

## **NIPISSING UNIVERSITY**

<b>Policy Category:</b>	Human Resources
<b>Policy Number:</b>	3.1.2012.B
<b>Policy Name:</b>	Search/Appointment/Reappointment of Senior Academic Administrative Officers
<b>Responsible Department:</b>	Human Resources
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## **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 this Search/Appointment/Reappointment of Senior Academic Administrative Officers policy 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 or without tenure, may be attached.

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 are set out in this policy.

### Academic Tenure and Senior Appointments

The Search Committee shall recommend the appointment of one candidate for the position. Where appropriate, a person appointed to a senior academic administrative position shall also be accorded an academic appointment. Decisions regarding rank, tenure, academic department/division shall be the responsibility of the Principal (defined as the immediate supervisor) upon consultation with Human Resources.

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

## **C. BASIC PRINCIPLES**

The following principles should apply to the Search Committee:

1. The Principal 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 outlined in Nipissing University's Respectful Workplace and Harassment and Discrimination policies. All Search Committee members will be provided with a copy of these policies.

Nipissing 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.

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

All efforts will be made to achieve a search committee composition that is gender balanced and reflects the composition of the Nipissing University community. Where possible and/or appropriate, the University will strive to strike a balance of representation from across faculties and departments.

Where applicable, a majority of the Search Committee shall be composed of persons elected to the committee. In order to maintain the integrity of the confidentiality requirements, individuals elected to represent a specific constituency will not confer with their constituents but, rather, it is understood that, by virtue of their election, their opinions and decisions are deemed to be a reflection of their constituency.

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

1. Wherever possible, the appropriate Search Committee (also referred to as “the 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 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 policy. 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 decides to be a candidate for the position under consideration, she/he must declare their candidacy in advance of receiving any relevant materials and, in any case, prior to the first meeting of the committee.

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. For all senior academic administrative openings, the proper placement of internal and/or external advertising will be the responsibility of the Chair of the Search Committee in consultation with the Director, Human Resources.
10. Once applications have been received, members of the Search Committee shall declare all possible conflicts of interest. In the event of a perceived, potential or actual 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 Search 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. 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 and shall establish criteria on which the candidates will be judged.
15. The Search Committee may request that short-listed candidates make a presentation to the University community. The committee's decision regarding such a request must take into account the concept of confidentiality which may preclude the recording and distribution of such presentations. The University community may then be invited to provide relevant feedback to the committee. Such feedback must comply with Human Rights legislation and Nipissing University's Respectful Workplace Policy and will be restricted to the core competencies of the position. Anonymous feedback will not be considered.
16. The Search Committee shall recommend one person for the appointment. The recommendation may go forward only with the agreement of the majority of the committee.
17. The Search Committee's recommendation shall include a report describing the procedures followed, the number of candidates considered, and the committee's recommendation for appointment. The Search Committee is disbanded once a recommendation is made.

18. For the position of President and Vice-Chancellor, the recommendation of the Search Committee shall be made directly to the Board of Governors. The recommendation shall be in the form of a written report.
19. For all positions covered by this policy other than the President and Vice-Chancellor, the recommendation of the Search Committee shall be made first to the President and subsequently by the President to the Board of Governors. The committee's written report shall accompany the President's recommendation to the Board. In the event that the President disagrees with the recommendation of the committee, the President shall submit a rationale for the disagreement to both the committee and to the Board of Governors.
20. If the Search Committee fails to make a recommendation for a candidate, the search will be deemed a failed search and a new search may be initiated. In the event a new search is initiated, the Chair will decide if a new committee shall be struck or if the new search will be conducted with the original search committee.
21. Documentation, including the Search Committee's recommendation and report, shall be kept in the Human Resources office for twelve (12) months.
22. 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 shall be as follows:

- a) The Chair of the Board of Governors (or designate) who shall be Chair;
- b) Two (2) non-constituent members of the Board of Governors (elected by the Board of Governors);
- c) One (1) Vice President (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 at least 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. Provost and Vice-President, Academic & Research (PVPAR)**

The composition of the Search Committee shall be as follows:

- a) The President & Vice-Chancellor (or designate) who shall be Chair;
- b) One (1) non-constituent 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 at least 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. Associate or Assistant Vice-Presidents**

The composition of the Search Committee shall be as follows:

- a) The Provost and Vice-President, Academic and Research (or designate) who shall be Chair;
- b) One (1) non-constituent 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 at least 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.

#### **4. Faculty Deans**

The composition of the Search Committee shall be as follows:

- a) The Provost and Vice-President, Academic & Research (or designate), who shall be Chair;
- b) One (1) Dean appointed by the Vice-President, Academic & Research;
- c) One (1) tenured faculty member from a faculty other than the one for which the Dean is being selected (elected by Senate);
- 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 support staff and administration);  
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.

