

Cultural Studies Constitution

Approved by Steering: January 22, 2021.

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1. Document History

1.1. Purpose and Scope of this Document

- 1.1.1. This document pertains to the establishment of core principles and decision-making processes within the program, and to the mandates and responsibilities of standing committees and administrative positions.
- 1.1.2. Our governance is guided by the following principles: Consensus Democracy, Transparency, and Accountability; and Equity, Diversity, Inclusivity, and Indigeneity (see Section 3.2).
- 1.1.3. Policies and mandates pertinent to the various committees are developed and revised through the work of those committees as per the mandates described in this constitution. All committees are bound by the vision, principles, values, and consensus-based procedures outlined in this constitution.

1.2. Revision Process

- 1.2.1. This is a living document. Everything written here is subject to revision and change as the community itself changes. However, at the same time this document provides a set of principles that are core to the environment that we want to maintain, so changes should be made with consideration for the sustainability of the program and to reflect the program's values and principles.
- 1.2.2. In the name of keeping our attention on matters of governance, the program is reviewed at least once every three years, as part of a self-evaluation process.
- 1.2.3. Changes to this document may only be approved by the Steering Committee.

1.3. Previous Versions

- 1.3.1. Major revisions to this document are known to have happened at these times:
 - 1.3.1.1. October 2013
 - 1.3.1.2. March 2014
 - 1.3.1.3. April 2017
 - 1.3.1.4. November 2020
- 1.3.2. For more information about changes that were made, please contact the Cultural Studies Program Administrators.

2. Definitions

2.1. Abbreviations

- 2.1.1. Cultural Studies – CUST
- 2.1.2. Steering Committee – Steering
- 2.1.3. Cultural Studies Program Director – PD
- 2.1.4. Cultural Studies Program Coordinator – PC
- 2.1.5. Cultural Studies Program Co-Directors – CDs
- 2.1.6. Cultural Studies Program Administrator – PA
- 2.1.7. School of Graduate Studies – SGS
- 2.1.8. Collective Agreements – CAs
- 2.1.9. Public Service Alliance of Canada Local 901 – PSAC
- 2.1.10. Queen’s University Faculty Association – QUFA

2.2. Co-Chairs

- 2.2.1. Co-Chairing (with one Faculty Co-Chair and one Student Co-Chair) is the leadership structure for the CUST Steering Committee (see Section 5.4) and its Standing Committees (see Section 6.1). These chairs are selected and appointed through the consensus processes outlined in this document (see Section 3.3).

2.3. Program Director

- 2.3.1. The PD is responsible for the day-to-day operations of the program. The PD plays a central role in the governance of the program in collaboration with Steering to imagine future directions for the program and maintain the intellectual vision, cooperation, and spirit of reciprocity within the shared ethics and values that guide our collective governance.

2.4. Program Coordinator

- 2.4.1. The PC is responsible for overseeing the pedagogical structure and learning outcomes of the Cultural Studies Program, and works closely with the PD, Steering and its Standing Committees. The PC reports regularly to the Steering Committee and plays a central role, with Steering, in imagining future directions for the program and maintaining the intellectual vision, collaboration, and spirit of reciprocity in a shared ethics and values that guide or influence our collective governance.

2.5. Program Co-Directors

- 2.5.1. Cultural Studies provides the option to accept applications for Co-Directors. In this case all the duties of PD and PC would be combined, and the CDs will divide them according to their strengths and the needs of the program. The division of labour must be clearly communicated through an announcement at Steering and must also be clearly communicated to the Cultural Studies Community.
- 2.5.2. In the event of co-directorship, the PC role does not need to be filled. The responsibilities of the PC become shared responsibilities of the CDs.

2.6. Steering Committee

- 2.6.1. Steering is the central policy-making body in the Cultural Studies program and operates throughout the academic year.

2.7. Standing Committees

- 2.7.1. Like Steering, Standing Committees operate throughout the academic year. Each committee is responsible for a delegated portfolio of work related to governance, operations, or intellectual development. Each committee reports to the Steering Committee.

2.8. Ad Hoc Committees

- 2.8.1. Ad Hoc Committees are approved and delegated by the Steering Committee for tasks, for a specific period of time, as required.

2.9. Program Administrators

- 2.9.1. This all-encompassing term refers to University staff who work within the Cultural Studies Program.

3. Principles, Governance and Procedures

3.1. Statement on Vision, Core Principles and Values

- 3.1.1. As an interdepartmental program, and in keeping with our objective to integrate and synthesize a number of different theoretical and practical approaches within Cultural Studies, it is important to provide students and faculty with a strong sense of membership in a community of scholars, practitioners and staff who share a common focus. The building of such an intellectual community requires that students and faculty members have regular opportunities to engage with each other on formal and informal levels. Our governance principles apply to all individuals and committees associated with Steering.

3.2. Core Principles

3.2.1. Consensus Democracy, Transparency and Accountability.

3.2.1.1. We embrace grassroots, consensus-based decision making with a concern for transparency and accountability (see Section 3.3). This means collaborative and participatory program governance including all interested students and all teaching and non-teaching staff. We strive to ensure that everyone who will be affected by a decision should have a real say in making that decision.

3.2.2. Equity, Diversity, Inclusion, and Indigeneity

3.2.2.1. CUST supports collaborative work among students, staff and faculty that resists domination and reimagines liberation along many axes, including but not limited to race, Indigeneity, gender, sex, sexuality, age, class, language, and nationality. We are critical of the university's drive to solicit reformist calls that often fail to live up to our promises, responsibilities, and ethical obligations. CUST expects that Steering and all Standing and Ad Hoc committees operate in a way that is mindful of the macro and micro (often insidious) way that dominant/supremacist culture infiltrates even the most progressive spaces within the university.

3.3. Consensus and Decision-Making Processes

3.3.1. Each committee functions on an explicit consensus basis. Decisions are made by 'impure consensus' i.e. consensus with a deadlock-breaking mechanism. This ensures that all opinions, ideas and concerns are taken into account: "Through listening closely to each other, the group aims to come up with proposals that work for everyone. Consensus is neither compromise nor unanimity - it aims to go further by weaving together everyone's best ideas and key concerns - a process that often results in surprising and creative solutions, inspiring both the individual and the group as whole."
(<http://www.seedsforchange.org.uk/resources>)

3.3.2. At the first meeting of each new academic year, all Committee Co-Chairs ensure that all members know and understand the consensus decision-making process. Best practices of these processes encompass synchronous/in person/real-time (not online) in order to facilitate the dialogue intrinsic to consensus-based decision-making. Being able to emotionally read each other's feedback as well

intellectual engagement is essential for holistically informed decisions. Training and professional development will be provided for all Steering and Standing Committee members (see Section 3.6) as necessary and will be organized by Steering Co-Chairs. Committee Co-Chairs must attend a Cultural Studies consensus decision-making workshop in their first year as Co-Chair. For additional training, committees will determine the suggested training for their members (e.g. AODA, Positive Space Training, etc).

