

NORMAN PATERSON SCHOOL OF INTERNATIONAL AFFAIRS

SCHOOL CONSTITUTION

As adopted by the NPSIA Board 24 October 2014

PREAMBLE

The purpose of this document is to establish standards for the effective and transparent organization and operation of the Norman Paterson School of International Affairs [NPSIA].

I. NPSIA BOARD

1. Responsibility

The NPSIA Board may address all issues concerning the academic governance and operation of NPSIA, including, but not limited to:

- 1.1. oversight and NPSIA approval of the NPSIA academic program;
- 1.2. oversight and NPSIA approval of other NPSIA academic activity;¹
- 1.3. oversight of NPSIA non-academic activities;²
- 1.4. standards and recommendations for the appointment of new NPSIA faculty members;
- 1.5. standards for the promotion, tenure and confirmation of NPSIA faculty members;
- 1.6. establishment of committees;
- 1.7. appointment of committee membership; and,
- 1.8. review and approval of committee decisions, where appropriate.

2. Composition

The NPSIA Board shall be composed of the following members:

- 2.1. all regular NPSIA faculty members;
- 2.2. all Carleton University faculty members cross-appointed with NPSIA;
- 2.3. all NPSIA emeritus appointments;
- 2.4. two NPSIA MA student representatives, as chosen by the NPSIA Student Association from among current NPSIA MA and MA/JD students;
- 2.5. two NPSIA representatives from the Carleton University Graduate Student Association, as chosen by the NPSIA Student Association from among current NPSIA MA and MA/JD students;
- 2.6. one NPSIA doctoral student representative, as chosen by and from among current NPSIA PhD students; and,
- 2.7. the NPSIA School Administrator.

3. Meetings

3.1. Regular Meetings

- 3.1.1. The Director shall schedule a minimum of two Board meetings in each of the Fall and Winter academic terms.
- 3.1.2. The meeting schedule for each academic year shall be circulated by the Director no later than the seventh day of September of that year.

¹ Including, but not limited to, certificate and other non-degree programs. For greater certainty, this does not include oversight or approval of individual research programs or other infringements of academic freedom.

² Including, but not limited to, professional training courses.

3.2. *Ad hoc* Meetings

Additional Board meetings may be called by:

- 3.2.1. the Director; or,
- 3.2.2. a minimum of three Board members with a right to vote, with a written request to the Director.

3.3. Scheduling

When scheduling regular or *ad hoc* Board meetings, all feasible measures shall be taken to avoid conflict with:

- 3.3.1. NPSIA classes; and,
- 3.3.2. meetings of:
 - 3.3.2.1. the Carleton University Senate;
 - 3.3.2.2. the Faculty of Public Affairs Faculty Board; and,
 - 3.3.2.3. the Carleton University Academic Staff Association.

3.4. Cancellation

- 3.4.1. Meetings shall be cancelled only:
 - 3.4.1.1. where it is established that quorum cannot be attained; or,
 - 3.4.1.2. where there are no items for discussion or decision on the meeting agenda circulated in accordance with section 3.5.
- 3.4.2. Notice of meeting cancellation shall be provided to all Board members.
- 3.4.3. Notice of meeting cancellation due to lack of quorum shall include a list of Board members with a right to vote who are unable to attend.
- 3.4.4. Regularly-scheduled meetings cancelled due to lack of quorum shall be re-scheduled to take place as soon as possible.

3.5. Notice

- 3.5.1. Appropriate notice of all matters for discussion or decision at Board meetings shall be provided to all Board members , and all persons entitled to representation on the Board, as follows:
 - 3.5.1.1. all items for inclusion on the agenda must be indicated to the Chair no later than eight days in advance³;
 - 3.5.1.2. the meeting agenda and minutes of the previous meeting shall be circulated by the Chair seven days in advance;

³ For example, if the NPSIA Board meeting is scheduled for a Friday, all items for inclusion on the agenda must be indicated to the Chair no later than the Thursday of the week preceding the week of the meeting.

