent at least twelve (12) months before the termination of the appointment, the appointee shall be granted either a terminal appointment of one (1) year from the date of notice, or twelve (12) months' salary in lieu of notice, at the discretion of the Provost and Vice President, Academic.

5. PROCEDURES FOR PROMOTION

- (a) Recommendations on promotion shall be made by all full-time tenured or probationary members of the Department of Classics and Archaeology, excluding the applicant.

- (b) The Departmental Committee, shall be convened to meet *in camera* to review applications for promotion by the Department Chair, or their designate.
- (c) A candidate may nominate themselves to apply directly for promotion. A faculty member may withdraw their name at any time in the process. The candidate shall be excused from the consultation at every stage, unless called upon to provide information or clarification of information.
- (d) The Chair shall make the candidate's application dossier (see Item 6 (d) below) available to the Departmental Committee for consideration by October 1st .
- (e) Confidential letters of evaluation from at least three (3) approved external referees are required when promotion to full professor is under consideration and for promotion to associate professor for probationary faculty. In identifying referees, members shall avoid conflicts of interest as defined in Article 18 of the Collective Agreement. If the candidate and the Departmental Committee (as defined in Item 5 (a)) can agree on a list of five (5) appropriate external referees, they shall provide the Dean with that list by October 1 and the Dean shall choose three (3) from the list. If the Departmental Committee and the candidate cannot agree, both shall submit lists of three (3) from which the Dean shall select four (4), two (2) from the candidate's list and two (2) from the Departmental Committee's list. The Dean shall solicit letters from the chosen referees by January 15 and submit such letters directly to the Faculty Committee. Note that submitted list(s) of external referees will include a description of the qualifications of each referee and any previous interactions as outlined in Article 21.38 (e) (ii).
- (f) The Departmental Committee shall meet without the candidate and, having heard views expressed by the individuals listed under Item 1.II (d), shall consider the application *in camera*. The Chair, or their designate, shall review with the Departmental Committee (as defined in Item 5 (a)) the relevant sections of the Collective Agreement. If the Departmental Committee (as defined in Item 5 (a)) does not require further information from the candidate, or is not considering a negative decision, it will conduct a vote by secret ballot (Article 16.03 (d)) on whether or not to recommend tenure and/or promotion, according to procedures described in Articles 21.16 and 21.22. In the case of candidates applying for tenure and promotion to Associate Professor, tenure and promotion shall be linked as one (1) vote and one (1) recommendation by the Department (as defined in Item 5 (a)).
- (g) If the Departmental Committee requires further information or is considering a negative decision, it shall, before voting by secret ballot, inform the candidate in writing of the specific questions or concerns raised. The candidate shall be afforded the opportunity to provide additional information in writing and/or in person at a departmental meeting. The candidate may be accompanied by a Union representative when appearing at such a meeting.
- (h) The Departmental Committee shall subsequently meet, *in camera*, without the candidate, to discuss further the application, and to vote by secret ballot (see Article 16.03 (d) of the Collective Agreement) on whether or not to recommend tenure and/or promotion, according to procedures described in Articles 21.16

and 21.22. In the case of candidates applying for tenure and promotion to Associate Professor, tenure and promotion shall be linked as one (1) vote and one (1) recommendation by the Departmental Committee (as defined in Item 5 (a)).

- (i) Only full-time tenured and probationary faculty members may vote. Student members and limited term and non-full-time faculty, if any, shall be given the opportunity to express their views and then be excused from the meeting (see Article 16.03 of the Collective Agreement). A member who is unable to attend the meeting(s) at which the vote will take place may be included via teleconference and/or submit written comments which will be read during the meeting, and may submit a sealed ballot to the Chair who shall include the ballot in the counting process at the meeting. When more than one candidate is considered, a separate sealed ballot must be submitted for each case. The decision and vote shall be recorded in the minutes of the meeting and the ballots retained in a sealed envelope in a secure place by the Department Chair until an appeal process, if any, has been completed.
- (j) Following the meeting at which a vote has taken place, a voting member may submit to the Dean, in confidence, written comments about a candidate's application. Such written submission must be signed to ensure the comments come from an appropriate source. The Dean shall include such written submissions, with the name and signature of the individuals who submitted them removed.
- (k) The Chair of the Department shall then write a report including the recorded vote and the minority view if any. The Chair will make the report available to the Departmental Committee for ten (10) working days, during which time the voting members may make suggestions for revision. After this period the Chair will forward the recommendation and report to the candidate and the Dean. Finally, the Chair shall forward the dossier to the Dean for consideration at the next stage by the Faculty Committee on Tenure and Promotion by December 15.
- (l) If the decision is against recommending promotion, the candidate may withdraw his/her name from further consideration or may choose to go forward to the Faculty Committee.
- (m) In the case of any procedural variance between these rules and those contained in the Collective Agreement between Brock University and the Brock University Faculty Association, the Collective Agreement shall be deemed to take precedence.