#### **5. Non-faculty Deans and Associate Deans**

A Search Committee for a Non-faculty Dean or an Associate Dean shall be chaired by the PVPAR (or designate). The Chair will work with the Director, Human Resources, to develop a representational search committee.

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

The term of office for the President and Vice Chancellor and the PVPAR shall normally be five (5) years with the opportunity for reappointment as per Section H. Reappointment beyond a second consecutive term for either of these positions is considered unusual. However, the Board of Governors may approve an extension to the President's second term upon a recommendation by the Executive Committee of the Board of Governors and a resulting majority decision of the Board. The Board of Governors may approve an extension to the PVPAR's second term upon a recommendation by the President and a resulting majority decision of the Board of Governors. Any extension to the term of the President or the PVPAR as a result of this clause will not exceed one additional five (5) year term.

The term of office for a specific Dean position shall normally be five (5) years, renewable for one additional five (5) year term, to a maximum of ten (10) years. The term of office for a specific Associate Dean position shall normally be three (3) years, renewable for one additional three (3) year term, to a maximum of six (6) years. These limits are in place to encourage faculty renewal and any extension beyond the second consecutive term will occur only in exceptional circumstances. In such cases, the Principal will make a recommendation to the President for an extension. If the President agrees with the merits of the extension, a recommendation may be made by the President to the Board of Governors.

If a position covered by this policy, other than the position of President, becomes vacant, the President, in consultation with the Principal and the Director, Human Resources, will determine if it is appropriate 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. If the position of President becomes vacant, the Board Chair, in consultation with the Executive Committee of the Board and the Director, Human Resources, will determine if it is appropriate to appoint an interim President. The term of office of an interim academic administrator should be of sufficient length for the Search Committee to complete its task and normally will not exceed twelve (12) months.

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

An executive search firm/consultant will normally be retained for the position 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 Director, Human Resources will work closely with the Search Committee and the lead search consultant to determine the role and responsibilities of the search firm.

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 shall be in the form of a written report. Whether or not a search firm is engaged, procedures as set out in Section D will continue to apply.

## **H. REVIEW/REAPPOINTMENT PROCEDURES**

1. No less than fifteen (15) months before the completion of the term of the incumbent, the Principal shall determine whether or not they support reappointment of the incumbent. For positions other than the President and the PVPAR, in the event the Principal does not support reappointment, he/she shall notify the President and next steps will be determined. For the position of PVPAR, in the event the President does not support reappointment, or for the position of President, in the event the Board Chair does not support reappointment, the Executive Committee of the Board shall be notified and next steps will be determined. Such steps may or may not include moving forward with the reappointment process.
2. If the Principal supports reappointment of the incumbent, a Reappointment Committee shall be struck. The composition of the Reappointment Committee shall be the same as the composition of the Search Committee delineated in Section E (1 through 5). The basic principles and applicable procedures and rules for operation of a Search Committee shall also apply to a Reappointment Committee.
3. The Reappointment Committee shall review, updating where necessary, the expectations and responsibilities of the position and provide a written outline to the incumbent.
4. If, after reviewing the criteria for the expectations and responsibilities established for the position, the incumbent elects to stand for a consecutive term, the Reappointment 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 most recently established for the senior academic administrator and progress made toward stated goals which have been outlined as part of the annual appraisal and evaluation process conducted by the Principal; the evaluation report as submitted 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 valid responses, as vetted by Human Resources, with regard to the incumbent's written statement must be written and signed by each individual implicated in the response 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.
5. Under normal circumstances, a review should take no longer than two (2) months. During the period of assessment, the Reappointment Committee must ensure that the ability of the incumbent to discharge the duties and responsibilities of the position is not undermined by the process.
  6. The incumbent must be advised of the measures to be utilized, as per #4 above, for assessment, the individuals and constituency groups the committee plans to consult, and the schedule for each stage of the process.
  7. With the exception of the position of President (as outlined in Basic Principles [Section C]), the Reappointment Committee shall review all valid information and reach a decision, by simple majority vote, on a recommendation to the Principal and the President on reappointment. The President will make the recommendation to the Board of Governors together with the written report of the Reappointment Committee. In the event that the President disagrees with the recommendation of the Reappointment Committee, the President shall submit a rationale for the disagreement to both the Reappointment Committee and to the Board of Governors.
  8. For the position of President and Vice-Chancellor, the Reappointment Committee 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. Where applicable, the steps outlined above shall apply.

9. The recommendation to the Board of Governors shall be made in camera and 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.
10. 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.
11. Documentation, including the Reappointment Committee's recommendation and report, shall be kept in the Human Resources office for twelve (12) months.
12. The Annual Review of the President's Achievement of Goals and Priorities Policy provides further reference.

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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

Resolution 2018-11-06:

Moved by K. Barnes, seconded by F. Couchie that the Board of Governors accepts the recommendation of the University Governance Committee to accept the revised Search/Appointment/Reappointment of Senior Academic Administrative Officers policy as circulated.

CARRIED