POLICY ON THE REMUNERATION AND EVALUATION OF SENIOR ADMINISTRATORS

Effective Date: December 14, 2016
Supersedes /Amends: May 20, 2015

NOTE: Please read this Policy in conjunction with the Omnibus Policy on the Remuneration of Senior Administrative Personnel (BD-11)

PURPOSE

The purpose of this Policy is to establish the parameters of the remuneration as well as the evaluation process for senior administrators.

SCOPE

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

This Policy is effective as of June 7, 2013 and applies to all new senior administrators and to any incumbent senior administrator who begins a new term as of this date.

DEFINITIONS

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

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

“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 and any Senior Non-Academic Administrator.

“Senior Non-Academic Administrator” means an individual who is appointed by the Board in a non-academic leadership position.
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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 Evaluation Committees established under this Policy.

POLICY

PRESIDENT AND VICE-CHANCELLOR

Remuneration

1. A salary range between $300,000 and $400,000 shall apply at the time of initial hire of the President and Vice-Chancellor (the “President”).

2. Subject to the applicable legislative provisions, the President shall be eligible for an annual performance bonus of up to 10% of his/her annual salary based on the attainment of specific objectives and goals agreed to between the Chair of the Board, following consultation with the Human Resources Committee of the Board (the “Human Resources Committee”), and the President. The amount of the performance bonus may vary in accordance with the degree to which the defined objectives are attained.

3. In addition to salary and, if applicable, the nominal academic salary and end of term benefits specific to Senior Academic Administrators outlined in sections 52 to 58 of this Policy, the following benefits shall be provided to the President:

   • A car allowance of $1,200 per month, including taxes
   
   • One club membership at the University’s expense
   
   • A professional development or scholarly research allowance which normally shall not exceed $10,000 per year, which enables the President to maintain his/her scholarly and creative activities or assists him/her with remaining current in his/her area of expertise by attending conferences, subscribing to publications, purchasing a computer or other similar expenses.

   • A housing allowance of $4,500 per month, to compensate for the frequent use of the President’s home for University entertainment
• An annual vacation of 25 days in addition to the various legal and University holidays. A maximum of 10 days may be carried from one year to the next, and this for 2 consecutive years. Should the accumulated vacation not be taken in the third year, it shall be forfeited.

4. The salary at the time of the initial hire, as well as any exceptions to the compensation package (including benefits), shall be approved by the Board, on recommendation of the Human Resources Committee.

5. The salary of the President shall be reconsidered annually, on the basis of the cost of living, prevailing market conditions and a confidential performance review which shall be conducted by the Chair of the Board in consultation with the Human Resources Committee. Subject to the applicable legislative provisions, the Chair of the Board shall also make a recommendation regarding an annual performance bonus. The Chair of the Board shall present his/her recommendations for approval to the Executive Committee of the Board (the “Executive Committee”), the essence of which shall be reported to the Board.

Process for reaching a decision on a mid-term departure

6. In the event that the performance of the President is deemed by the Chair of the Board or Human Resources Committee (either as part of the annual performance review or otherwise) to be seriously deficient, the Human Resources Committee shall so report, in writing, to the Executive Committee.

7. Should the Executive Committee agree with those findings and conclusions, the Board shall be consulted during a Closed Session meeting, excluding the President, to discuss whether or not the President should continue or be removed from office. Prior to the Board taking a formal vote on removal, the President shall be offered the choice of resigning. Approval by the Board shall be required if the termination compensation being paid differs from the contractual terms.

8. To avoid the perception of double remuneration, if the President’s employment is terminated without cause, he/she shall elect whether he/she wishes to return to the professorial ranks or not, if applicable. Should he/she elect to return to the professorial ranks, his/her return shall take effect only when the number of months of salary as President represented by the termination compensation has elapsed.
9. The Human Resources Committee shall establish the termination compensation provisions for the position of President, taking into consideration sector standards.