- 3.5.1.3. all documents for decision shall be circulated no later than four days in advance; and,
 - 3.5.1.4. written reports for information are expected to be circulated no later than one day in advance.
 - 3.5.2. In the absence of such notice, in exceptional circumstances, a Board member may present a Motion, upon consideration of approval of the meeting agenda, to include any additional agenda item or document for consideration.
 - 3.5.2.1. The member presenting such a Motion shall explain the exceptional circumstances preventing appropriate notification.
 - 3.5.2.2. Passage of any such Motion requires unanimous support from all Board members present and voting.
 - 3.5.2.3. In the absence of unanimous support, the item or document shall not be considered by the Board, and shall be deferred to the next regularly-scheduled or *ad hoc* Board meeting.
 - 3.5.3. Notwithstanding sections 3.5.1. and 3.5.2., written notice of any proposed amendment to this Constitution shall be provided no later than the Board meeting preceding the Board meeting in which the amendment is to be considered.
 - 3.5.3.1. Such notice must include the specific wording of, and rationale for, the proposed amendment.
- 3.6. Expectation of Attendance
 - 3.6.1. All Board members are expected to make best efforts to attend each meeting in person.
 - 3.6.2. In exceptional circumstances, the Chair may permit participation via teleconference, where feasible.
- 3.7. Open and *In Camera* Meetings
 - 3.7.1. Meetings shall be open to all persons entitled to representation on the Board and to all other Carleton University faculty, staff and administrators, except as otherwise provided in this section.
 - 3.7.2. Meetings, or portions of meetings, shall be held *in camera* when:
 - 3.7.2.1. they relate to issues concerning individual personnel, including tenure, promotion and appointments;
 - 3.7.2.2. they relate to issues concerning individual students; or,
 - 3.7.2.3. upon a Motion approved by super-majority.
 - 3.7.3. Student representatives shall not participate in meetings, or portions of meetings, concerning:

- 3.7.3.1. issues relating to individual personnel, including tenure, promotion and appointment; or,
- 3.7.3.2. issues relating to individual students.

- 3.7.4. For each meeting, in the absence of exceptional circumstances, all open proceedings shall be concluded prior to any *in camera* proceedings.
- 3.7.5. For each meeting, in the absence of exceptional circumstances, all *in camera* proceedings in which student representatives may participate shall be concluded prior to any additional *in camera* proceedings.

3.8. Governing Principles

In cases not otherwise provided for in this Constitution, Board meetings shall be conducted in accordance with 'Roberts Rules of Order'.

3.9. Quorum

- 3.9.1. A quorum for all meetings shall be greater than one-half of regular NPSIA faculty members, not including those on sabbatical or other leave.
- 3.9.2. The Chair shall indicate the quorum requirement in the meeting agenda circulated in accordance with section 3.5.1.2.

3.10. Chairing of Board Meetings

- 3.10.1. The Director shall normally serve as the Chair of Board meetings.
- 3.10.2. The Board may appoint one of its members to chair one or more meetings, in whole or in part.
- 3.10.3. An automatic vote of confidence in the Chair shall take place by secret ballot at the final regularly-scheduled meeting of the Fall and Winter terms.
 - 3.10.3.1. If passed, the Chair shall continue in that role until the next scheduled confidence vote, subject to section 3.10.2.
 - 3.10.3.2. If no confidence is expressed, the Board shall appoint one of its members to chair the Board meetings until the next scheduled confidence vote.
 - 3.10.3.3. Such appointments may be amended, suspended, terminated or superceded by the Board.

3.11. Right to Vote

- 3.11.1. The following Board members have the right to vote on all matters under consideration by the Board:
 - 3.11.1.1. regular NPSIA faculty members;
 - 3.11.1.2. Carleton University faculty members cross-appointed with NPSIA;

- 3.11.1.3. NPSIA student representatives; and,
- 3.11.1.4. NPSIA staff representative.

- 3.11.2. All votes shall be given equal weight.
- 3.11.3. Notwithstanding section 3.11.1, the Chair shall abstain from all votes, except to resolve ties.
- 3.11.4. For greater certainty, emeritus members, NPSIA representatives from the Carleton University Graduate Students Association, and observers of the Board do not have a right to vote.

3.12. Voting Thresholds

- 3.12.1. For all matters not otherwise provided for in this Constitution, the general voting threshold for Board decisions is greater than one-half of Board members with a right to vote who are present and voting.
- 3.12.2. A super-majority of greater than two-thirds of Board members with a right to vote who are present and voting is required for Board decisions relating to the following:

- 3.12.2.1. standards and recommendations for the appointment of new NPSIA faculty members;
- 3.12.2.2. standards for the promotion, tenure and confirmation of NPSIA faculty members;
- 3.12.2.3. holding meetings, or portions of meetings, of the Board *in camera*; and,
- 3.12.2.4. any other matter, as identified by a general vote of the Board.

