

POLICY ON SENIOR ADMINISTRATIVE APPOINTMENTS

Effective Date: December 14, 2016

Originating Office: Board of Governors

Supersedes /Amends: May 20, 2015

Policy Number: BD-5

PURPOSE

The purpose of this Policy is to set out the rules and procedures to be followed in conducting the search and selection of senior administrators.

SCOPE

This Policy shall apply to all senior administrators who are appointed by the Board of Governors (the “Board”).

DEFINITIONS

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

“Chair” means the person to whom the position being searched reports.

“Evaluation Committee” means the evaluation committee established in accordance with the *Policy on the Remuneration and Evaluation of Senior Administrators* ([BD-8](#)).

“Senior Academic Administrator” means an individual who is appointed by the Board in an academic leadership position, including the Provost and Vice-President, Academic Affairs, the Vice-President, Research and Graduate Studies, the Academic Deans, the University Librarian and any other position of equivalent rank and responsibility as determined by the Board.

“Senior Administrator” means the President and Vice-Chancellor, any Senior Academic Administrator or any Senior Non-Academic Administrator.

“Senior Non-Academic Administrator” means an individual who is appointed by the Board in a non-academic leadership position.

The eligibility requirements set out in the General 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 Advisory Search Committees established under this Policy.

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POLICY

President and Vice-Chancellor

1. The term of office for the President and Vice-Chancellor (the “President”) shall normally be five years. A standard termination date shall normally be June 30.
2. A President may serve a maximum of two consecutive five-year terms in that office.
3. An Evaluation Committee shall be established when an incumbent has indicated that he/she wishes to seek a second term.
4. An Advisory Search Committee for the President (the “President Search Committee”) shall be established:
 - when an incumbent is completing his/her second consecutive term as President; or
 - when the President has indicated that he/she does not wish to seek a second term; or
 - when the President who is completing a first term has indicated that he/she wishes to seek a second term but has not been recommended for re-appointment; or
 - when the position of President is or is known to imminently become vacant.
5. The Board may extend the term of the President by a period not exceeding one year without undertaking an evaluation.
6. When one of the conditions of article 4 is met, the Board shall establish a President Search Committee whose responsibilities shall include publicizing the vacancy, receiving and evaluating applications, interviewing suitable applicants and selecting a candidate for recommendation to the Board.
7. The establishment of the President Search Committee shall normally be initiated by the Board no later than one year prior to the end of the incumbent’s term of office.
8. The President Search Committee shall be composed of 12 members as follows:
 - Chair
 - 3 external members of the Board, appointed by the Executive Committee of the Board

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- 4 full-time faculty members, 1 from each Faculty, elected in accordance with the Election Procedures which may be adopted from time to time
- 1 part-time faculty member, elected in accordance with the Election Procedures which may be adopted from time to time
- 1 representative of the administrative and support staff, elected in accordance with the Election Procedures which may be adopted from time to time
- 1 graduate student, appointed by the Graduate Students' Association
- 1 undergraduate student, appointed by the Concordia Student Union

The membership of the President Search Committee shall be ratified by the Board.

9. Members of the President Search Committee shall sit as individuals and not as delegates of their constituencies. Each member is called upon to exercise his/her own judgment in the best interests of the University.
10. A draft profile of the ideal candidate shall be prepared by the President Search Committee. Members of the University community shall be provided an opportunity to comment on the draft profile prior to its submission to the Board for approval. Once approved by the Board, the profile shall guide the President Search Committee's deliberations.
11. A Handbook for Advisory Search Committees, prepared and updated by the Office of the General Counsel, shall be provided to each member of the President Search Committee before its first meeting and which shall be used by the President Search Committee to promote fairness and objectivity in the exercise of its functions.
12. When advertising the position, the qualifications and experience needed for the position shall be described in a way that encourages a diverse pool of qualified candidates to apply.
13. Decisions shall be carried by a majority vote, unless the President Search Committee decides to set a higher standard. Voting shall be by secret ballot upon request of any member.
14. The Chair of the President Search Committee 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.