- 3.3.3. The facilitating Co-Chair ensures that all committee members, as well as any other CUST community member who is present and wishes to share their voice, have the opportunity to share their thoughts and collectively discuss the issue. The facilitating Co-Chair clarifies the discussion points and summarize suggestions and potential points of action/decision. The facilitating Co-Chair then asks members for consensus, making note of all individual responses and determining whether consensus has been reached.
- 3.3.4. If consensus cannot be reached after two meetings at which the same issue has been discussed, then: (a) any member can call for a vote to go to deadlock-breaking, which requires a 75% majority. (b) the deadlock-breaking vote is then held immediately, and also requires a 75% majority (see Section 3.6 for more information about committee membership).
- 3.3.5. The facilitating Co-Chair aids the group in defining decisions that need to be made, helping them through the stages of reaching an agreement, keeping the meeting moving, focusing discussion to the point at hand, making sure everyone has the opportunity to participate, and formulating and testing for consensus.
- 3.3.6. Any member of the Cultural Studies community, including the Co-Chairs, may propose content to the committee. The Co-Chairs never make decisions for the group (with the exception of the extraordinary circumstances outlined in Section 3.11). If a Co-Chair feels too involved in an issue or discussion and cannot remain impartial then they should ask someone to take over the task of facilitation for that agenda item.
- 3.3.7. The Co-Chairs also act as 'vibes-watchers' who observe and comment on individual and group feelings and patterns of participation, with attention to how various relations of power might be playing out in the room.
- 3.3.8. Even though the facilitating Co-Chair formally takes on these roles, all participants are responsible for being aware of and involved in the

issues, process, and feelings of the group, and are encouraged to share their individual expertise in helping the group run smoothly and reach a decision. This is especially true when it comes to finding compromise agreements to seemingly contradictory positions.

- 3.3.9. During a meeting, Steering may ask for a volunteer at any moment to act as a focused 'vibes-watcher,' or to keep a speakers list.
- 3.3.10. Before the meeting begins, the Co-Chairs will ask for a volunteer to take meeting minutes, using the appropriate template. These minutes must be uploaded to an online archive in a timely manner, keeping in mind the option for confidentiality outlined in Section 3.10.

3.4. Program vs. Department

- 3.4.1. The Cultural Studies Interdisciplinary Graduate Program is not a Department but is a program as defined by the Queen's University Quality Assurance Processes (QUQAP) policy: "A program is the complete set and sequence of courses, combinations of courses and/or other units of study, research and practice prescribed by Queen's University for the fulfillment of the requirements of a degree, diploma, or certificate."
- 3.4.2. It is also understood as a program as defined in the CA between Queen's University and QUFA: a program is "a related set of academic activities, normally leading to a degree, which may be within an academic unit or supported by more than one (1) academic unit."

3.5. Fostering Breadth of Teaching Assignments

- 3.5.1. In order to enable as many faculty members as possible to be involved in the program, we strive to ensure that those who hold administrative appointments (e.g. PD, PC) are not also teaching core courses in CUST. We also strive to ensure that one individual does not teach more than one CUST course at a time.

3.6. Membership, Attendance, and Quorum

- 3.6.1. In keeping with our Core Principles, committee membership is open to anyone involved in the program, including students, affiliated faculty and CUST staff. Exceptions include cases of conflict of interest (see Section 3.9), or where freedom of information/protection of privacy laws or guidelines apply. Further information about membership requirements for specific Standing Committees can be found in Sections 6.3-6.5.

- 3.6.2. Faculty, staff, and students who wish to sit on Steering or one of its Standing Committees are expected to make a one-year commitment to maintain continuity within the group and to facilitate quorum and decision-making processes.
- 3.6.3. All members of a committee have both 'voice' and 'vote', i.e. are able to speak and participate in the consensus-building process. Any non-member can attend any meeting with 'voice' but not 'vote'. While remote participation is not ideal within a consensus model, it is permissible when necessary. Unless the meeting is entirely remote, it is the responsibility of the remote member to make communication arrangements.
- 3.6.4. There is no maximum on membership of a committee.
- 3.6.5. Quorum for all committees, including Steering, is 50% of the membership (including the chair/s) plus one.
- 3.6.6. When the number of members of a committee is odd, the fraction resulting from multiplying by 50% is rounded up (e.g. a committee with 7 members requires a minimum of 4 for quorum).

3.7. Minutes and Agendas

- 3.7.1. Agendas for each committee are created by the Chair or Co-Chairs of the committee, or in the case of the Steering Committee, by the Co-chairs in consultation with the PD, PC, and PAs.
- 3.7.2. Items are solicited from all members, and agendas are distributed electronically to all members 48 hours prior to the meeting.
- 3.7.3. Each committee keeps in mind the desire for institutional memory of its proceedings and is strongly encouraged to keep their own committee records. They also forward committee minutes to the Co-Chairs of Steering for document archiving on an online resource site maintained by the program.

3.8. Document Archive and Accessibility

- 3.8.1. To ensure continuity of process, institutional memory and communication, documents and working files for the Steering Committee and most of its standing committees (not including Admissions) are maintained through a Cultural Studies Steering Committee Resource Site (online cloud archives), although all committees are encouraged to maintain their own document archives as well. Decisions and action items should be recorded as minutes. It is not necessary to include the details of discussions in the minutes, although it may be helpful to record themes and insights. Refer also to

Section 3.10 regarding the need, on occasion, for confidential discussion. Committees have the right to withhold sensitive information from online distribution due to concerns regarding privacy.

- 3.8.2. The Co-Chairs of Steering are responsible for the overall maintenance of this resource site (including overseeing accessibility rights). The Co-Chairs of all standing committees have accessibility rights to upload, download and edit files associated with their committees. All members of Steering have access rights to the site, but not editing rights for any part of the site except files associated with committees they co-chair. Any requests for edits, etc. must be submitted through the appropriate Co-Chairs.
- 3.8.3. To ensure continuity during role transitions and emergency situations, the PAs will also have access and editing rights to the resource site.

3.9. Conflicts of Interest

- 3.9.1. In cases where specific members or a particular group of members may be seen to be in a conflict of interest, or where freedom of information/protection of privacy laws or guidelines apply, they may excuse themselves, or be asked to excuse themselves, from a discussion. Such decisions must also be reached through the regular consensus-building procedures.

3.10. Confidentiality and In-Camera Sessions

- 3.10.1. On occasion, there may be reason to keep conversations confidential for a period of time. It is the responsibility of the relevant Committee Co-Chairs to initiate a conversation about this when need arises.
- 3.10.2. Any committee may hold in-camera sessions if there is consensus to do so. Discussions held in-camera are permanently confidential and are not captured in the minutes; they are open to only members of the committees. Such sessions must be justified on the basis of confidentiality or special sensitivity of the material to be discussed. It must be justified and agreed upon by consensus within each committee as situations arise.
- 3.10.3. As above, in cases where specific members or a particular group of members may be seen to be in a conflict of interest, or where freedom of information/protection of privacy laws or guidelines apply, they may excuse themselves, or be asked to excuse themselves, from an in-camera discussion. Such decisions must also be reached through the regular consensus-building Procedures.

