

## NIPISSING UNIVERSITY

Policy Category:	Human Resources
Policy Number:	3.1.2012.B
Policy Name:	Search/Appointment/Reappointment of Senior Academic Administrative Officers
Responsible Department:	Office of the President
Approval Date:	April 5, 2012 (original policy)
Approval Authority:	Board of Governors
Last Updated:	May 2014
Review Date:	February 2018

### **POLICY 3.1.2012.B    SEARCH/APPOINTMENT/REAPPOINTMENT OF SENIOR ACADEMIC ADMINISTRATIVE OFFICERS**

#### **A. Introduction**

#### **B. General**

#### **C. Basic Principles**

#### **D. Procedures & Rules for Operation of the Search Committee**

#### **E. Composition of Search Committees**

- 1. President and Vice-Chancellor**
- 2. Vice-President, Academic & Research**
- 3. Deans**
- 4. Associate Deans**

#### **F. Length of Term of Office**

#### **G. Role of the Search Firm**

#### **H. Compensation Agreement & Termination Clauses**

#### **I. Review/Reappointment Procedures**

### **A. INTRODUCTION**

The Nipissing University Act (1992) empowers the Board of Governors to appoint Senior Academic Administrative Officers to the University. Such appointments will be in accordance with the Appointment/Reappointment Policy and Procedures for Senior Academic Administrative Officers of Nipissing University as set out below.

## **B. GENERAL**

This policy applies to all senior academic appointments at the rank of Associate Dean or higher for which an earned doctorate is a normal requirement and where a faculty appointment with tenure is expected.

The process by which appointments/reappointments of senior academic administrative officers are made should be publicized widely within the University community. The individuals charged with making decisions on appointments/reappointments should be accountable and therefore provide a rationale for their decisions.

The composition and terms of reference for the respective Search Committees, as determined by the Senate and Board of Governors, are set out in this Appointment/Reappointment Policy and Procedures for Senior Academic Administrative Officers.

### Academic Tenure and Senior Appointments

Where appropriate, a person appointed to a senior academic administrative position shall also be accorded an academic appointment. The Search Committee shall recommend the appointment of the successful candidate at an appropriate rank with tenure in an appropriate academic department/division.

A person appointed to an administrative position with an academic appointment shall retain the privileges of tenure and academic freedom.

Where a person holding an academic appointment with tenure relinquishes her/his administrative duties, she/he may assume duties in the academic department/division on a full-time basis following their administrative leave.

## **C. BASIC PRINCIPLES**

With the exception of the position of President, the appointment of Senior Academic Administrative Officers shall be made on the recommendation of the President to the Board of Governors together with a written report of the Search Committee.

In the event that the President disagrees with the recommendation of the committee or recommends a different name, the President shall submit his/her rationale for the disagreement, along with the recommendation of the Search Committee, to the Board of Governors. The Board of Governors shall make the appointment. The term of office for Senior Academic Administrative Officers is defined in Section F.

The following principles should apply to the Search Committee:

1. The Principal (defined as the immediate supervisor) should be involved in the selection of the subordinate; and
2. The constituencies most directly involved should be represented; and
3. The confidentiality of the search process shall be maintained and respected by all involved. Confidentiality requirements for search committee members extend beyond the conclusion of the search process; they are deemed to be permanent.

The committee structure and search process shall reflect the values represented within Nipissing University's culture, ensure equity, and preserve the dignity and rights of all individuals as delineated in our Harassment and Discrimination policy. All Search Committee members will be provided with a copy of the Harassment and Discrimination policy.

The University is committed to providing equal employment opportunities to all individuals regardless of age, sex, disability, ethnic origin, race or any other grounds as stipulated in the Ontario Human Rights Code.

The University will undertake positive steps to promote the full participation and integration of women, visible minorities, aboriginal people and persons with disabilities.

A majority of the Search Committee shall be composed of persons elected to the committee. All efforts will be made to achieve a search committee composition that is gender balanced and reflects the composition of the Nipissing University community.