- 3.12.3. A super-majority of greater than two-thirds of *all Board members with a right to vote* is required for Board decisions relating to the following:

- 3.12.3.1. adoption of this Constitution; and
- 3.12.3.2. amendments to this Constitution.

- 3.12.4. Abstention from voting is not considered voting for the purpose of determining voting thresholds.

3.13. Voting Procedure

- 3.13.1. The Board shall operate with a presumption of open voting, except for the following decisions which require a secret ballot:

- 3.13.1.1. recommendations concerning the appointment of new NPSIA faculty members; and,
- 3.13.1.2. any other decision where a secret ballot is requested by a Board member.

- 3.13.2. Proxy voting shall be permitted, where written authorization is provided in advance by the absent member concerning a specific matter under consideration by the Board.

3.13.3. A motion to extend the voting period may be brought by any Board member for decisions on any matter.

3.13.3.1. Any such motion shall describe the method and time period available for voting.

3.13.3.2. Decisions taken by the Board pursuant to extended voting periods shall be recorded in the Minutes of the subsequent Board meeting.

3.14. Meeting Records

3.14.1. Minutes shall be kept of all Board meetings. These shall include:

3.14.1.1. the names of all Board members in attendance;

3.14.1.2. the specific wording of each Motion decided upon by the Board;

3.14.1.3. each Board decision in relation to a Motion;

3.14.1.4. a copy of all documents considered by the Board; and,

3.14.1.5. a summary of all Board deliberations.

3.14.2. Minutes shall not reflect the specific voting record in relation to any Board decision except:

3.14.2.1. where a Board member requests that the Minutes reflect their vote; or,

3.14.2.2. where a Board member requests that the Minutes reflect that a decision was unanimous.

3.14.3. A comprehensive record of the Minutes of all Board meetings shall be maintained by the Director and made available to any member of the Board, or any person entitled to representation on the Board.

3.14.4. Notwithstanding section 3.14.3, Minutes of *in camera* proceedings of the Board shall be made available only to persons currently entitled to participate in such proceedings.

3.15. Conflicts of Interest

3.15.1. Board members shall refrain from all discussion and decisions in relation to any matter in which they have a conflict of interest, shall identify the existence of a conflict to the Board, and shall recuse themselves from all related Board meetings or portions thereof.

3.15.2. Notwithstanding section 3.15.1, a Board member with a conflict of interest may attend related meetings and participate in related discussion or votes under the following conditions:

3.15.2.1. the Board member brings the specific conflict of interest to the attention of the Board prior to its consideration or decision of relevant issues; and,

3.15.2.2. the Board approves the participation of the Board member.

- 3.15.3. In the event that a conflict of interest is not disclosed by a Board member, another member may bring the possible conflict of interest to the attention of the Board.
- 3.15.4. Where the Board determines the existence of a conflict of interest, absent disclosure by the Board member in question, the Board may prohibit the participation of that member in any related discussion, decision or meeting.
- 3.15.5. For the purposes of section 3.15, “conflict of interest” refers to a situation where financial, professional or other personal considerations may compromise or have the appearance of compromising an individual’s professional judgment in the performance of his or her duties or in the exercise of his or her fiduciary obligations as a member of the Board.

II. COMMITTEES

4. Board Committees

The Board may establish such subordinate committees as it deems necessary for the effective fulfilment of its responsibilities. These shall include a Curriculum and Teaching Committee, a Promotion and Tenure Committee and, where necessary, Hiring Committees.

5. General Committee Rules

Unless otherwise provided by this Constitution, the following rules shall apply to all NPSIA Committees:

5.1. Membership

5.1.1. Committee members shall be selected in accordance with the following:

- 5.1.1.1. Faculty committee members shall be appointed by the Board following self-nomination or nomination by the Director;
- 5.1.1.2. MA student representatives shall be chosen by the NPSIA Student Association from among current NPSIA MA and MA/JD students unless otherwise provided by the Board when the Committee is established; and,
- 5.1.1.3. Doctoral student representatives shall be chosen by and from among current NPSIA Ph.D. students unless otherwise provided by the Board when the Committee is established.