3.11. Fast-Action & Emergency Decision Making Procedures

- 3.11.1. In situations that require immediate action or decision making, i.e. where it is not practical to wait for the next scheduled Steering Committee meeting, the Co-Chairs may call a special meeting. This special meeting can be called at their discretion, or at the request of a member of Steering.
- 3.11.2. If a special meeting is not possible the Co-Chairs of Steering may, in consultation with the PD (if possible), send out an email to all members of the committee requesting their input on a given question or requesting a decision by email.
 - 3.11.2.1. The Co-Chairs of Steering set a deadline for responses and take into account all responses that arrive before the deadline, as though this were an in-person consensus decision being made by the Steering Committee. It is critical that participants in the discussion explicitly state their position in terms relative to the consensus sought (e.g. agreement, concerns but not blocking, abstain, block, etc.).
 - 3.11.2.2. If no decision is reached by this means, the matter is deferred to a meeting.
- 3.11.3. Urgent information should be communicated to Steering Committee members by email as soon as possible. In the extraordinary event that it is impossible to contact the Steering Committee as a whole in a timely way, when an urgent response is needed on a matter within Steering's mandate, the Co-Chairs of Steering should be consulted as interim decision-makers.
- 3.11.4. The Co-Chairs of the Steering Committee are accountable to the Steering Committee as a whole for any decisions made in emergency situations outside of a meeting of the Steering Committee. The matter and the response to the emergency should be discussed as soon as it is possible to convene a Steering meeting. The Co-Chairs of Steering may not modify the constitution using this emergency process.
- 3.11.5. Procedures to accommodate employees' personal emergencies, special needs, or leaves are governed by relevant CAs. When such accommodations or leaves affect operations within the mandate of the Steering Committee, every effort should be made to follow the above protocols. Please note that rights and procedures outlined in relevant CAs may contradict but will always override the Cultural Studies Constitution.

4. Student Initiatives and Organizations

- 4.1. Cultural Studies encourages students to organize independent of Steering and its standing committees to address their community needs or to generate opportunities for personal and professional development. Student initiatives and organizations are strongly encouraged where possible to implement all of CUST's Core Principles and must adhere to the Core Principle of EDII within this document (see Section 3.2).

5. Steering Committee

5.1. Responsibilities of Steering

- 5.1.1. Setting and reviewing goals and priorities for CUST that reflect our Core Principles (see Section 3.2).
- 5.1.2. Advising on guidelines, policies, best practices, and actions in regard to our Core Principle of Equity, Diversity, Inclusion, and Indigeneity within the program (see Section 3.2.2).
- 5.1.3. Being a catalyst for new initiatives that will help develop an understanding of, and commitment to, our Core Principles (see Section 3.2).
- 5.1.4. Responding to PD requests for advice in 'fast action' situations.
- 5.1.5. Organizing the self-evaluation and governance review.
- 5.1.6. Advocating for the sustainability and well-being of the program.
- 5.1.7. Approving faculty requests to affiliate with the program.
- 5.1.8. Recommending individuals and/or committees to address unallocated administrative tasks.
- 5.1.9. Understanding budgetary processes.

5.2. Steering Membership

- 5.2.1. The PD is always a member of the Steering Committee but cannot be a Co-Chair of the Steering Committee. The PC is always a member of the Steering Committee but cannot be a Co-Chair of the Steering Committee.
- 5.2.2. The PAs are always members of the Steering Committee, but (like any other staff member) cannot be a Co-Chair of the Steering Committee.
- 5.2.3. One Co-Chair of all Standing and Ad Hoc committees, or a regularly attending delegate, is automatically a member of the Steering Committee and can also be a Co-Chair of Steering.
- 5.2.4. As is the policy for other committees, any member of the CUST community may choose to sit on the Steering Committee as long as they commit to a one-year period.

- 5.2.5. Once a year, normally at timetabling season, the Steering Co-Chairs put out a call for members of the Steering Committee in the following academic year to all faculty, staff, and students. In the fall, students newly entering the program are invited to participate.

5.3. Steering Operations

- 5.3.1. The PD, PC, Co-Chairs of Steering, and all other members of Steering will seek consensus in decision making, while recognizing the authority of Collective Agreements governing Queen's employees, the School of Graduate Studies and other relevant University policies.
- 5.3.2. Where decision making authority is delegated to the PD or PC by the University, for example with respect to appointments and budget, Steering nonetheless has the right to make recommendations about those decisions where indicated in the Constitution.
- 5.3.3. Steering meets at least once per month during the academic year at a regular time, or with a regular rotation of times to ensure maximum participation of interested members of the community.

5.4. Steering Co-Chairs

- 5.4.1. Primary Responsibilities of the Co-Chairs
 - 5.4.1.1. A central responsibility of the Co-Chairs of the Steering Committee is to promote and defend a culture of consensus within the committee, and beyond that, in the program. The Co-Chairs of Steering pay attention to long-term issues and interpersonal dynamics, encouraging all members of the committee and the CUST community to work productively together towards the overall flourishing of the program. The Co-Chairs of Steering are expected to become thoroughly familiar with the CUST Constitution and with CUST principles and practices of consensus-based decision-making (see Section 3.3).
 - 5.4.1.2. The Co-Chairs of Steering provide critical leadership and support within the Cultural Studies community. The Faculty Co-Chair works closely with the Student Co-Chair of Steering, the PD, and PC to ensure the smooth operation and governance of the Cultural Studies Program through the CUST Steering Committee.

5.4.2. Other Responsibilities of the Co-Chairs

- 5.4.2.1. Recruiting Steering members and endeavoring to secure adequate diversity of representation from faculty, staff, and students.
- 5.4.2.2. Facilitating the meetings of the committee in keeping with Sections 3.2, 3.3 and 3.6-3.11.
- 5.4.2.3. Co-Chairing the Constitution Committee.
- 5.4.2.4. Ensuring that all Standing Committees have chairs.
- 5.4.2.5. Speaking for Steering as necessary to various constituencies.
- 5.4.2.6. Acting as an advocate for CUST's vision of consensus-based community collaboration.
- 5.4.2.7. Ensuring the scheduling and planning of an annual retreat.
- 5.4.2.8. Communicating with Standing Committee Co-Chairs to initiate conversations within their committees on their work to resist domination and reimagine liberation, referencing the latest relevant reports (e.g. Queen's TRC Report, PICRDI Report). Ensuring that a larger conversation around our collective progress on these issues takes place at the annual Steering retreat.
- 5.4.2.9. Communicating with Standing Committee Co-Chairs to initiate similar conversations within their committees in preparation for a larger discussion at Steering's annual retreat.
- 5.4.2.10. Arranging a special meeting of Steering each September entirely devoted to ensuring that all members on the committee are familiar with the principles and procedures of consensus that we use to make decisions.
- 5.4.2.11. Helping to resolve conflict of interest situations.
- 5.4.2.12. Initiating conversations about confidentiality when the need arises.
- 5.4.2.13. When appropriate, initiating and organizing search process for the PD and PC. If a sub-committee of Steering is struck to carry out such a search, one or both of the Co-Chairs of Steering will chair that sub-committee. Once the search is completed, the Steering Committee will make a staffing recommendation to the appropriate University delegate.
- 5.4.2.14. Providing a forum for diverse groups within CUST to raise concerns about equity, diversity, inclusion, and Indigeneity; ensuring these concerns are adequately addressed; and, when appropriate, forwarding them through the appropriate channels (see Section 3.2.2).