#### **D. PROCEDURES & RULES FOR OPERATION OF THE SEARCH COMMITTEE**

1. Wherever possible, the appropriate Search Committee shall be established at least twelve (12) months, but no more than eighteen (18) months, prior to the end of any term of office.
2. Where a body such as the Board of Governors, Senate, non-academic employees or Faculty is responsible for the election of persons to a Search Committee, that body shall determine the method of electing its representatives with the goal to work expeditiously.
3. Initiatives leading to the formation of a search committee shall be taken by the individual responsible for the position which is vacant or will fall vacant. This includes ensuring that elections of members of search committees are properly conducted. The Principal shall be the Chair of the search committee and will be a full participating member. With the exception of the Board of Governors members and students, all elected members of the Search Committee shall be full-time Nipissing University employees who have completed their probationary period. Faculty members shall be tenured members.
4. All the elections shall be held simultaneously or as close to each other as practically possible. In any event, none of the election results shall be announced until all elections have been held.
5. The Chair of the Search Committee shall ensure that all committee members are familiar with the process and materials under consideration. The Chair shall provide to each of the committee members a copy of this Appointment/ Reappointment Policy and Procedures for Senior Academic Administrative Officers of Nipissing University. The Chair will also work to create an environment in which any and all concerns can be fully addressed.
6. Following the first meeting of the Search Committee, the Chair shall notify the University community of the names of the members of the Committee for informational purposes.
7. Where a member of a Search Committee consents to be a candidate for the position under consideration, she/he shall cease to be a member of the Committee. A Search Committee member must declare their candidacy before the job description/profile has been finalized. .
8. Where a member of the Search Committee ceases to be a member of the Committee for any reason, a successor shall be chosen in the same manner as the person withdrawing, unless the first interview has been conducted, in which case the seat shall remain vacant.
9. All senior academic administrative openings, except when the Reappointment Committee recommends reappointment, will be advertised internally and externally. The proper placement of internal and external advertising will be the responsibility of the Chair of the Search Committee following the approval of the President. The complete advertisement will be available on the University's website.
10. Once applications have been received, members of the Search Committee shall declare all possible conflicts of interest. In the event of a perceived conflict of interest that could compromise or be seen to compromise the member's judgment of the candidates, she/he shall disclose the nature of that conflict to the Committee in sufficient detail to enable the Committee to determine whether the member must resign from the Committee.
11. All applications shall be reviewed and considered under a set of criteria established by the Search Committee and a short list of candidates shall be interviewed.

12. The Search Committee shall meet in camera and their deliberations shall be strictly confidential. A person who has breached confidentiality shall be subject to sanction by the Chair up to and including dismissal from the Committee and forfeiture of constituency representation. There is no appeal to the sanction imposed by the Chair.
13. All members of the Search Committee shall have one vote, including the Chair. The ex officio member of the Search Committee (Director, Human Resources) shall be non-voting. If a member of the Search Committee is absent for an interview of one of the candidates, she/he shall not participate in the voting or deliberation process as each voting committee member must be in a position to weigh the merits of each candidate prior to making a recommendation. However, if the search process involves other rounds of interviews and voting, the member may participate in the voting or deliberation for those subsequent rounds.
14. Advice, actions, and recommendations of the Search Committee should be through formal motions and voting. The determination of choice among “short list” candidates shall be by secret ballot. The Search Committee shall elect two of its members to assist the Chair in counting the ballots.
15. The Search Committee may invite, for formal consultation, persons not associated with the University but who, in the opinion of the Search Committee, are in a position to offer wise or expert advice on the appointment in question.
16. The Search Committee may provide opportunity for relevant groups and/or individuals (e.g. Chancellor, Nipissing University Student Union, University Management Group, union executives, Senate executives, etc.), as determined by the Search Committee, to meet with the short-listed candidates. Such meetings will be conducted as part of the confidential search process, and any groups and/or individuals invited to take part must agree to abide by the confidentiality requirements of the search process. The relevant groups and/or individuals shall be given five (5) working days to provide feedback to the Search Committee on their meetings with the candidates.
17. The Search Committee shall ensure that interview questions are based on pre-established job-related criteria (including core competencies). The Committee shall acquaint itself of the requirements of the position through discussion, meeting with the incumbent and others, if required, and shall then establish criteria on which the candidates will be judged. Behavioural and situational questions shall be asked of all short-listed candidates.
18. The Search Committee shall recommend one person for the appointment. The candidate recommended for appointment must come from the list of candidates interviewed. The recommendation may go forward only with the agreement of the majority of the Committee.
19. The Search Committee’s recommendation shall include a report describing the procedures followed, the number of candidates considered, and their recommendation for appointment. The Search Committee is disbanded once it makes its recommendation.
20. Upon receiving the recommendation of the Committee, the President will make a recommendation to the Board of Governors together with the written report of the Committee. In the event that the President disagrees with the recommendation of the Committee, the President shall submit a rationale for the disagreement to the Committee and to the Board of Governors.
21. If the Search Committee fails to make a recommendation for a candidate, the search will be deemed a failed search and a new search will be initiated. The Principal will decide if a new committee shall be struck or if the new search will be conducted with the original search committee.
22. Documentation, including the Search Committee’s recommendation and report, shall be kept in the Human Resources office for twelve (12) months.