5.1.2. The Director may participate in meetings of any Committee of which he or she is not already a member, without the right to vote.

5.2. Scheduling

5.2.1. Committee meetings shall be scheduled at least seven days in advance, in the absence of exceptional circumstances;

5.2.2. When scheduling Committee meetings, all feasible measures shall be taken to avoid conflicts affecting Committee members, including with:

5.2.2.1. NPSIA classes; and,

5.2.2.2. meetings of:

5.2.2.2.1. the Carleton University Senate;

5.2.2.2.2. the Faculty of Public Affairs Faculty Board; and,

5.2.2.2.3. the Carleton University Academic Staff Association.

5.3. Notice

5.3.1. Appropriate notice of all matters for discussion or decision at Committee meetings shall be provided to all Committee members, as follows:

5.3.1.1. all items for inclusion on the agenda must be indicated to the Chair no later than six days in advance;

5.3.1.2. the meeting agenda shall be circulated by the Chair at least five days in advance;

5.3.1.3. all documents for decision shall be circulated no later than four days in advance.

5.3.2. In the absence of such notice, in exceptional circumstances, a Committee member may present a Motion, upon consideration of approval of the meeting agenda, to include any additional agenda item or document for consideration.

5.3.2.1. The member presenting such a Motion shall explain the exceptional circumstances preventing appropriate notification.

5.3.2.2. Passage of any such Motion requires unanimous support from all Committee members present and voting.

5.3.2.3. In the absence of unanimous support, the item or document shall not be considered by the Committee, and shall be deferred to the next Committee meeting.

5.4. Committee meetings shall be held *in camera*.

5.4.1. A Committee may invite the participation of any person to assist with its deliberations.

5.4.2. A Committee may provide notice of matters for discussion or decision to any Board member, or any person entitled to representation on the Board, for the purpose of obtaining comments or soliciting expressions of interest in participating in a Committee meeting.

5.5. Quorum

A quorum for committee meetings shall be greater than one-half of the regular NPSIA faculty members who are members of the Committee with a right to vote.

5.6. Voting Thresholds

- 5.6.1. The voting threshold for committee decisions is greater than one-half of Committee members present and voting.
- 5.6.2. Abstention from voting is not considered voting for the purpose of determining voting thresholds.

5.7. Voting Procedure

Committees shall operate with a presumption of open voting.

5.8. Reporting Requirements

- 5.8.1. The Committee Chair shall make reports at each Board meeting concerning the activities of the Committee.
- 5.8.2. Where applicable, reports for information and action shall be circulated in advance of each Board meeting, as provided in section 3.5.
- 5.8.3. Written reports for information are favoured over oral reports.
- 5.8.4. Written reports from the Committee Chair are required to support all Committee recommendations requiring subsequent action by the Board, and shall include the following:
 - 5.8.4.1. the committee voting record;
 - 5.8.4.2. the reasons supporting the Committee recommendations; and,
 - 5.8.4.3. the reasons for dissenting positions, where applicable.
- 5.8.5. Written reports shall be circulated by the Chair to all committee members for prior comment prior to distribution and presentation to the Board.

5.9. Subordinate Committees

Committees may establish such subordinate committees as they deem necessary for the effective fulfilment of their responsibilities.

5.10. Conflicts of Interest

- 5.10.1. Committee members shall refrain from discussion and votes in relation to any matter in which they have a conflict of interest, shall identify the existence of a conflict to the Committee, and shall recuse themselves from all related Committee meetings or portions thereof.
- 5.10.2. Notwithstanding section 2.8.1, any Committee member with a conflict of interest may attend related meetings and participate in related discussion or votes under the following conditions:
 - 5.10.2.1. the Committee member brings the specific conflict of interest to the attention of the Committee prior to its consideration or decision of relevant issues; and,

5.10.2.2. the Committee approves the participation of the Committee member.

5.10.3. In the event that a conflict of interest is not disclosed by a Committee member, another member may bring the possible conflict of interest to the attention of the Committee.

5.10.4. Where the Committee determines the existence of a conflict of interest, absent disclosure by the Committee member in question, the Committee may decide to prohibit the participation of that member in any related discussion, decision or meeting.