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15. The President Search Committee shall select up to 3 candidates comprising the short-list for presentation to a Special Committee of the Board (the “Special Committee”) whose members shall be appointed by the Executive Committee of the Board. The Special Committee shall be comprised of 8 members: the Chancellor who shall act as Chair and 7 members of the Board, 5 of whom shall be external members and none of whom serve on the President Search Committee.
16. The Special Committee shall be provided with the relevant documentation and the reasons why the candidates are short-listed for the position and shall have the opportunity to meet with the short-listed candidates. Following the review of the short-listed candidates, the Special Committee shall confer with the President Search Committee to decide which candidate shall be presented to the Board.
17. In the event that the Special Committee and the President Search Committee do not agree upon the candidate to be presented to the Board, a meeting shall be convened between those two committees during which the Special Committee shall convey its reasons for not supporting the President Search Committee’s candidate. Following that meeting, in the event that both committees still disagree on the candidate to be presented to the Board, the President Search Committee shall resume the search.
18. The report of the President Search Committee shall contain a reasoned recommendation, shall reflect its conclusions and shall indicate the numerical vote.
19. The motion embodying the President Search Committee’s recommendation shall be moved by the Chair of the Board.

Senior Academic Administrators

20. The term of office for Senior Academic Administrators shall normally be five years. A standard termination date shall normally be June 30.
21. A Senior Academic Administrator may serve a maximum of two consecutive five-year terms in a given office.
22. An Evaluation Committee shall be established when an incumbent has indicated that he/she wishes to seek a second term.

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23. An Advisory Search Committee (the “Search Committee”) shall be established:
- when an incumbent is completing his/her second consecutive term as a Senior Academic Administrator; or
 - when a Senior Academic Administrator has indicated that he/she does not wish to seek a second term; or
 - when a Senior Academic Administrator who is completing a first term has indicated that he/she wishes to seek a second term but has not been recommended for re-appointment; or
 - when the position of a Senior Academic Administrator is or is known to imminently become vacant.
24. On recommendation of the President, the Board may extend the term of a Senior Academic Administrator by a period not exceeding one year without undertaking an evaluation.
25. When one of the conditions of article 23 is met, the President shall establish a Search Committee whose responsibilities shall include publicizing the vacancy, receiving and evaluating applications, interviewing suitable applicants and selecting a candidate for recommendation to the President.
26. The establishment of the Search Committee shall normally be initiated by the President no later than one year prior to the end of the incumbent’s term of office.
27. The Search Committee for the Provost and Vice-President, Academic Affairs and the Vice-President, Research and Graduate Studies shall be composed of 12 members as follows:
- Chair
 - 1 external member of the Board, appointed by the Executive Committee of the Board
 - 5 full-time faculty members, 2 from the Faculty of Arts and Science and 1 from each of the other Faculties, elected in accordance with the Election Procedures which may be adopted from time to time
 - 1 part-time faculty member, elected in accordance with the Election Procedures which may be adopted from time to time
 - 1 librarian, elected in accordance with the Election Procedures which may be adopted from time to time

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- 1 representative of the administrative and support staff from a unit where the position is being searched, elected in accordance with the Election Procedures which the Board may adopt from time to time
 - 1 graduate student, appointed by the Graduate Students' Association
 - 1 undergraduate student, appointed by the Concordia Student Union
28. The Search Committee for the Academic Deans other than the Dean of Graduate Studies shall be composed of 10 members as follows:
- Chair
 - 1 external member of the Board, appointed by the Executive Committee of the Board
 - 4 full-time faculty members from the Faculty where the position is being searched, elected in accordance with the Election Procedures which may be adopted from time to time
 - 1 part-time faculty member from the Faculty where the position is being searched, elected in accordance with the Election Procedures which may be adopted from time to time
 - 1 representative of the administrative and support staff from the Faculty where the position is being searched, elected in accordance with the Election Procedures which may be adopted from time to time
 - 1 graduate student from the Faculty where the position is being searched, appointed by the Graduate Students' Association
 - 1 undergraduate student from the Faculty where the position is being searched, appointed by the Concordia Student Union
29. The Search Committee for the Dean of Graduate Studies shall be composed of 10 members as follows:
- Chair
 - 1 external member of the Board, appointed by the Executive Committee of the Board
 - 5 full-time faculty members, 2 from the Faculty of Arts and Science and 1 from each of the other Faculties, elected in accordance with the Election Procedures which may be adopted from time to time
 - 1 representative of the administrative and support staff from the School of Graduate Studies, elected in accordance with the Election Procedures which may be adopted from time to time