23. Documentation of the Reappointment Committee shall be kept in the Human Resources office for twelve (12) months.
24. On those matters not set out above, the Search Committee shall establish its own procedures.

## **E. COMPOSITION OF SEARCH COMMITTEES**

### **1. President and Vice-Chancellor**

The composition of the Search Committee for the President and Vice-Chancellor shall include a Chair and ten (10) other members as follows:

- (a) The Chair of the Board of Governors (or designate) who shall be Chair;
- (b) Two (2) external members of the Board of Governors (elected by the Board of Governors);
- (c) One (1) Vice Presidents (appointed by the Chair of the Board of Governors);
- (d) One (1) Dean (appointed by the Chair of the Board of Governors);
- (e) Three (3) tenured faculty members with one from each faculty (elected by the Senate);
- (f) One (1) regular full-time administrator (elected by the administrative staff); and
- (g) One (1) regular full-time support staff (elected by the support staff).
- (h) One (1) student (elected by Nipissing University Student Union).

Total: 11 Committee Members/11 Voting Members

The Director, Human Resources will be an ex-officio, non-voting member of the Search Committee.

### **2. Vice-President, Academic & Research**

The membership of a Search Committee for the Vice-President, Academic & Research shall have a Chair and be composed of nine (9) other members as follows:

- (a) The President & Vice-Chancellor (or designate) who shall be Chair ;
- (b) One (1) external member of the Board of Governors (elected by the Board of Governors);
- (c) One (1) Vice-President (appointed by the President & Vice Chancellor);
- (d) One (1) Dean or Associate Dean (appointed by the President & Vice Chancellor);
- (e) Four (4) tenured faculty members with one from each faculty (elected by Senate);
- (f) One (1) non-academic regular full-time staff member (elected by support staff and administration); and
- (g) One (1) student (elected by the Nipissing University Student Union).

Total: 10 Committee Members/10 Voting Members

The Director, Human Resources will be an ex-officio, non-voting member of the Search Committee.

## **2. Associate or Assistant Vice-President, Academic & Research**

The membership of a Search Committee for the Vice-President, Academic & Research shall have a Chair and be composed of nine (9) other members as follows:

- (a) The Vice-President, Academic and Research (or designate) who shall be Chair;
- (b) One (1) external member of the Board of Governors (elected by the Board of Governors);
- (c) One (1) Vice-President or Associate/Assistant Vice-President (appointed by the Vice-President, Academic and Research;
- (d) One (1) Dean or Associate Dean (appointed by the President & Vice Chancellor);
- (e) Four (4) tenured faculty members with one from each faculty (elected by Senate);
- (f) One (1) non-academic regular full-time staff member (elected by support staff and administration); and
- (g) One (1) student (elected by the Nipissing University Student Union).

Total: 10 Committee Members/10 Voting Members

The Director, Human Resources will be an ex-officio, non-voting member of the Search Committee.

## **3. Deans**

The membership of a Search Committee for the Dean's position shall have a Chair and be composed of seven (7) other members as follows:

- (a) The Vice-President, Academic & Research (or designate), who shall be Chair;
- (b) One (1) faculty member from a Faculty other than the one for which the Dean is being selected (elected by Senate)
- (c) One (1) Dean appointed by the Vice-President, Academic & Research.
- (d) Three (3) tenured faculty members from the Faculty for which the Dean is being selected (elected by Senate);
- (e) One (1) non-academic regular full-time staff member elected by and from those members of the non-academic staff (Administrative and Support); and
- (f) One (1) student (elected by the Nipissing University Student Union).

Total: 8 Committee Members/8 Voting Members

The Director, Human Resources will be an ex-officio, non-voting member of the Search Committee.