5.10.5. For the purposes of section 5.10, "conflict of interest" refers to a situation where financial, professional or other personal considerations may compromise or have the appearance of compromising an individual's professional judgment in the performance of his or her duties or in the exercise of his or her fiduciary obligations as a member of the Committee.

6. NPSIA Curriculum and Teaching Committee

6.1. The NPSIA Curriculum and Teaching Committee shall review and, when warranted, recommend changes to the NPSIA curriculum and academic programs.

6.2. The Curriculum and Teaching Committee membership shall be composed of the following members:

6.2.1. the Director;

6.2.2. the Associate Director - Ph.D. Program;

6.2.3. the Associate Director - M.A. Program; and,

6.2.4. three regular NPSIA faculty members, representing different fields of academic expertise, appointed by the Board following self-nomination or nomination by the Director.

6.3. Chair

The Chair of the Curriculum and Teaching Committee meeting shall be determined based on the following order of preference:

6.3.1. the Director;

6.3.2. a member of the Committee designated by the Director for that purpose; or,

6.3.3. a member of the Committee selected for that purpose by the members of the Committee present and voting.

6.4. The Curriculum and Teaching Committee shall conduct regular consultations with NPSIA students.

7. NPSIA Promotion and Tenure Committee

- 7.1. The NPSIA Promotion and Tenure Committee shall review candidate files and make recommendations concerning promotion, tenure and confirmation of NPSIA faculty members, and determine the NPSIA representative to the Faculty of Public Affairs Promotion and Tenure Committee.
- 7.2. The Promotion and Tenure Committee shall be composed of:
 - 7.2.1. the Director; and,
 - 7.2.2. at least four regular NPSIA faculty members, appointed by the Board following self-nomination or nomination by the Director .
- 7.3. The Promotion and Tenure Committee shall be as representative as possible of the ranks and areas of interest of regular NPSIA faculty members, including non-tenured members.
- 7.4. A majority of the Promotion and Tenure Committee shall be tenured faculty at the rank of Associate Professor or above.
- 7.5. The Promotion and Tenure Committee shall not include any candidate currently under consideration for promotion, tenure or confirmation.
- 7.6. The Promotion and Tenure Committee may include faculty members from other Carleton University departments or schools.
- 7.7. The Chair of the Promotion and Tenure Committee shall be appointed by the NPSIA Board.
- 7.8. All members of the Promotion and Tenure Committee shall ensure and maintain their familiarity with:
 - 7.8.1. the relevant provisions of the most recent Collective Agreement between Carleton University and the Carleton University Academic Staff Association; and,
 - 7.8.2. the NPSIA Promotion and Tenure Standards, as provided in Annex I.
- 7.9. All deliberations, recommendations and procedures of the Promotion and Tenure Committee concerning promotion, tenure or confirmation shall apply the criteria established in the documents listed in section 7.8.
- 7.10. The Promotion and Tenure Committee shall err on the side of caution when addressing conflicts of interest concerning its members.⁴
- 7.11. No member of the Promotion and Tenure Committee shall participate in deliberations or voting concerning a recommendation for promotion, tenure or confirmation without having read the relevant candidate file.
- 7.12. The Chair shall abstain from all votes except to resolve ties.
- 7.13. All voting in the Promotion and Tenure Committee relating to specific recommendations for promotion, tenure or confirmation shall be by secret ballot.
 - 7.13.1. Written reasons shall be provided on the ballot for all negative votes or abstentions from voting.
 - 7.13.2. The Chair of the Committee shall maintain a written record of all decisions taken by the Committee, including the voting record and, where applicable, the reasons for negative votes and abstentions.

⁴ For greater certainty, this means that the Committee shall err on the side of finding a conflict of interest.

- 7.14. The NPSIA Promotion and Tenure Committee shall report its recommendations to the Faculty of Public Affairs Promotion and Tenure Committee.