Evaluation of the President in the penultimate year of the end of his/her first term

10. The Chair of the Board shall write to the President during the penultimate year of the end of the latter’s first term, requesting confirmation as to whether he/she wishes to seek a second term. The President shall respond, in writing, within 10 working days. An absence of response within the deadline shall be construed as an indication that he/she does not wish to seek a second term.

11. If the President responds in the affirmative, the Board shall establish a President Evaluation Committee composed of 12 members as follows:

- Chair
- 3 external members of the Board, appointed by the Executive Committee of the Board
- 4 full-time faculty members, 1 from each Faculty, elected in accordance with the Election Procedures which the Board may adopt from time to time
- 1 part-time faculty member, elected in accordance with the Election Procedures which the Board may adopt from time to time
- 1 representative of the administrative and support staff, 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

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

12. Members of the President Evaluation 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.

13. In conducting its review, the President Evaluation Committee shall develop a list of criteria based on the goals and objectives established at the time of the appointment as well as those established on an annual basis thereafter.
14. The President shall submit a self-evaluation report of no more than 15 pages, excluding appendices.

15. The President Evaluation Committee shall solicit views from members of the University community in face-to-face meetings and/or by inviting brief written submissions with respect to the evaluation criteria referred to in section 13 above. Comments received shall be dealt with in accordance with the Protocol appended to this Policy as modified from time to time by the Executive Committee.

16. The President 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 President Evaluation Committee.

17. The President Evaluation Committee shall examine any evidence that it feels it requires, solicited in the manner it deems most appropriate.

18. Decisions shall be carried by a majority vote, unless the President Evaluation Committee decides to set a higher standard. Voting shall be by secret ballot upon request of any member.

19. The Chair of the President Evaluation 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.

20. The President Evaluation Committee shall meet in camera and its deliberations shall be strictly confidential.

21. In conducting its review, the President Evaluation Committee shall ensure that due process is followed. For the purpose of this paragraph, due process is defined as applying the rules of natural justice which comprise two elements:

   - *Audi alteram partem* - the duty to give a person against whom a complaint is made a reasonable opportunity to present his or her case;

   - *Nemo judex in causa sua debet esse* - the duty to ensure that all steps leading to a decision are untainted by bias.
22. The report of the President Evaluation Committee shall contain a reasoned recommendation as to whether the President’s performance warrants a second term and shall indicate the numerical vote.

23. The motion embodying the President Evaluation Committee’s recommendation shall be moved by the Chair of the Board.

24. In the event that the Chair of the Board does not agree with the recommendation of the President Evaluation Committee, the Chair of the Board shall inform the Board as to his/her reasons for not supporting the recommendation.

SENIOR ACADEMIC ADMINISTRATORS

Remuneration

25. The following salary ranges shall apply at the time of initial hire of Senior Academic Administrators:

- Vice-Presidents $200,000 - $300,000
- Academic Deans and University Librarian $175,000 - $275,000

26. Subject to the applicable legislative provisions, Senior Academic Administrators shall be eligible for an annual performance bonus of up to 10% of their annual salary based on the attainment of specific objectives and goals agreed to between the President, the Provost and Vice-President, Academic Affairs or the Vice-President, Research and Graduate Studies, as applicable, and Senior Academic Administrators. The amount of the performance bonus may vary in accordance with the degree to which the defined objectives are attained.

27. In addition to salary and, if applicable, the nominal academic salary and end of term benefits specific to Senior Academic Administrators outlined in sections 52 to 58 of this Policy, the following benefits shall be provided to Senior Academic Administrators:

- A car allowance of $900 per month, including taxes, for Vice-Presidents
• A professional development or scholarly research allowance which normally shall not exceed $5,000 per year, which enables Senior Academic Administrators to maintain their scholarly and creative activities or assist them with remaining current in their area of expertise by attending conferences, subscribing to publications, purchasing a computer or other similar expenses.

• An annual vacation of 25 days in addition to the various legal and University holidays. A maximum of 10 days may be carried from one year to the next, and this for 2 consecutive years. Should the accumulated vacation not be taken in the third year, it shall be forfeited.