## **4. Associate Deans**

The membership of a Search Committee for an Associate Dean shall have a Chair who will be the supervisor of the said Associate Dean. The Dean will work with the Director, Human Resources, to develop a representational search committee.

## **F. LENGTH OF TERM OF OFFICE**

Term of office for the President and Vice Chancellor, and Vice President, Academic and Research shall normally be five (5) years, with the opportunity for reappointment as per Section I. The term of office for Deans shall normally be five (5) years, renewable for five (5) years, to a maximum of ten (10) years. The term of office for the Associate Deans shall normally be three (3) years, renewable for three (3) years, to a maximum of six (6) years.

Reappointment beyond a second consecutive term should be considered unusual and will occur only if there are compelling reasons, as specified by the Search Committee, along with strong support throughout the University community. (See Section I for reappointment procedures.)

If the incumbent's office becomes vacant through death, resignation, or other causes, it is the Principal's responsibility to appoint an interim senior academic administrator and to initiate the process of filling the vacancy as prescribed in Section E - Composition of Search Committees. The term of office of the interim academic administrator should be of sufficient length for the Search Committee to complete its task and normally should not exceed twelve (12) months.

## **G. ROLE OF THE SEARCH FIRM**

An executive search firm/consultant will be retained for the senior academic administrative positions of President and Vice Chancellor. The President will determine, **on a per search basis**, whether a search firm/consultant shall be retained for other senior academic administrative officers and may seek advice from the Search Committee on this matter.

If a search firm is deemed warranted, the lead search consultant will provide services that may include but are not limited to the following:

- becoming involved in the pre-search stage of the process;
- drafting, formatting and placement of the advertisement;
- reviewing the existing responsibilities and expectations of the position;
- preparing materials for the committee;
- assisting in the drafting of interview questions;
- suggesting presentation topics and candidate presentations to various constituent groups of the University;
- assisting in conducting the interviews;
- providing advice on negotiating the terms and conditions of employment for the recommended candidate;
- conducting post-search follow-up with the successful candidate; and
- conducting 360 degree reference checks, ensuring all information/comments are attributed to the individuals who made them so that appropriate importance/weight/significance can be given to the references.

All references shall be in the form of a written report. The consultant and/or the Director, Human Resources will speak with all individuals the Search Committee wishes or deems appropriate to contact to ensure that all relevant information regarding the candidates is received by the Search Committee. The feedback/references received from the individual(s) the Search Committee asked the consultant or Director, Human Resources to contact shall also be in the form of a written report. The committee will fully consider and weigh the significance of all references and information in order to make the best decision for Nipissing University.

The search firm and lead consultant are a support service and shall not have a vote on the Search Committee.

Whether or not a search firm is deemed warranted, procedures as set out in Section D will continue to apply.

## **H. COMPENSATION AGREEMENT & TERMINATION CLAUSES**

The Presidential Compensation Sub-Committee will negotiate the terms and conditions of the compensation agreement with the President and Vice-Chancellor and will make a recommendation to the Executive Committee of the Board of Governors for their approval.

For other senior academic appointments, the Principal will negotiate a compensation package with the prospective appointee following best practices and guidelines provided by the Director, Human Resources. She/he shall make known to him/her any policy and procedures with respect to the terms of the appointment. The Principal shall provide the candidate a formal written offer describing the terms and conditions of employment. If the appointee accepts the terms of the agreement, the appointee must complete, sign and have the document witnessed. The compensation agreement will contain language with regard to termination of the appointment prior to the end of the term. Termination language/clauses will address resignation, termination with cause and termination without cause.