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- 2 graduate students, 1 of whom shall hold a part-time teaching contract, appointed by the Graduate Students' Association
30. The Search Committee for the University Librarian shall be composed of 10 members as follows:
- Chair
 - 1 external member of the Board, appointed by the Executive Committee of the Board
 - 4 librarians, elected in accordance with the Election Procedures which may be adopted from time to time
 - 1 part-time faculty member, elected in accordance with the Election Procedures which may be adopted from time to time
 - 1 representative of the administrative and support staff from the Libraries, elected in accordance with the Election Procedures which may be adopted from time to time
 - 1 graduate student, appointed by the Graduate Students' Association
 - 1 undergraduate student, appointed by the Concordia Student Union
31. Members of the Search Committee shall sit as individuals and not as delegates of their constituencies. Each member is called upon to exercise his/her own judgment in the best interests of the University.
32. A draft profile of the ideal candidate shall be prepared by the Search Committee. Members of the University community shall be provided an opportunity to comment on the draft profile prior to its finalization by the Search Committee. Once finalized, the profile shall guide the Search Committee's deliberations.
33. A Handbook for Advisory Search Committees, prepared and updated by the Office of the General Counsel, shall be provided to each member of the Search Committee before its first meeting and which shall be used by the Search Committee to promote fairness and objectivity in the exercise of its functions.
34. When advertising a position, the qualifications and experience needed for the position shall be described in a way that encourages a diverse pool of qualified candidates to apply.
35. Decisions shall be carried by a majority vote, unless the Search Committee decides to set a higher standard. Voting shall be by secret ballot upon request of any member.

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36. The Chair of the Search Committee 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.
37. Prior to finalizing its recommendation to the President, the Chair of the Search Committee for a Dean or the University Librarian shall confer with the President. In the event that the President does not agree with the recommendation, the President shall direct that the search resume or that it be postponed.
38. The report of the Search Committee to the President shall contain a reasoned recommendation, shall reflect its conclusions and shall indicate the numerical vote.

Senior Non-Academic Administrators

39. The term of office of Senior Non-Academic Administrators shall be normally for a defined term but may be for an indefinite period.
40. In the case of a defined-term appointment, the term shall be normally for a period not exceeding five years. Defined-term appointments are renewable.
41. The President shall recommend to the Board the appointment of Senior Non-Academic Administrators. The President shall consult with members of the administrative units who will report to the Senior Non-Academic Administrator or persons who would most likely interact with the Senior Non-Academic Administrator.
42. Prior to making the recommendation to the Board, the President shall provide the Human Resources Committee with the opportunity to meet with the candidate for Senior Non-Academic Administrator.
43. The Human Resources Committee shall be provided with the relevant documentation and the reasons why the candidate is the person being recommended by the President to the Board. If the Human Resources Committee disagrees with or has strong reservations about the recommendation, it shall so inform the President and shall provide the President with the reasons why it finds the recommended candidate unacceptable. If the President nevertheless decides to make the recommendation to the Board, he/she shall inform the Board as to the Human Resources Committee's disagreement with the recommendation.

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44. In the case of a defined-term appointment, the Board may extend the term of a Senior Non-Academic Administrator by a period not exceeding one year without undertaking an evaluation.

Confidentiality

45. By agreeing to serve on a Search Committee, members are presumed to undertake to respect the limits of confidentiality and owe a duty to one another to protect the free expression of opinion in deliberations as to preserve the integrity of the process. Members shall, at all times, respect the standards of integrity, civility and ethical behavior.
46. All Search Committees shall meet *in camera* and their deliberations shall be strictly confidential, including the identity of all candidates and all documentation related to the search.
47. In cases where a material breach of confidentiality has taken place and after a due process, exclusion from the Search Committee may follow without a replacement. In cases where a breach of confidentiality is deemed less severe, a minor sanction, such as a reprimand, may ensue. Due process, defined as applying the rules of natural justice, comprises two elements:
- *Audi alteram partem* – the duty to give a person against whom a complaint is made a reasonable opportunity to present his/her case;
 - *Nemo iudex in causa sua debet esse* – the duty to ensure that all steps leading to a decision are untainted by bias.