6. CRITERIA AND PROCEDURES FOR TENURE AND PROMOTION TO ASSOCIATE PROFESSOR

- (a) A member applying for tenure shall also apply for promotion to Associate Professor. Tenure and Promotion shall be linked as one application and one consideration at all times, as outlined in Article 21.08 of the Collective Agreement.
- (b) As outlined in Articles 21.04 and 21.06 of the Collective Agreement, the Department of Classics and Archaeology grants tenure and promotion on the

basis of clear promise of continuing intellectual and professional development as demonstrated by:

- i. sustained satisfactory and effective teaching;
 - ii. clear evidence of ongoing high quality scholarly work. Evidence of service to the University community may be used to strengthen a faculty member's application, but in no case shall the tenure decision depend upon years of service alone.
- (c) Recommendations on Tenure and Promotion shall be made by all tenured and probationary members of the Department of Classics and Archaeology, at a Departmental Meeting convened by the Department Chair.
- (d) The candidate shall assemble a dossier of appropriate information as outlined in 21.09, including evidence of teaching, scholarly activity and service as noted in 21.11 and outlined in 21.06. along with the student evaluations of the candidate (Article 21.06 (a)). It shall include a completed application form and a table of contents listing all documents in the dossier, signed by the candidate and the Chair or designate. Student course evaluations for all courses with five (5) or more students taught by the candidate since the date of the last promotion or appointment must also be included. The dossier shall be checked for accuracy and completeness by both the candidate and the Chair or his/her designate, and made available to the Departmental Committee by October 1.
- (e) For faculty members appointed after July 1, 2008, confidential letters of evaluation from approved external referees are required. In identifying these referees, members shall avoid conflicts of interest as defined in Article 18 of the Collective Agreement.
- (f) For departmental procedures to be followed, see Item 5. Procedures for Promotion (a) – (l) above.
- (g) Untenured probationary faculty members will normally be considered for tenure and promotion no later than their 5th year as a probationary Assistant Professor and thus when applying in their 5th year may not withdraw their name from promotion at any time (see Article 21.52 of the Collective Agreement).

7. CRITERIA AND PROCEDURES FOR PROMOTION TO PROFESSOR

- (a) A faculty member shall be eligible for promotion to Professor because of:
- i. Sustained scholarly excellence plus sustained high quality teaching and a consistent and demonstrated record of service; or
 - ii. Sustained excellence in teaching plus a sustained high quality record of scholarly, creative or professional work and a consistent and demonstrated record of service.
- (b) A faculty member who has clearly established an international reputation as a scholar in his/her field, for example by major publication or by awards indicative of the highest scholarly achievement may apply for promotion at any time (see Article 21.58).

- (c) Promotion to Professor must always be based on the criteria of 21.05 of the Collective Agreement, as supported by evidence of teaching, scholarly activity and service noted in Articles 21.11 and 21.06 as well as confidential reports obtained from external referees (Article 21.38 (d) and (e)) and in Item 5. (d) above.
- (d) Recommendations on promotion shall be made by all full-time tenured or probationary members of the Department of Classics and Archaeology, excluding the applicant, at a Departmental Meeting convened by the Department Chair
- (e) The candidate shall assemble a dossier of appropriate information as outlined in 21.09 of the Collective Agreement, and including evidence of teaching, scholarly activity and service as noted in 21.11 and outlined in 21.06. It shall include a completed application form and checklist and a table of contents listing all documents in the dossier, signed by the candidate and the Chair or designate. Student course evaluations for all courses with five (5) or more students taught by the candidate since the date of the last promotion or appointment must also be included. The dossier shall be checked for accuracy and completeness by both the candidate and the Chair or his/her designate, and made available to the Departmental Committee by October 1.
- (f) For departmental procedures to be followed, see Item 5. Procedures for Promotion above.