## **I. REVIEW/REAPPOINTMENT PROCEDURES**

1. Fifteen (15) months before the completion of the term of the incumbent, a reappointment committee shall be struck.
2. The committee shall review the expectations and responsibilities of the respective senior academic administrator.
3. If, after reviewing the criteria for the expectations and responsibilities established for the position, the incumbent elects to stand for a consecutive term, the committee will determine, through the following steps, whether or not to recommend the reappointment:
  - The past performance of the incumbent shall be assessed in the context of the University's future academic direction. Material to be examined by the committee shall include an updated curriculum vitae; the criteria established as part of the search process; the criteria and objectives established for the senior academic administrator at the time of first appointment and progress made toward stated goals which have been outlined as part of the annual appraisal and evaluation process conducted by the Principal; the evaluations carried out by the Principal; and the results of consultations with constituency groups. It is the University's belief that the usefulness of these performance evaluations can be increased through the availability of the perceptions and advice of the faculty, administration, support staff and student input. Accordingly, the Principal will communicate, in writing, with the University community to obtain comments/feedback. All comments/feedback must be written and signed. All comments/feedback will be acknowledged and treated in confidence.
  - In addition, the incumbent shall be invited by the committee to provide a self-assessment, which should include a statement of past and projected leadership in the context of the criteria established for continuation in the position. Further, the incumbent will be asked to prepare a written statement on plans and broad goals for their area of responsibility within the University for the length of term of the reappointment. This statement shall be distributed to members of the community and written response to it will be invited. All submissions with regard to the written statement by the incumbent must be written and signed and will be acknowledged and treated in confidence. The incumbent will be given the opportunity to respond to these submissions. In order to protect confidentiality, the incumbent will be apprised of the content of such material but not of the author's identity.
4. Under normal circumstances, a review should take no longer than eight (8) weeks. During the period of assessment, the committee must ensure that the ability of the incumbent to discharge the duties and responsibilities of the position is not undermined by the process.
5. The incumbent must be advised of the measures to be utilized, as per #3 above, for assessment; the individuals and constituency groups the committee plans to consult; and the schedule for each stage of the process.
6. With the exception of the position of President (as outlined in Basic Principles (Section C)), the committee shall review all evidence and reach a decision on a recommendation to the Principal and the President on reappointment by simple majority vote. The President will make the recommendation to the Board of Governors together with the written report of the Committee. In the event that the President disagrees with the recommendation of the Committee, the President shall submit a rationale for the disagreement to the



Committee and to the Board of Governors. If the decision for reappointment is negative, the incumbent shall be advised as soon as possible by the Principal and/or the President and an open search will be conducted. The recommendation for an open search shall be in the form of a report including the rationale for the Committee's recommendations.

7. The recommendation to the Board of Governors for reappointment shall be in the form of a report with recommendations for action. If the Board of Governors decides to offer the reappointment to the incumbent and the incumbent accepts, the motion shall be published. When the Board of Governors has approved the appointment and the incumbent has accepted, there shall be a meeting between the Principal and the incumbent to discuss any issues arising from the reappointment process as they relate to the mandate for the next term.
8. The Reappointment Committee for the President will make a recommendation to the Board of Governors that the incumbent be reappointed or, conversely, that an open search be conducted. It is understood that the Principal for the position of President is the Chair of the Board of Governors. All reappointment procedures (1-7) shall apply, with the exception of #6, whereby the Principal is the Chair of the Board of Governors and the President would be deemed to be in a conflict of interest with regard to the recommendation.
9. The President's Annual Review Process document provides further reference.
10. The composition of the Reappointment Committee shall be the same as the composition of the Search Committee delineated in Section E (1 through 6). The basic principles and applicable procedures and rules for operation of the Search Committee shall apply to the Committee for Review/Reappointment.

Approved by the Executive Committee, acting on behalf of the Board of Governors.  
April 5, 2012

Resolution 2012-04-01:

Moved by P. Belanger, seconded by C. Dennis that the Executive Committee, acting on behalf of the Board of Governors, approve the revised policies and procedures for search/appointment/reappointment of senior academic administrative officers, entitled Policy 3.1.2012 B Search/Appointment/Reappointment of Senior Academic Administrative Officers, dated April 2012.

CARRIED

LIST OF POSITIONS COVERED BY THIS POLICY (as of March 31, 2014). (N.B. This list is for information purposes only, and is not part of the Policy approved by the Board.)

- (1) President and Vice-Chancellor
- (2) Vice-President, Academic and Research
- (3) Associate Vice-President, Academic and Research
- (4) Assistant Vice-President, Research and Graduate Studies
- (5) Dean, Faculty of Applied and Professional Studies
- (6) Dean, Faculty of Arts and Science
- (7) Dean, Schulich School of Education
- (8) Associate Dean, Faculty of Arts and Science
- (9) Associate Dean, Schulich School of Education

Resolution 2014-06-08:

Moved by Dr. T. Bachelder, seconded by B. Windsor that the Board of Governors accept the recommendation of the University Governance Committee that the revisions to Policy 3.1.2012.B Search/Appointment/Reappointment of Senior Academic Administrative Officers be approved as amended.

CARRIED