5.4.3. Relationship Between Faculty and Student Co-Chair

- 5.4.3.1. The Faculty and Student Co-Chair must work closely and collaboratively to ensure the smooth operation of the CUST Steering Committee. Associated tasks, duties and appropriate workflow must be negotiated between the Co-Chairs at the beginning of the academic year or the beginning of their terms, whichever comes first.
- 5.4.3.2. The Faculty Co-Chair serves as the employment supervisor for the Student Co-Chair position, and the RA responsibilities of the Student Co-Chair are specified on the RA Form as required by the CA between Queen's University and PSAC.

5.4.4. Faculty Co-Chair Appointment

- 5.4.4.1. The initial appointment for Faculty Co-Chair is for either one or two years with the possibility for renewal. The term of the Faculty Co-Chair of Steering normally begins on July 1 for one calendar year.
- 5.4.4.2. Six months prior to the end of the current Faculty Co-Chairs' term, the current Co-Chairs of Steering send out a call for nominations and self-nominations for the position of Faculty Co-Chair, to all faculty, staff, and students associated with the CUST program.
- 5.4.4.3. The call for nominations includes a description of the responsibilities of Steering Co-Chairs. Nominations should address how the nominee is well-suited to fulfill these responsibilities.
- 5.4.4.4. The closing date for receipt of nominations must be a minimum of 2 weeks from the date of the call for nominations.
- 5.4.4.5. Nominees must consent to their nomination in order to be eligible. After the end of the nomination period, the current chair of Steering determines whether nominees have consented to their nomination, compiles the eligible nominations, and distributes them to the Steering Committee.
- 5.4.4.6. The Steering Committee may strike an ad hoc sub-committee to recommend a candidate. This ad hoc sub-committee is chaired by one or both of the current Co-Chairs of Steering. The Steering ad hoc sub-committee meets to discuss the candidates' relative merits. Candidates who are currently members of Steering may not be present for this discussion.

- 5.4.4.7. Applicants may be asked to interview for the position at the discretion of the Steering Committee or sub-committee. If one candidate is interviewed, then all must be interviewed.
 - 5.4.4.8. If an ad hoc committee is struck, it makes a recommendation to Steering. Steering then makes its recommendation to the PD.
 - 5.4.4.9. If no candidate is chosen, two options follow: (1) If the current Faculty Co-Chair agrees to serve as interim, the process starts again immediately, or (2) Steering appoints an acting Faculty Co-Chair and restarts the appointment process within six months.
- 5.4.5. Faculty Co-Chair Renewal
- 5.4.5.1. The incumbent Faculty Co-Chair may apply for renewal for another consecutive term of up to 2 years.
 - 5.4.5.2. The incumbent Faculty Co-Chair should notify Steering of their intention to apply for renewal no later than 6 months before the expiry of the current chair's term. The Steering Committee must review and approve their application for renewal. If the Steering Committee decides not to renew, and determines that a new Co-Chair should be appointed, the recruitment process begins immediately.
- 5.4.6. Student Co-Chair Appointment
- 5.4.6.1. The initial appointment for Student Co-Chair is for one academic year with the possibility for renewal. The term of the Student Co-Chair of Steering normally begins on September 1st for a duration of 8 months. The workload for this position is estimated at 10 hours of work per week during the academic year.
 - 5.4.6.2. The appointment of Student Co-Chair must follow the PSAC CA.
- 5.4.7. Student Co-Chair Renewal
- 5.4.7.1. The incumbent Student Co-Chair may apply for renewal for another consecutive term of 1 academic year. The decision to apply for renewal should be shared with Steering by the first meeting of Steering during the Winter term. An incumbent Student Co-Chair may only apply for an associated RA-ship if they are funding eligible during the year in which the RA-ship would be held.

5.4.8. Co-Chair Renewal Procedures

- 5.4.8.1. Steering chooses a Review Coordinator from its committee to oversee the review process. This member should not be the Faculty Co-Chair in the case of the renewal of Faculty Co-Chair, or not Student Co-Chair in the case of the renewal of the Student Co-Chair. The Steering Committee may delegate the review to an ad hoc committee. This standing committee presents its recommendation to Steering as a whole.
- 5.4.8.2. The Review Coordinator sends out an email to all members of the Steering Committee, requesting their help in evaluating the current Co-Chair. The evaluation is conducted in relation to the responsibilities outlined in this document. Evaluators are asked to frame their comments with attention to the context of the program, that is, where it has been, where it is now, and where it might be going. The closing date for the receipt of all evaluations is two weeks after the call has been issued. Comments are sent via email to the Review Coordinator of the review. The Review Coordinator summarizes anonymized comments into a document by topic for Steering's consideration.
- 5.4.8.3. At the same time and with the same deadline, any Steering Co-Chair applying for renewal shall submit a self-review based on the responsibilities outlined in this document. They are invited to provide any relevant information regarding their accomplishments during their tenure as Co-Chair.
- 5.4.8.4. Steering then meets to discuss the Co-Chair's evaluation, including the self-review, and decides whether to approve the renewal or to seek a new Co-Chair. The incumbent Co-Chair is not present for this discussion.
- 5.4.8.5. If a renewal decision cannot be reached at this point, the Review Coordinator sends the summary evaluation to the Co-Chair candidate. The Co-Chair candidate is then invited to meet with the Steering Committee to discuss the file. Following this, the Steering Committee tries again to come to a decision. The incumbent Co-Chair is not present for this discussion.
- 5.4.8.6. Steering makes a final recommendation to the PD regarding the renewal of the Co-Chair.

5.4.9. Discipline or Removal of Steering Co-Chairs

- 5.4.9.1. In compliance with the PSAC and QUFA CAs, Steering can make a recommendation to the Student Co-Chair's employment

supervisor (the Faculty Co-Chair), or the PD (or CDs) in the case of the Faculty Co-Chair, to discipline a co-chair or remove them from their position.

5.4.10. Acting Steering Co-Chairs

- 5.4.10.1. In situations of emergency or exigency, the Steering Committee may recommend the appointment of an Acting Steering Co-Chair (Faculty or Student) for the remainder of the academic year. Advertising may be limited to current members of the Steering Committee. Steering will determine the candidate's suitability as per the Faculty Co-Chair Appointment process (see Section 5.4.4).