8. NPSIA Hiring Committees

- 8.1. A NPSIA Hiring Committee shall be established to make recommendations concerning each appointment of a NPSIA faculty member.
 - 8.1.1. For each Hiring Committee, the Board shall determine the factors to be considered by the Committee in reaching its recommendations.
 - 8.1.2. Each Hiring Committee shall review all candidate files and make recommendations concerning the relevant appointment.
- 8.2. Hiring Committees shall be composed of the following members:
 - 8.2.1. at least four regular NPSIA faculty members, appointed by the Board following self-nomination or nomination by the Director;
 - 8.2.2. one Carleton University faculty member from a unit other than NPSIA, to be determined by the Board following the recommendation of the Director.
- 8.3. The Director shall advise the Dean of the Faculty of Public Affairs upon the establishment of each Hiring Committee, for formal appointment of its membership.
- 8.4. The Chair of a Hiring Committee shall be appointed by the NPSIA Board;
- 8.5. Prior to the first meeting of a Hiring Committee, all members of that Committee shall familiarize themselves with:
 - 8.5.1. the relevant provisions of the most recent Collective Agreement between Carleton University and the Carleton University Academic Staff Association; and,
 - 8.5.2. the guide to 'Employment Equity in Recruitment and Selection for Academic Appointments at Carleton' and any subsequent revisions thereto.
- 8.6. Hiring Committees shall err on the side of caution when addressing conflicts of interest concerning their members.⁵
- 8.7. For greater certainty, Hiring Committees may establish subordinate committees for the purpose of conducting candidate interviews or for any other purpose.
- 8.8. Members of Hiring Committees shall not participate in Committee deliberations or voting concerning recommendations for appointment without having attended or viewed recordings of all related candidate presentations and read all related candidate files.
- 8.9. Following the completion of all relevant candidate presentations, Hiring Committees shall request discussion of the candidates at the next meeting of the NPSIA Board in order to solicit the views of all Board members prior to its deliberations.
 - 8.9.1. If there is no Board meeting scheduled within seven days, the members of the Hiring Committee shall request that one be convened for this purpose.

⁵ For greater certainty, this means that Committees shall err on the side of finding a conflict of interest.

- 8.10. Hiring Committees shall not deliberate and formulate their recommendations prior to discussion of the candidates by the NPSIA Board.
- 8.11. Hiring Committees shall provide their recommendations to the Dean of the Faculty of Public Affairs in addition to the NPSIA Board.
- 8.12. In addition to this section, a Hiring Committee shall also comply with the 'Policy and Procedures Regarding Academic Staff Hiring at Carleton University' of September 2013, and any subsequent revisions thereto, as provided in Annex II.

9. Ad Hoc Committees

- 9.1. The Board may establish such additional *ad hoc* subordinate committees as it deems necessary for the effective fulfilment of its responsibilities.
- 9.2. The Board shall establish the authority and composition of all *ad hoc* committees.

10. NPSIA Representation on External Committees

- 10.1. Unless otherwise provided in this Constitution, NPSIA representatives for Faculty of Public Affairs or Carleton University committees, or any other committees, shall be determined by the Board, following self-nomination or nomination by the Director.
- 10.2. The NPSIA representative to the Faculty of Public Affairs Promotion and Tenure Committee shall be determined by the NPSIA Promotion and Tenure Committee.
- 10.3. NPSIA representatives on all Faculty of Public Affairs, Carleton University or other committees shall make regular reports to the Board.
- 10.4. Board members serving in their personal capacity on Faculty of Public Affairs, Carleton University or other committees are encouraged to provide reports to the Board.

III. RECONCILIATION

11. NPSIA

This Constitution supercedes all previous NPSIA Constitutions and internal governance documents.

12. Carleton University

Application and interpretation of this Constitution is subject to the following:

- 12.1. The Carleton University Act;
- 12.2. Policies and decisions of the Carleton University Senate;
- 12.3. Policies and decisions of the Carleton University Board of Governors; and
- 12.4. The Collective Agreement between Carleton University and the Carleton University Academic Staff Association

IV. ADOPTION AND AMENDMENT

13. Adoption

This Constitution may be adopted by a decision of the Board approved by a super-majority of greater than two-thirds of all Board members with a right to vote.

14. Amendment

14.1. This Constitution may be amended by a decision of the Board approved by a super-majority of greater than two-thirds of all Board members with a right to vote.

14.2. Written notice of any proposed amendment to this Constitution shall be provided no later than the Board meeting preceding the Board meeting in which the amendment is to be considered.

14.2.1. Such notice must include the specific wording of, and rationale for, the proposed amendment.

ANNEXES

I. NPSIA Tenure and Promotion Standards

II. Policy and Procedures Regarding Academic Staff Hiring at Carleton University