

**POLICY ON EMPLOYMENT AND REMUNERATION  
OF THE ACADEMIC DEANS AND THE UNIVERSITY LIBRARIAN**

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**Effective Date:** September 16, 2021

**Approval Authority:** Board of Governors

**Supersedes /Amends:** December 9, 2020

**Policy Number:** BD-17

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SCOPE

This Policy shall apply to the Academic Deans and the University Librarian.

This Policy shall be read in conjunction with any applicable legislation and any other applicable University policy, guideline, directive and the like.

PURPOSE

The purpose of this Policy is to establish the parameters of the Remuneration as well as the evaluation process for the Academic Deans and the University Librarian.

DEFINITIONS

For the purposes of this Policy, the following definitions shall apply:

“Administrative Leave” means a paid transition period during which the Academic Dean or the University Librarian may benefit from their Remuneration without having to perform the duties related to their administrative appointment. The purpose of this paid transition is to enable the Academic Dean or the University Librarian to update their skills, reintegrate into research networks and/or carry out any activity that would enable them to deepen their knowledge in order to exercise their professorial duties. The Administrative Leave shall not exceed 12 months.

“Benefits” means the benefits for which University employees may be eligible, such as group insurance, pension, leaves and the like, as amended from time to time.

“Chair” means the person who chairs an Evaluation Committee, namely the Provost and Vice-President, Academic or the Vice-President, Research and Graduate Studies, as applicable, based upon the person to whom the position being evaluated reports.

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“Election Procedures” means the relevant election procedures, which may be adopted from time to time by a particular union or other relevant group in the context of appointments of their members to committees.

“General Increase” means the base salary increase provided to the Academic Deans and the University Librarian to recognize their additional experience and development in their position. The General Increase is one of the two components of the formula to determine the progression in the salary scale.

“Legislative Provisions” means any applicable legislative provision, budgetary rule, guideline, directive and the like.

“Nominal Academic Salary” means the salary an Academic Dean or the University Librarian would earn as a faculty member, i.e. the Concordia University Faculty Association (“CUFA”) grid salary, plus supplements if applicable.

“Remuneration” means any amount paid for the fulfilment of any employment duties, including, but not limited to, annual base salary, stipends, lump sums, allowances and the like.

### POLICY

#### Employment agreements

1. The employment of an Academic Dean or the University Librarian shall be governed by an employment agreement that specifies the position, term, Remuneration, Benefits, severance and, when applicable, any Administrative Leave and any other relevant conditions of employment.
2. The employment agreement must conform to the University employment contract template and must be prepared by the Secretary-General, in consultation, when appropriate, with the Associate Vice-President, Human Resources, prior to its signature. It shall bear the signatures of the Academic Dean or the University Librarian, the relevant Vice-President and the President.

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Teaching Responsibilities

3. An Academic Dean or the University Librarian may be assigned teaching responsibilities as part of their appointment, at the discretion of the relevant Vice-President. All such assigned courses shall be considered as part of the duties eligible for performance review. Such teaching responsibilities shall only be assigned to an Academic Dean or the University Librarian who holds a position in the CUFA bargaining unit before their appointment, or for whom a position in CUFA or a comparable position is held upon the conclusion of the term of their administrative appointment.

Remuneration

4. The salary scale for the Academic Deans and the University Librarian is contained in Appendix A and shall apply at the time of appointment. The salary scale shall be reviewed annually, normally with effect June 1.
5. The Remuneration of the Academic Deans and the University Librarian at the time of appointment shall be approved by the President and reported to the Human Resources Committee of the Board of Governors (the "Human Resources Committee"). The Remuneration, Benefits and severance shall be in accordance with this and any other applicable University policy as well as applicable Legislative Provisions.
6. Any exceptions to the Remuneration, Benefits or severance provided for in this or any other applicable University policy to which an Academic Dean or the University Librarian would normally be entitled must be in accordance with applicable Legislative Provisions and shall be approved by the Human Resources Committee and reported to the Executive Committee of the Board of Governors (the "Executive Committee").
7. The Academic Deans and the University Librarian's progression in the applicable salary scale shall be based on two components: the annual General Increase and the increase on the basis of the performance review, in each case, when applicable. Any such increases must be in accordance with this and any other applicable University policy as well as applicable Legislative Provisions.