8. PROCEDURES FOR SABBATICAL LEAVES

- (a) The process for approval of leaves is similar to consideration of tenure and promotion applications. See Article 34.02 of the Collective Agreement.

9. PROCEDURES FOR ANNUAL PERFORMANCE REVIEW

- (a) Each Probationary and Limited Term (LTA & ILTA) member of the Department of Classics and Archaeology is required to submit an Annual Report to the Dean as part of their performance review (Article 35 of the Collective Agreement). The Annual Report should note their activities and accomplishments with respect to teaching, research, and service during the preceding year (July 1 to June 30) and consist of an updated CV with new items for the reporting period highlighted, and copies of course evaluations. Optional supplementary documents may also be supplied for additional context.
- (b) Each Full-Time Tenured member of the Department of Classics and Archaeology is required to submit a Biennial Report to the Dean as part of their performance review. The Biennial Report should note their activities and accomplishments with respect to teaching, research, and service during the preceding two (2) years (July 1 to June 30) and consist of an updated CV with new items for the reporting period highlighted, and copies of course evaluations. Optional supplementary documents may also be supplied for

additional context.

- (c) Performance review is the responsibility of the Dean following consultation with the Chair and the member.

10. PROCEDURES FOR COURSE EVALUATIONS

- (a) The Department of Classics and Archaeology makes use of a standardized set of questions for lecture and seminars, respectively. The questions are normally provided online to students. If manual forms are used, the instructor is responsible for preparing the evaluations to be taken to class.
- (b) Evaluations are conducted in each course with an enrollment of at least five students.
- (c) If Course evaluations are administered in class with manual forms, the instructor hands out the appropriate form to each student with an explanation of the rules. They then withdraw from the room for a clearly stated length of time (normally ten minutes).
 - i. Before the instructor returns, a designated person collects all the forms and places them in an envelope marked with the course name and number. They seal the envelope and sign their name across the flap. The designated person should not be connected in an instructional capacity with that course.
 - ii. The designated person delivers the envelope to the Department of Classics and Archaeology Administrative Assistant. It is kept under lock by the Administrative Assistant until the final grades are submitted for that course.
 - iii. After that date, the Administrative Assistant counts and records the number of forms in each course, and where applicable the number naming each teaching assistant. The forms then become the property of the instructor.

11. STUDENT COMPLAINTS

- (a) If a student has a complaint of an academic nature their concerns shall be addressed following a 4-stage system:
Stage 1: The student shall discuss the matter with the instructor. The student can request that the Chair be present at this discussion as an observer. The student may also request the presence of someone from the office of the Ombuds at this meeting (<https://brocku.ca/ombuds/>).

Stage 2: If the student is not satisfied with the result of the discussion, the Chair will undertake to discuss the matter with the instructor and notify the student, normally within three working days, of the results of this discussion.

Stage 3: If at this point the student is still not satisfied, the Chair will refer the matter to the Dean of Humanities for a decision.

Stage 4: If the student is dissatisfied with the decision of the Dean they may address the matter to the Student Appeals Board

12. PROCEDURES FOR EVALUATION OF TEACHING ASSISTANTS AND COURSE COORDINATORS

- a) Instructors of all courses with Teaching Assistants and/or Course Coordinators will prepare an evaluation of each member of the course support staff on a scale of 1 to 5.

1=unacceptable
2=some problems
3=fair
4=good
5=excellent

- b) For any TAs and/or Course Coordinators who receive an evaluation of 2 or below, the instructor will speak in person to the employee about their performance, prepare a performance evaluation for the employee's file, and copy this letter to the employee and the Chair. For any TA or Course Coordinators who receive a 1, or who have previously received a 2 or below, the Chair will copy the instructor's letter to both CUPE and Faculty and Employee Relations. In addition, the Chair will arrange a meeting between the Chair, the employee, a CUPE representative, and – as necessary – the instructor and a representative from Faculty and Employee Relations. Formal letters are optional for employees who receive evaluation scores of 3 or more. This language will be explained to all department employees as part of the hiring process.

Revised: October 31, 2023.