28. The salary at the time of the initial hire shall be determined by the President and reported to the Human Resources Committee. Any exceptions to the compensation package (including benefits) shall be approved by Human Resources Committee and reported to the Executive Committee.

29. The salary and the annual performance bonus provided for under section 26, if applicable, of the Vice-Presidents shall be reconsidered annually, on the basis of the cost of living, prevailing market conditions and a confidential performance review conducted by the President. The conclusions of the performance review exercise, including any salary increases and bonus paid, shall be reported to the Human Resources Committee on an annual basis.

30. The salary and the annual performance bonus provided for under section 26, if applicable, of the Academic Deans and University Librarian shall be reconsidered annually, on the basis of the cost of living, prevailing market conditions and a confidential performance review conducted by the Provost and Vice-President, Academic Affairs or the Vice-President, Research and Graduate Studies, as applicable, for recommendation to the President. The conclusions of the performance review exercise, including any salary increases and bonus paid, shall be reported to the Human Resources Committee on an annual basis.

Process for reaching a decision on a mid-term departure

31. In the event that the performance of a Senior Academic Administrator is deemed by the President (either as part of the annual performance review or otherwise) to be seriously deficient, the President may decide, following consultation with the Human Resources Committee, to terminate a Senior Academic Administrator. Approval by the Human
Resources Committee shall be required if the termination compensation being paid differs from the contractual terms and same will be reported to the Board on a timely basis.

32. To avoid the perception of double remuneration, if a Senior Academic Administrator’s employment is terminated without cause, he/she shall elect whether he/she wishes to return to the professorial ranks or not. Should he/she elect to return to the professorial ranks, his/her return shall take effect only when the number of months of salary as Senior Academic Administrator represented by the termination compensation has elapsed.

33. The Human Resources Committee shall establish the termination compensation provisions for Senior Academic Administrators positions, taking into consideration sector standards.

Evaluation of Senior Academic Administrators in the penultimate year of the end of their first term

34. The Chair shall write to a Senior Academic Administrator during the penultimate year of the end of the latter’s first term, requesting confirmation as to whether he/she wishes to seek a second term. The Senior Academic Administrator shall respond, in writing, within 10 working days. An absence of response within the deadline shall be construed as an indication that he/she does not wish to seek a second term.

35. If the Senior Academic Administrator responds in the affirmative, the President shall establish an Evaluation Committee.

36. The Evaluation 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
• 1 representative of the administrative and support staff from a unit where the position is being evaluated, 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

37. The Evaluation 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 evaluated, 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 evaluated, 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 evaluated, 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 evaluated, appointed by the Graduate Students’ Association
• 1 undergraduate student from the Faculty where the position is being evaluated, appointed by the Concordia Student Union

38. The Evaluation 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
39. The Evaluation 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

40. Members of the Evaluation 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.

41. In conducting its review, the Evaluation Committee shall develop a list of criteria based on the goals and objectives established at the time of the appointment as well as those established on an annual basis thereafter.

42. The Senior Academic Administrator shall submit a self-evaluation report of no more than 15 pages, excluding appendices.

43. The Evaluation Committee shall solicit views from members of the University community in face-to-face meetings and/or by inviting brief written submissions with respect to the evaluation criteria referred to in section 41 above. Comments received shall be dealt with in accordance with the Protocol appended to this Policy as modified from time to time by the Executive Committee.
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44. 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.

45. The Evaluation Committee shall examine any evidence that it feels it requires, solicited in the manner it deems most appropriate.

46. 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.

47. The Chair of the Evaluation 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.

48. The Evaluation Committee shall meet in camera and its deliberations shall be strictly confidential.

49. In conducting its review, the Evaluation Committee shall ensure that due process is followed. For the purpose of this paragraph, due process is defined as applying the rules of natural justice which comprise two elements:

   - *Audi alteram partem* - the duty to give a person against whom a complaint is made a reasonable opportunity to present his or her case;

   - *Nemo judex in causa sua debet esse* - the duty to ensure that all steps leading to a decision are untainted by bias.