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- a) The Academic Deans and the University Librarian's salary shall, when applicable, progress in the applicable salary scale on the basis of an annual General Increase.
  - b) The Academic Deans and the University Librarian's salary shall, when applicable, progress in the applicable salary scale on the basis of an annual confidential performance review conducted by the relevant Vice-President for recommendation to the President. The conclusions of the performance review exercise, including any salary increases, shall be reported to the Human Resources Committee on an annual basis.
8. Any salary adjustments resulting from the above must be in accordance with this and any other applicable University policy as well as applicable Legislative Provisions, and shall normally be made effective June 1.
9. The Academic Deans and the University Librarian shall be excluded from the CUFA bargaining unit during the term of their administrative appointment and subsequent Administrative Leave. For the purposes of determining the salary of Academic Deans or the University Librarian who return to the CUFA bargaining unit upon the conclusion of the term of their administrative appointment, a Nominal Academic Salary shall be notionally maintained during the term of the administrative appointment and subsequent Administrative Leave by applying all of the adjustments accorded to members of CUFA to the Nominal Academic Salary of the Academic Deans or the University Librarian on the day they took office. The same conditions shall apply, adapted as required, to Academic Deans and the University Librarian appointed from outside of the University for whom a position in CUFA is held upon the conclusion of the term of their administrative appointment.
10. In addition to base salary, Benefits and the Administrative Leave specific to the Academic Deans and the University Librarian outlined in [sections 36 to 44](#), the following benefits shall be provided to the Academic Deans and to the University Librarian:

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- a) A professional development allowance which shall not exceed the amount contained in Appendix B and enables the Academic Deans and the University Librarian to maintain their professional activities or assist them with remaining current in their area of expertise.

All expenses incurred for this purpose shall be governed by all applicable University policies, guidelines, directives and the like, and must be approved in advance by the relevant Vice-President. In no event may the professional development allowance be a personal advantage for the Academic Deans or the University Librarian.

- b) An annual vacation of 25 days in addition to the various legal and University holidays. A maximum of 10 days may be carried from 1 year to the next, and this for 2 consecutive years. Should the accumulated vacation not be taken in the 3rd year, it shall be forfeited unless otherwise agreed upon with the relevant Vice-President, in consultation with the Associate Vice-President, Human Resources.
- c) The reimbursement of membership fees of a professional order, subject to the approval of the relevant Vice-President.
- d) Other applicable benefits in accordance with the relevant [Human Resources policies](#), as amended from time to time.

Scholarly research allowance

- 11. The Academic Deans and the University Librarian may receive a scholarly research allowance to maintain their research activities over the course of the term of their administrative appointment. This allowance, which does not constitute Remuneration, is made available for research purposes, including, but not limited to, the employment of research staff, the funding of graduate students and other research-related expenses. In no event may the scholarly research allowance be a personal advantage for the Academic Deans and the University Librarian.

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Evaluation of the Academic Deans and the University Librarian

12. The maximum term that may be served in a particular office by an Academic Dean or the University Librarian shall be set forth in the *Policy on Senior Administrative Appointments* ([BD-5](#)), as amended from time to time.
13. The Chair shall write to the Academic Dean or to the University Librarian during the penultimate year of the first term of their administrative appointment, requesting confirmation as to whether they wish to seek a second term. The Academic Dean or the University Librarian shall respond, in writing, within 10 working days. An absence of response within the deadline shall be construed as an indication that they do not wish to seek a second term.
14. If the Academic Dean or the University Librarian responds in the affirmative, the President shall establish an Evaluation Committee.
15. Evaluation Committees for the Deans of the Faculty of Arts and Science, the Faculty of Fine Arts, the Gina Cody School of Engineering and Computer Science, and the John Molson School of Business shall be composed of 10 members as follows:
  - Chair
  - One external member of the Board of Governors (the “Board”), appointed by the Executive Committee
  - Four full-time faculty members from the faculty where the position is being evaluated, elected in accordance with the Election Procedures
  - One part-time faculty member from the faculty where the position is being evaluated, elected in accordance with the Election Procedures
  - One representative of the administrative and support staff from the faculty where the position is being evaluated, elected in accordance with the Election Procedures
  - One graduate student from the faculty where the position is being evaluated, appointed by the Graduate Students’ Association
  - One undergraduate student from the faculty where the position is being evaluated, appointed by the Concordia Student Union