6. Standing Committees

6.1. Co-Chairs

- 6.1.1. Co-chairing is the preferred leadership structure of all standing committees, with both a Faculty Co-Chair and a Student Co-Chair. There must be a Faculty Co-Chair. If no Student Co-Chair is appointed by the committee, the committee may continue to function with only a Faculty Chair.
- 6.1.2. Co-Chairs of a standing committee determine their division of labour.
- 6.1.3. Co-Chairs facilitate meetings in keeping with Sections 3.2, 3.3, and 3.6-3.10.
- 6.1.4. Either or both Co-Chairs may join Steering or Constitution. At least one Co-Chair from each standing committee or a delegate serves as a member of the Steering Committee and the Constitution Committee, attending meetings to report for and represent their standing committee.
- 6.1.5. The Co-Chairs of each committee recruit for their own committee and endeavor to secure adequate diversity of representation from faculty, staff, and students.
- 6.1.6. Co-Chairs (for the next academic year) or Interim Co-Chairs should be selected by consensus within their committees before the end of winter term in preparation for the next academic year.
- 6.1.7. If either or both Co-Chairs lose the confidence of their Committee or of the Steering Committee, representative(s) of the Standing Committee will bring the issue to Steering for consultation and resolution. When such a decision is being discussed, the Co-Chairs in question have voice but not vote.

- 6.1.8. Co-Chairs are responsible to initiate a conversation within their respective committees to reflect on their work to resist domination and reimagine liberation, referencing the latest relevant reports (e.g. Queen's TRC Task Force Report, PICRDI Report). This will become part of a larger conversation around our collective progress at the annual Steering retreat.

6.2. Standing Committee Membership

- 6.2.1. See Section 3.6 for information about general committee membership requirements. Further information about membership requirements for specific Standing Committees can be found in Sections 6.3-6.5.

6.3. Governance Committees

6.3.1. Constitution Committee

6.3.1.1. *Mandate*

- 6.3.1.1.1. The Constitution Committee crafts and reviews changes to the Constitution as needed and is generally responsible for making sure the Constitution reflects current needs and practices while preserving its core principles.

6.3.1.2. *Duties*

- 6.3.1.2.1. The Constitution Committee is responsible for ensuring that the constitution is maintained and updated, through a process of dialogue with Steering and other Standing and Ad Hoc committees. The Constitution Committee can take initiative to propose changes itself, and also addresses concerns or proposals from members of Steering or from other committees or other members of the Cultural Studies Community.
- 6.3.1.2.2. The Constitution Committee is only responsible for proposing changes for Steering to consider. Any changes the committee proposes to the constitution must be approved by Steering using the normal consensus procedures. The committee must ensure that proposed changes to the Constitution are in line with our Core Principle of Equity, Diversity, Inclusion, and Indigeneity (see Section 3.2.2).
- 6.3.1.2.3. Chairs of Standing Committees may propose changes to the Constitution to either the Constitution Committee or directly to Steering, depending on the complexity of their proposal or implications it may have for other parts of the Constitution.

Consultation with the Co-Chairs of the Constitution Committee is advised.

6.3.1.3. *Composition*

- 6.3.1.3.1. The Steering Committee Co-Chairs are automatically the Co-Chairs of the Constitution Committee. At least one of the Co-Chairs of each Standing Committee, plus either the PD or PC, are automatically members of the Constitution Committee.

6.3.1.4. *Responsibilities of Constitution Committee Co-Chairs*

- 6.3.1.4.1. The Co-Chairs of the Constitution committee shall set agendas for meetings through consultation with committee members, keep track of action items from previous meetings, and watch for items referred from other committees.
- 6.3.1.4.2. They initiate a conversation within the committee that considers ways in which the Constitution might need to be revised in order to better reflect our commitment to resist domination and reimagine liberation as part of a larger conversation around Steering's collective progress at the annual Steering Retreat (see Sections 6.1.8 and 3.2.2).
- 6.3.1.4.3. Distribute the agenda, via email, along with relevant attachments, at least 24 hours prior to each meeting.
- 6.3.1.4.4. Make approved changes to the Constitution document and ensure that the revised document is posted on the Cultural Studies website in a timely fashion.

6.3.2. Curriculum Committee

6.3.2.1. *Mandate*

- 6.3.2.1.1. The Curriculum Committee is mandated with managing and reviewing CUST programs of study, including curriculum, academic processes (such as qualifying exams, etc.), and all courses, and for ensuring teaching positions are filled.

6.3.2.2. *Duties and Responsibilities*

- 6.3.2.2.1. Reviewing and updating program requirements, as necessary, in consultation with the CUST community.
- 6.3.2.2.2. Generating appropriate calendar descriptions as needed.
- 6.3.2.2.3. Proposing new programs of study in response to needs or opportunities arising.
- 6.3.2.2.4. Periodically reviewing policies and guidelines concerning students' progression through their program of study (e.g.

- exams, thesis proposal process, supervision), in liaison with the Research-Creation and CoBRA committees.
- 6.3.2.2.5. Ideally before the end of the fall term, in accordance with the CA, determining which courses will be offered and who will teach them, selecting from those interested. Recommendations are then forwarded to the Steering Committee for approval.
- 6.3.2.2.6. Facilitating communication among instructors of CUST courses.
- 6.3.2.2.7. In keeping with CUST's overall commitment to EDII, ensuring concerns of equity, diversity, inclusion, and Indigeneity are represented in CUST course offerings.
- 6.3.2.3. *Composition*
- 6.3.2.3.1. Either the PD and/or PC (at least one), or at least one CD, is a member of the Curriculum Committee. If possible and available, a PA may also attend.

6.4. Operations Committees

6.4.1. Admissions Committee

6.4.1.1. *Mandate*

- 6.4.1.1.1. The Admissions Committee is mandated with managing Cultural Studies graduate student admissions.

6.4.1.2. *Duties and Responsibilities*

- 6.4.1.2.1. The Admissions Committee selects incoming students for admission into the Cultural Studies Program.
- 6.4.1.2.2. Since Admissions decisions are confidential in nature, the details of the discussions of particular student files are not recorded.

6.4.1.3. *Composition*

- 6.4.1.3.1. The PD is the Chair of the Admissions Committee and actively solicits membership, which is open to all faculty affiliated with the program, with no maximum.
- 6.4.1.3.2. The chair also strives to get representation from as wide a variety as possible of departments, streams, theoretical, methodological, and types of theses/projects.
- 6.4.1.3.3. Students may not attend meetings or participate in the work of this committee.

6.4.2. CUST Unit Research Ethics Board (REB)

6.4.2.1. *Mandate*

- 6.4.2.1.1. The CUST Unit REB is charged by the Queen's University General Research Ethics Board (GREB) with providing initial research ethics review for Cultural Studies research that involves human participants in accordance with GREB Policy – "Unit REB Policies & Procedures".

6.4.2.2. *Duties and Responsibilities*

- 6.4.2.2.1. The bulk of this work is carried out electronically, using the Queen's Human Ethics Application e-System (TRAQ). The CUST Unit REB meets on an as-needed basis to deal with non-routine applications or questions of general policy.
- 6.4.2.2.2. Offering a yearly training session that covers basic principles of ethical research conduct, as well as the "nuts and bolts" of the application process.
- 6.4.2.2.3. Raising the profile and understanding of research ethics issues and procedures among members of the CUST community.
- 6.4.2.2.4. When the need arises, the UREB will educate GREB and lobby for changes that will better reflect research practices in the unit.
- 6.4.2.2.5. Presenting a regular report to Steering, via the chair of the Unit REB committee or delegate.
- 6.4.2.2.6. Ensuring that appropriate expertise is available for reviewing applications, by maintaining and mentoring a pool of faculty and students who have done the training for ethics review.