50. The report of the Evaluation Committee shall contain a reasoned recommendation as to whether the Senior Academic Administrator’s performance warrants a second term and shall indicate the numerical vote.

51. In the event that the President does not agree with the recommendation of the Evaluation Committee for a Senior Academic Administrator, the President shall inform the Board as to his/her reasons for not supporting the recommendation.

Nominal academic salary and end of term benefits specific to Senior Academic Administrators
52. During the term of office and subsequent administrative leave, if applicable, of a Senior Academic Administrator who was excluded from the Concordia University Faculty Association (“CUFA”) bargaining unit during his/her term of office, a nominal academic salary shall be maintained by applying all the adjustments accorded to members of CUFA to the academic salary of the individual on the day he/she took office. In the case of a Senior Academic Administrator appointed from outside the University who is assured a position in CUFA upon the termination of the administrative appointment, the initial nominal academic salary shall be established at the time of appointment.

53. At the conclusion of a first term of office, a Senior Academic Administrator who is not re-appointed to the same or to another senior administrative position, shall benefit from a one year administrative leave at the average salary earned during the administrative term.

54. Should the Senior Academic Administrator be re-appointed to the same or another senior administrative position, he/she shall receive the monetary equivalent of six months of administrative leave (at the average salary earned during the first term) during the course of the second term payable at a rate of 20% per annum.

55. At the conclusion of a second and final term, the Senior Academic Administrator shall benefit from an administrative leave of one year at the average salary earned during the second term. That is, he/she may not have more than a single year’s leave at the conclusion of the term(s) as a senior administrator.

56. Other than the salary referred to in article 53, during the administrative leave the Senior Academic Administrator shall not be entitled to receive any other benefit provided during his/her term as a Senior Academic Administrator with the exception of the professional development and scholarly research allowance and the continuation of the group insurance and benefit plans offered to the University’s management employees.

57. The Senior Academic Administrator may not be employed on a full-time basis by another employer while on administrative leave. If an incumbent accepts a full-time position at another employer, he/she must resign his/her position at the University, and monetary compensation prorated for the remaining administrative leave period shall be paid.
58. The Senior Academic Administrator 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 administrative term(s) and the year’s administrative leave will not count towards sabbatical eligibility. Senior Academic Administrators who retire from the University under Article 42 of the CUFA collective agreement during or following their administrative term(s) are eligible for retirement-related remuneration only at the nominal academic salary effective at the time of their retirement.

59. Articles 52 to 58 shall apply to the President if he/she has been assured a position in CUFA upon the termination of his/her appointment.

SENIOR NON-ACADEMIC ADMINISTRATORS

Remuneration

60. A salary range between $200,000 and $300,000 shall apply at the time of initial hire of Senior Non-Academic Administrators.

61. Subject to the applicable legislative provisions, Senior Non-Academic Administrators shall be eligible for an annual performance bonus of up to 10% of their annual salary based on the attainment of specific objectives and goals agreed to between the President and Senior Non-Academic Administrators. The amount of the performance bonus may vary in accordance with the degree to which the defined objectives are attained.

62. In addition to salary, the following benefits shall be provided to Senior Non-Academic Administrators:

- A car allowance of $900 per month, including taxes

- A professional development or scholarly research allowance which normally shall not exceed $5,000 per year, which enables Senior Non-Academic Administrators to maintain their scholarly and creative activities or assist them with remaining current in their area of expertise by attending conferences, subscribing to publications, purchasing a computer or other similar expenses.

- An annual vacation of 25 days in addition to the various legal and University holidays. A maximum of 10 days may be carried from one year to the next, and this
for 2 consecutive years. Should the accumulated vacation not be taken in the third year, it shall be forfeited.

63. The salary at the time of the initial hire shall be determined by the President and reported to the Human Resources Committee. Any exceptions to the compensation package (including benefits) shall be approved by the Human Resources Committee and reported to the Executive Committee.