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16. The Evaluation Committee for the Dean of the School of Health shall be composed of 12 members as follows:
- Two Co-Chairs, namely the Provost and Vice-President, Academic and the Vice-President, Research and Graduate Studies
  - One external member of the Board, appointed by the Executive Committee
  - Five full-time faculty members, two from the Faculty of Arts and Science and one from each of the other faculties, elected in accordance with the Election Procedures
  - One part-time faculty member with health-related expertise, elected in accordance with the Election Procedures
  - One representative of the administrative and support staff from the School of Health, elected in accordance with the Election Procedures
  - One doctoral student working in a health-related field, appointed by the Graduate Students' Association
  - One postdoctoral fellow working in a health-related field, chosen through a process monitored by the School of Graduate Studies
17. The Evaluation Committee for the Dean of Graduate Studies shall be composed of 10 members as follows:
- Chair
  - One external member of the Board, appointed by the Executive Committee
  - Five full-time faculty members, two from the Faculty of Arts and Science and one from each of the other faculties, elected in accordance with the Election Procedures
  - One representative of the administrative and support staff from the School of Graduate Studies, elected in accordance with the Election Procedures
  - Two graduate students, one of whom shall hold a part-time teaching contract, appointed by the Graduate Students' Association
18. The Evaluation Committee for the University Librarian shall be composed of 10 members as follows:
- Chair
  - One external member of the Board, appointed by the Executive Committee
  - Four librarians, elected in accordance with the Election Procedures

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- One part-time faculty member, elected in accordance with the Election Procedures
  - One representative of the administrative and support staff from the Library, elected in accordance with the Election Procedures
  - One graduate student, appointed by the Graduate Students' Association
  - One undergraduate student, appointed by the Concordia Student Union
19. The eligibility requirements to serve on the Board set forth in the University By-Laws shall apply, adapted as required, to faculty members, librarians, members of the administrative and support staff, and students appointed to serve on all evaluation committees established under this Policy.
20. Members of the Evaluation Committee shall serve as individuals and not as delegates of their constituencies. Each member is called upon to exercise their own judgment in the best interests of the University.
21. In conducting its review, the Evaluation Committee shall develop a list of criteria based upon the goals and objectives established at the time of the appointment as well as those established on an annual basis thereafter.
22. The Academic Dean or the University Librarian shall submit a self-evaluation report of no more than 15 pages, excluding appendices.
23. The Evaluation Committee shall solicit views from members of the University community in meetings and/or by inviting brief written submissions with respect to the evaluation criteria referred to in [section 21](#). Comments received shall be dealt with in accordance with the [\*Protocol for Receiving and Transmitting Comments Submitted to Evaluation Committees\*](#), as amended from time to time by the Executive Committee.
24. The Evaluation Committee shall select a person, currently occupying or having recently occupied a comparable position at another University, to serve as a consultant to the Evaluation Committee.
25. The Evaluation Committee shall examine any evidence that it feels it requires, solicited in the manner that it deems most appropriate.



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26. Decisions shall be carried by a majority vote, unless the Evaluation Committee decides to set a higher standard. Voting shall be by secret ballot upon request of any member of the Evaluation Committee.
27. The Chair shall only vote when the outcome of a vote results in a tie. This in no way limits the Chair's right of expression during any or all proceedings.
28. The Evaluation Committee shall meet *in camera*, and its deliberations shall be strictly confidential.
29. In conducting its review, the Evaluation Committee shall ensure that due process is followed. For the purpose of this section, due process is defined as applying the rules of natural justice which comprise two elements:
  - a) *Audi alteram partem* - the duty to give persons affected by a decision a reasonable opportunity to be heard;
  - b) *Nemo iudex in causa sua debet esse* - the duty to reach a decision untainted by bias.
30. The report of the Evaluation Committee shall contain a reasoned recommendation as to whether the Academic Dean or the University Librarian's performance warrants a second term and shall indicate the numerical vote.
31. The motion embodying the Evaluation Committee's recommendation shall be moved by the President.
32. In the event that the Chair does not agree with the recommendation of the Evaluation Committee for an Academic Dean or for the University Librarian, they shall inform the Board as to their reasons for not supporting the recommendation.

Process for reaching a decision on a mid-term departure

33. For Academic Deans or the University Librarian whose performance has been unsatisfactory (either as part of the annual performance review or otherwise), the relevant Vice-President shall discuss the results with the Academic Dean or the University

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Librarian. The relevant Vice-President shall bring the matter to the attention of the President, and the relevant Vice-President shall consult with the Associate Vice-President, Human Resources to discuss the appropriate steps to be taken.