6.4.2.3. *Composition*

- 6.4.2.3.1. The CUST Unit REB includes at least one CUST Faculty Member as well as students and staff members as appropriate and available. The chair is a faculty member, approved by the Steering Committee. The chair acts as the signing authority on the ROMEO system and liaises with GREB.
- 6.4.2.3.2. Student members contribute to the ethics review by reading the applications and providing comments through email and/or face to face meeting to the chair. The chair collates all of the comments and provides them via the ROMEO system and/or in face-to-face meetings.

6.4.3. Communication and Recruitment

6.4.3.1. *Mandate*

- 6.4.3.1.1. The mandate of the CUST Communication and Recruitment Committee is to advertise and promote the CUST program in order to attract PhD and MA applicants. The committee provides mentorship and advice to prospective students, and engages in targeted recruitment activities at the program, university and community levels that seek to generate interest in and facilitate engagement with the CUST program. The Committee creates and maintains content in all media related to recruitment and corresponds with prospective students and affiliated faculty.
- 6.4.3.2. *Duties and Responsibilities*
 - 6.4.3.2.1. Creating and maintaining content in all media, to advertise and promote the program
 - 6.4.3.2.2. Acting as mentors to students interested in the program, and advising incoming students
 - 6.4.3.2.3. Communicating with students interested with the program as needed
 - 6.4.3.2.4. Being aware of the areas of expertise and interest of all CUST faculty, since directing students to supervisors is crucial to the health of the program
 - 6.4.3.2.5. Encouraging and soliciting student participation on the committee
 - 6.4.3.2.6. Taking part in recruitment activities organized at the university level (e.g. recruitment webinars, university-wide recruitment activities, etc.)
 - 6.4.3.2.7. Organizing CUST recruitment events for prospective students and acting as ambassadors for the program within Queen's and beyond
 - 6.4.3.2.8. Liaising with other organizations and units within Queen's responsible for recruitment
 - 6.4.3.2.9. Making a regular report to the Steering Committee as part of the section of the meeting devoted to reports from Committees.
- 6.4.3.3. *Composition*
 - 6.4.3.3.1. Either the PC, PD, or when applicable one of the CDs is a member of this committee (see Sections 7.1.16 and 8.1.6).
 - 6.4.3.3.2. If possible and available, the Communications, Recruitment, Admissions, and Records Assistant or another PA may sit on this committee.

6.5. Intellectual and Community Development Committees

6.5.1. Research-Creation Committee

6.5.1.1. *Mandate*

6.5.1.1.1. The Research-Creation committee meets as necessary to discuss issues relevant to those faculty and students working as cultural producers.

6.5.1.2. *Duties and Responsibilities*

6.5.1.2.1. To foster a community hub for all CUST members who engage in research-creation by sharing resources, providing assistance with conceptual development, facilitating mutual critiques, and assisting in distribution and exposure of the creative work produced within research-creation projects.

6.5.1.2.2. To advocate for research-creation within the unit, the university and beyond. The committee addresses with the institution the production needs of artists for space, materials, etc. Advocacy may also involve education about research-creation as a form of inquiry and production of knowledge and fundraising to support the work of those involved in research creation.

6.5.1.2.3. To internally archive research-creation theses that come out of CUST so that the program has information and examples for other researchers (students, faculty and community members) to access in order to better understand research-creation in the context of CUST.

6.5.1.2.4. To help facilitate the Ethics Review Board process, both in terms of preparing students for the application process, as well as educating the Queen's University GREB about research creation.

6.5.1.2.5. To review periodically and recommend to Steering changes regarding issues and policies related to research-creation, liaising with the Curriculum and Community-Based Research Committees.

6.5.1.2.6. To make a regular report to the Steering Committee as part of the section of the meeting devoted to reports from Committees.

6.5.2. Community-Based Research Committee (COBRA)

6.5.2.1. *Mandate*

- 6.5.2.1.1. The COBRA committee meets as necessary to discuss issues relevant to those working in the area of community-based research and action.
- 6.5.2.2. *Duties and Responsibilities*
 - 6.5.2.2.1. To foster a community hub for researchers interested in COBRA by sharing guiding principles, questions, and parameters.
 - 6.5.2.2.2. To advocate for community-based research within the unit, the university and beyond. Examples of advocacy could include: providing guidance for those looking to strengthen community connections; addressing the particular demands of community-based research that may require accommodation to existing procedures; providing education about community-based research as a collective form of inquiry and knowledge production; and fundraising to support the work of those involved in community-based research.
 - 6.5.2.2.3. To ensure that current students have access to completed CUST community-based research theses, and to advocate for appropriate archiving practices and technology.
 - 6.5.2.2.4. To help facilitate the Ethics Review Board process, in terms of both preparing students for the application process and educating the Queen's University GREB about community-based research.
 - 6.5.2.2.5. To review periodically and recommend to Steering changes regarding issues and policies concerning COBRA in consultation with the Curriculum and Research-Creation committees.
- 6.5.2.3. *Composition*
 - 6.5.2.3.1. This committee is open to anyone, including those outside the CUST (and university) community.

6.6. Ad Hoc Committees

- 6.6.1. The Steering Committee may, as needed, strike Ad Hoc Committees to take on a specific mandate for a limited period of time. Ad Hoc Committees are governed according to the policies and procedures that apply to all other committees (see Sections 3.2, 3.3, and 6.1).

7. Program Director

7.1. Responsibilities of Program Director

- 7.1.1. Maintain a clear and timely flow of information and consultation with the Steering Committee, other Standing and Ad Hoc Committees, and staff.
- 7.1.2. Liaise with the School of Graduate Studies, the Faculty of Arts and Science, and any other relevant bodies at Queen's where our program needs representation.
- 7.1.3. Find ways to support the work of affiliate faculty members in CUST, including advocating for recognition of their CUST labour by their home departments.
- 7.1.4. Attend university meetings such as Committee of Departments, Arts Council, and Arts & Science Faculty Board, or delegate attendance as necessary.
- 7.1.5. Act as a source of information and guidance for students, and a liaison for faculty members in their roles as teachers, supervisors, and administrators.
- 7.1.6. In consultation with Standing and Ad Hoc Committees, facilitate student recruitment, admissions, and progress through the program.
- 7.1.7. Chair the Admissions Committee.
- 7.1.8. Prepare funding packages for incoming and continuing students.
- 7.1.9. Coordinate or conduct the ranking of student awards, and prepare letters of recommendation.
- 7.1.10. Work with other departments and programs to allocate TAs, RAships and TF-ships to Cultural Studies students.
- 7.1.11. Maintain clear communication with the PC.
- 7.1.12. Manage the finances of the program and keep Steering Committee up to date on budgetary possibilities and constraints.
- 7.1.13. Maintain membership in the Constitution Committee, and Admissions Committee.
- 7.1.14. Report to and consult with Steering regarding the Program's proposed budget for the upcoming year before it is submitted to FAS.
- 7.1.15. Sit on the Steering Committee.
- 7.1.16. In consultation with the PC, decide which of the two will sit on Admissions, Constitution, Curriculum, and Communications and Recruitment.
- 7.1.17. Provide a forum for diverse groups within CUST to raise concerns about equity, diversity, inclusion, and Indigeneity; ensuring these concerns are adequately addressed; and, when appropriate, forwarding them through the appropriate channels (see Section 3.2.2).