64. The salary and the annual performance bonus provided for under section 61, if applicable, of the Senior Non-Academic Administrators shall be reconsidered annually, on the basis of the cost of living, prevailing market conditions and a confidential performance review conducted by the President. The conclusions of the performance review exercise, including any salary increases and bonus paid shall be reported to the Human Resources Committee on an annual basis.

Process for reaching a decision on a mid-term departure

65. In the event that the performance of a Senior Non-Academic Administrator is deemed by the President (either as part of the annual performance review or otherwise) to be seriously deficient, the President may decide, following consultation with the Human Resources Committee, to terminate a Senior Non-Academic Administrator. Approval by the Human Resources Committee shall be required if the termination compensation being paid differs from the contractual terms and same will be reported to the Board on a timely basis.

66. The Human Resources Committee shall establish the termination compensation provisions for Senior Non-Academic Administrators positions, taking into consideration sector standards.

Evaluation of Senior Non-Academic Administrators appointed for a defined term

67. The President shall write to a Senior Non-Academic Administrator appointed for a defined term during the penultimate year of the end of the latter’s first term, requesting confirmation as to whether he/she wishes to seek a second term. The Senior Non-Academic Administrator shall respond, in writing, within 10 working days. An absence of response within the deadline shall be construed as an indication that he/she does not wish to seek a second term.
If the Senior Non-Academic Administrator responds in the affirmative, the President shall establish an Evaluation Committee.

The Evaluation Committee shall be composed of 7 members of the Board, appointed by the Executive Committee as follows:

- Chair
- 2 external members of the Board
- 1 internal member of the Board representing full-time faculty
- 1 internal member of the Board representing part-time faculty
- 1 internal member of the Board representing administrative and support staff
- 1 internal member of the Board representing students

Members of the Evaluation 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.

In conducting its review, the Evaluation Committee shall develop a list of criteria based on the goals and objectives established at the time of the appointment as well as those established on an annual basis thereafter.

The Senior Non-Academic Administrator shall submit a self-evaluation report of no more than 15 pages, excluding appendices.

The Evaluation Committee shall solicit views from members of the University community in face-to-face meetings and/or by inviting brief written submissions with respect to the evaluation criteria referred to in section 71 above. Comments received shall be dealt with in accordance with the Protocol appended to this Policy.

The Evaluation Committee may select a person, currently occupying or having recently occupied a comparable position at another university, to serve as a consultant to the Evaluation Committee.

The Evaluation Committee shall examine any evidence that it feels it requires, solicited in the manner it deems most appropriate.
76. 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.

77. The Chair of the Evaluation 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.

78. The Evaluation Committee shall meet in camera and its deliberations shall be strictly confidential.

79. In conducting its review, the Evaluation Committee shall ensure that due process is followed. For the purpose of this paragraph, due process is defined as applying the rules of natural justice which comprise two elements:

- *Audi alteram partem* - the duty to give a person against whom a complaint is made a reasonable opportunity to present his or her case;
- *Nemo judex in causa sua debet esse* - the duty to ensure that all steps leading to a decision are untainted by bias.

80. The report of the Evaluation Committee shall contain a reasoned recommendation as to whether the Senior Non-Academic Administrator’s performance warrants another term and shall indicate the numerical vote.

81. In the event that the President does not agree with the recommendation of the Evaluation Committee for a Senior Non-Academic Administrator, the President shall inform the Board as to his/her reasons for not supporting the recommendation.

**Evaluation of Senior Non-Academic Administrators appointed for an indefinite period on the fifth anniversary of their appointment**

82. An Evaluation Committee shall be established by the President on the fifth anniversary of the appointment of a Senior Non-Academic Administrator who is appointed for an indefinite period.
83. The evaluation shall be conducted in accordance with the process for Senior Non-Academic Administrators appointed for a defined term outlined in sections 69 to 79 above.

84. The report of the Evaluation Committee shall be presented by the President to the Human Resources Committee and same will be reported to the Board on a timely basis.