34. The Human Resources Committee shall establish the severance pay provisions for Academic Deans and the University Librarian positions. The severance pay may not exceed 1 year of the base salary that they receive at the time of their departure. Approval by the Human Resources Committee shall be required if the severance pay being paid differs from the contractual terms and same will be reported to the Board on a timely basis.
35. If an Academic Dean or the University Librarian's employment is terminated without cause, they shall, if applicable, elect whether they wish to return to the professorial ranks or not. Should they elect to return to the professorial ranks, their return shall take effect only when the number of months of base salary as Academic Dean or University Librarian represented by the severance pay has elapsed.

Administrative Leave

36. An Academic Dean or the University Librarian who completes one or two terms of an administrative appointment shall be entitled to a single, 1-year Administrative Leave. For greater clarity, an Administrative Leave shall not be prorated, and an Academic Dean or the University Librarian shall not be entitled to an Administrative Leave if they do not complete the first full term of their administrative appointment.
37. An Academic Dean or the University Librarian shall take their Administrative Leave as follows:
  - a) at the conclusion of the first term of their administrative appointment, if not re-appointed for a second term; or
  - b) at the conclusion of the second and final term of their administrative appointment or earlier, if they do not complete their second term.

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38. The Administrative Leave shall be established as set forth below. If the Administrative Leave is taken after the completion of:
- a) the first term of the administrative appointment and at any time prior to the completion of the second term of the administrative appointment, it will be established on the basis of the average base salary earned during the first term of the administrative appointment; or
  - b) the second and final term of the administrative appointment, it will be established on the basis of the average base salary earned during the second term of the administrative appointment.
39. No monetary compensation in lieu of Administrative Leave shall be banked or otherwise deferred.
40. During the Administrative Leave, an Academic Dean or the University Librarian shall only be entitled to receive the base salary referred to in [section 38](#), the professional development allowance and the continuation of the Benefits, as applicable.
41. Subject to the approval from the relevant Vice-President, an Academic Dean or the University Librarian may, while on Administrative Leave, devote the equivalent of up to 1 day per week to relevant outside employment. If an Academic Dean or the University Librarian accepts any employment with another employer which exceeds the equivalent of 1 day per week, they must resign their position at the University and shall forfeit their entitlement to any Administrative Leave.
42. An Administrative Leave may be combined with a sabbatical leave, but the total duration of such combined leaves may not exceed 2 years. In cases where a combined Administrative Leave and sabbatical leave amounts to more than 2 years, monetary compensation must be paid in lieu of the appropriate portion of the Administrative Leave.
43. The Academic Dean or the University Librarian must return to the CUFA bargaining unit in order to take advantage of any of the privileges provided by the CUFA collective agreement (leaves, early retirement, etc.). The term(s) of the administrative appointment and the Administrative Leave will not count towards sabbatical eligibility. The Academic

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Dean or the University Librarian who retires from the University under the relevant section of the CUFA collective agreement during or following the term(s) of their administrative appointments are eligible for retirement-related remuneration only at the Nominal Academic Salary effective at the time of their retirement.

44. An Academic Dean or the University Librarian shall not benefit from both severance pay and Administrative Leave. However, if an Academic Dean or the University Librarian leaves the University with severance pay during their Administrative Leave, the University may pay them the difference, if any, between the base salary received during the Administrative Leave and the value of severance pay to which they would have been entitled if they had not benefited from the Administrative Leave.

Policy Responsibility and Review

45. The Board shall approve this Policy. Following its initial approval, any modifications to the salary scale, the General Increase and the maximum eligible percentage increase for performance shall be approved by Human Resources Committee on an annual basis. Any modification to the professional development allowance amount shall be approved by the President.
46. The overall responsibility for implementing and recommending amendments to this Policy shall rest with the Secretary-General, in collaboration with the Associate Vice-President, Human Resources.

Approved by the Board of Governors on December 9, 2020, and amended on September 16, 2021.

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**APPENDIX A**

**Salary Scale for the Academic Deans and the University Librarian**

Last Updated: June 1, 2025

<b>Positions</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>
Academic Deans and University Librarian	\$276,531	\$345,663	\$414,794

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**APPENDIX B**

**Professional Development Allowance for the Academic Deans and the University Librarian**

Effective Date: June 1, 2022

<b>Positions</b>	<b>PDA Amount</b>
Academic Deans and University Librarian	\$7,500