7.2. Relationship between Program Director and Steering

- 7.2.1. The CUST PD is a member of the Steering Committee with a voice and a vote. The PD like all other members of Steering always seeks

strong consensus while recognizing the authority of relevant CAs, SGS and other relevant University policies.

7.3. Qualities and skills required of the Program Director

- 7.3.1. During selection and renewal, preference is given to individuals who display the following skills and qualities:
 - 7.3.1.1. A significant record of involvement in the Cultural Studies Program.
 - 7.3.1.2. Experience with administrative or leadership roles within the University.
 - 7.3.1.3. A demonstrated commitment to maintaining collegial relations and acting in the best interests of the program.
 - 7.3.1.4. A demonstrated commitment to such values of the program as interdisciplinarity (see section 3.1), consensus decision making (see section 3.2 and 3.3), and valuing cultural production in the same way as theoretical academic interventions.
 - 7.3.1.5. Competence in areas of responsibility as outlined above.

7.4. Selection and Removal Processes of Program Director

- 7.4.1. The appointment of a candidate for PD is recommended to the University by the Steering Committee. The initial appointment is normally for three years, with an option for renewal for a further two years.
- 7.4.2. The Steering Committee may delegate the task of recommending the appointment of a PD to an ad hoc committee chaired by the Faculty Co-chair of Steering. This ad hoc committee presents its recommendation to Steering as a whole, which makes its final recommendation to the University.

7.5. Procedure for Initial Appointment

- 7.5.1. When the current PD's term has expired, or has not been renewed, or the PD does not wish to continue in the position the chair of Steering sends out a call for nominations, via email, to all faculty, staff, and students associated with the CUST program.
- 7.5.2. When the departure date of the current PD is known in advance, the call for nominations will ideally be issued 9 months in advance of the end of their term.
- 7.5.3. The call for nominations includes a list of the responsibilities of the PD and skills and qualities expected, and the nomination should address

how the proposed candidate meets these criteria. Self-nominations are acceptable.

- 7.5.4. The call also outlines the option for Co-Directorship.
- 7.5.5. The call for nominations must provide a deadline not less than 2 weeks from the first call, and not more than 4 weeks.
- 7.5.6. After the end of the nomination period, the chair of Steering compiles the nominations and disseminates them to the members of the Steering Committee, who meet to discuss their relative merits.
- 7.5.7. At the discretion of the Steering Committee, applicants may then be asked to come for an in-person interview. If one candidate is interviewed in this way, then all must be interviewed as well. Skype or another similar program is an adequate substitute for face-to-face presence when necessary.
- 7.5.8. After having satisfied themselves that they have enough information to make a decision, the Steering Committee chooses a candidate to recommend for appointment.
- 7.5.9. If there is only one application, the candidate(s) must still be formally approved by the Steering Committee.
- 7.5.10. If no decision can be made, the process may start again, or Steering can proceed to select an Acting Program Director.
- 7.5.11. The goal of this process is to make an appointment by December 1, or as soon as is reasonably possible before the new PD or CDs take over the role.

7.6. Renewal of Program Director

- 7.6.1. If the incumbent PD wishes to continue for a second term of two years, the Steering Committee conducts a review initiated by the chair of the Steering Committee and then makes a decision about the renewal.
- 7.6.2. The Steering Committee may delegate the task of recommending a decision to an ad hoc committee, which is chaired by the Faculty Co-Chair of Steering. This ad hoc committee presents a recommendation to Steering as a whole, which makes a final decision.
- 7.6.3. In order to leave time to recruit and approve a new Director if necessary, the review should be concluded by 3 months before the expiry of the current PD's term.

7.7. Renewal Timeline

- 7.7.1. Once the renewal process has begun, the Co-Chairs of Steering send out an email to all CUST faculty, students, and staff, requesting their comments on the current PD/CDs' job performance.
- 7.7.2. The call for comments refers to the Responsibilities, Qualities & Skills outlined in Sections 7.1 and 7.3. Comments should be framed with attention to the context of the program, that is, where it has been, where it is, and where it might be going.
- 7.7.3. Comments are sent, via email, to the Co-Chairs of Steering. The sender of all comments must be identified. Senders can, however, request that their name be withheld.
- 7.7.4. The PD is asked to submit a self-review using the same criteria.
- 7.7.5. The deadline for the receipt of all comments and the self-evaluation is one month after the call has been issued.
- 7.7.6. Comments are collated by the Co-Chairs of Steering, then brought to a meeting or portion of a meeting not attended by the current PD/CDs. This meeting is minuted as usual. At the meeting, the members of Steering deliberate upon the materials collected via the review and attempt to come to a decision.
- 7.7.7. If a decision on renewal cannot be reached at this point, the Co-Chairs of Steering send a summary of materials and comments, fully anonymized, to the PD, who is then invited to a meeting with the Steering Committee to discuss the file. Once both the PD (or CDs) and other Steering members have satisfied themselves that all necessary discussions have been completed, the Steering Committee tries to reach consensus again, either at that same meeting, without the PD present, or at a different meeting, again without the PD present.

7.8. Expiry of Program Director

- 7.8.1. If the current PD does not wish to continue for a second term, or has already served for two terms, then the process for selecting a new PD begins.

7.9. Removal of Program Director

- 7.9.1. If the PD (or CDs) lose(s) the confidence of the Steering Committee (e.g. by failure to adequately consult, failure to carry out their duties, or a violation of a relevant Collective Agreement), the Steering Committee can recommend to the appropriate University administrators that the PD or CDs be removed. In making decisions of this sort, the PD has voice but not vote.

7.10. Acting Program Director

- 7.10.1. The Steering Committee may recommend the appointment of an acting PD when necessary, for a term of 6 months to one year.
- 7.10.2. The same procedure used for appointing a PD is followed; however, timelines may be made tighter as needed.

7.11. Emergency Replacement of the Director (Interim Program Director)

- 7.11.1. The Steering Committee should when possible be consulted about the emergency replacement of the PD or CDs. See Section 3.11 regarding Fast-Action Procedures if necessary.

8. Program Coordinator

8.1. Responsibilities of Program Coordinator

- 8.1.1. Plan and implement the content of CUST 802, including student workshops and public talks and events, with CUST community consultation.
- 8.1.2. Manage the CUST 802 budget and report at the end of the academic year.
- 8.1.3. Act as alternate signatory on official program documents if the PD is unavailable.
- 8.1.4. Serve as an alternate for the Committee of Departments, Arts Council, and Arts & Science Faculty Board, and other such university meetings
- 8.1.5. Sits on the Steering Committee.
- 8.1.6. In consultation with the PD, decides which of the two will sit on Admissions, Constitution, Curriculum, and Communications and Recruitment.
- 8.1.7. Participate in scholarship ranking processes.
- 8.1.8. Serve as Faculty Co-Chair of the Curriculum Committee.
- 8.1.9. Maintain clear communication with the PD.
- 8.1.10. The PC may delegate some of their responsibilities to qualified affiliated faculty members.

8.2. Relationship between Program Coordinator and Steering

- 8.2.1. The PC is a member of the Steering Committee with a voice and a vote. Like all other members of Steering, the PC always seeks strong consensus while recognizing the authority of relevant CAs, SGS and other relevant University policies.

8.3. Qualities and skills required of the Program Coordinator

- 8.3.1. A significant record of involvement in the Cultural Studies Program

- 8.3.2. Administrative or leadership experience.
- 8.3.3. A demonstrated commitment to the core values of the CUST program, including interdisciplinarity as a pedagogical practice and principle, the importance of cultural production and theory, as well as collaborative and consensus-based decision-making.

8.4. Initial appointment and Term Length

- 8.4.1. Steering or a designated ad hoc committee serves as the appointment committee which recommends the candidate for appointment to the position of PC by the University. Compensation and/or secondment from a home unit is contracted in accordance with the Queen's-QUFA CA.
- 8.4.2. The initial appointment is normally for two years, with an option for renewal for a further year. The term of the PC normally begins on July 1st.

8.5. Appointment Process

- 8.5.1. 6 months prior to the end of the term of the current PC, the Co-Chairs of Steering send out a call for nominations, via email, to all faculty, staff, and students associated with the CUST program.
- 8.5.2. The call for nominations includes a list of the responsibilities, qualities, and skills listed in Section 8.1 and 8.3. The nomination should address how the proposed candidate meets these criteria. Self-nominations are acceptable.
- 8.5.3. The call for nominations must provide a deadline not less than 2 weeks from the first call, and not more than 4 weeks.
- 8.5.4. After the end of the nomination period, the Co-Chairs of Steering compile the nominations and disseminate them to the members of the Steering Committee or Ad Hoc Committee, which meets to discuss their relative merits.
- 8.5.5. The Steering Committee may delegate the task of making an appointment recommendation to an ad hoc appointment committee, which is chaired by the Faculty Co-Chair of Steering. This committee presents its recommendation to Steering as a whole, which makes an appointment recommendation to the University.
- 8.5.6. At the discretion of the Steering Committee, applicants may be asked to come for an in-person interview. Remote connection is an acceptable substitute for face-to-face presence when necessary. If any applicant is interviewed, then all must be interviewed.

- 8.5.7. After having satisfied themselves that they have enough information to make a decision, the Steering Committee chooses a candidate according to normal procedures regarding quorum and decision making.
- 8.5.8. If no decision can be made, the process may start again, or Steering can proceed to select an Acting Program Coordinator.

8.6. Renewal of Program Coordinator

- 8.6.1. If the incumbent PC wishes to continue for a second term of one year, the Steering Committee must approve the renewal. As part of this process, a review is conducted by the Faculty Co-Chair of the Steering Committee, who solicits input from all students, faculty, and staff involved in the program. In making the renewal decision, the PD and PC have voice but not vote (i.e. cannot block a consensus).
- 8.6.2. The Steering Committee may delegate the task of recommending a renewal decision to an ad hoc committee, which is chaired by the Faculty Co-chair of Steering. This ad hoc committee presents a recommendation to Steering as a whole, which makes a final decision.
- 8.6.3. In order to leave time to recruit and approve a new PC if necessary, the review should be started by 6 months before the expiry of the current PC's term.

8.7. Renewal Timeline

- 8.7.1. Six months prior to the expiry of the current PC's term, the Co-Chairs of Steering send out an email to all CUST faculty, students, and staff requesting their input to help evaluate the job performance of the current PC. The evaluation is based on the Responsibilities, Qualities & Skills outlined in this document, which are included in the call for participation. CUST community members are asked to frame their comments with attention to the context of the program, that is, where it has been, where it is, and where it might be going.
- 8.7.2. Comments are sent, via email, to the Co-Chairs of Steering. The sender of all comments must be identified to the Co-Chairs of Steering. Senders can, however, request anonymity when the collated comments are forwarded to Steering Committee for review.
- 8.7.3. The Co-Chairs of Steering prepare a report to Steering based on the feedback received.
- 8.7.4. The PC is asked to submit a self-review using the same criteria.
- 8.7.5. The deadline for the receipt of all evaluations is one month after the call has been issued.

- 8.7.6. The self-review and report on evaluative feedback received is brought to Steering or the relevant ad hoc committee which is not attended by the incumbent PC. This meeting is minuted as usual. The decision of Steering is communicated to the incumbent PC by the Faculty Co-chair of Steering.
- 8.7.7. If a consensus decision on renewal cannot be reached at this point, the incumbent PC is invited to a meet with the Steering Committee to discuss the file and address concerns raised. After the incumbent PC leaves the meeting the Steering Committee tries again to reach consensus.
- 8.7.8. Regardless of the outcome, the evaluative report is shared with the incumbent PC.

8.8. Expiry of term of Program Coordinator

- 8.8.1. If the current PC does not wish to continue for a second term, or has already served for two terms, then the process for selecting a new PC begins.

8.9. Removal of Program Coordinator

- 8.9.1. If the PC (or CDs) lose(s) the confidence of the Steering Committee (e.g. by failure to adequately consult, failure to carry out their duties, or a violation of a relevant CA), the Steering Committee can recommend to the appropriate University administrators that the PC or CDs be removed. In making decisions of this sort, the PC has voice but not vote.

8.10. Acting Program Coordinator

- 8.10.1. The Steering Committee may recommend the appointment of an Acting Program Coordinator when necessary, for a term of 6 months to one year.
- 8.10.2. The same procedure used for appointing a PC applies with appropriately modified timelines.

8.11. Emergency Replacement of Program Coordinator (Interim Program Coordinator)

- 8.11.1. When possible, the Steering Committee should be consulted by the appropriate university administrators and the PD before the emergency replacement of the PC. See Section 3.11 regarding Fast-Action Procedures if necessary.

9. Program Administrators

- 9.1. PAs are employees of Queen's University, assigned to work within the Cultural Studies Program.
- 9.2. The PAs' job descriptions and employment supervisors are governed by relevant CAs and contracts.
- 9.3. The PAs work closely with Steering, the Steering Co-Chairs, the PD and PC to ensure the productive and smooth operations of the CUST program.
- 9.4. The PAs are voting members of the Steering Committee.
- 9.5. The PAs are welcome to sit on any standing committees as appropriate, workload permitting.