

POLICY ON SENIOR ADMINISTRATIVE APPOINTMENTS

Effective Date: September 16, 2021

Approval Authority: Board of Governors

Supersedes /Amends: December 14, 2016

Policy Number: BD-5

PURPOSE

The purpose of this Policy is to establish the parameters for the search and selection process of Senior Administrators (as defined below).

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:

“Advisory Search Committee” means a committee established by the Board for the search of the President and Vice-Chancellor (the “President”) or established by the President for the search of a Senior Academic Administrator (as defined below).

“Chair” means the person who chairs an Advisory Search Committee, namely the Chair of the Board, the President or a Vice-President, as applicable, based upon the person to whom the position being searched reports.

“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.

“Evaluation Committee” refers to any evaluation committee established in accordance with the *Policy on Employment and Remuneration of Senior Administrators, Deputy Provosts, Vice-Provosts and Associate Vice-Presidents* ([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, the Vice-

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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, any Senior Academic Administrator, any Senior Non-Academic Administrator and any other position of equivalent rank and responsibility as determined by the Board.

“Senior Non-Academic Administrator” means an individual who is appointed by the Board in a non-academic leadership position and any other position of equivalent rank and responsibility as determined by the Board.

POLICY

Search Process for the President and Senior Academic Administrators

1. The term of office for the President and for a Senior Academic Administrator shall normally be five years. A standard termination date shall normally be June 30.
2. A President or a Senior Academic Administrator may serve a maximum of two consecutive five-year terms in a given office.
3. An Evaluation Committee shall be established when an incumbent has indicated that they wish to seek a second term.
4. An Advisory Search Committee shall be established in the following cases:
 - when an incumbent is completing their second consecutive term as President or as a Senior Academic Administrator in a given office;
 - when the President or a Senior Academic Administrator has indicated that they do not wish to seek a second term;
 - when the President or a Senior Academic Administrator who is completing a first term has indicated that they wish to seek a second term but has not been recommended for re-appointment;
 - when the position of President or of a Senior Academic Administrator is or is known to imminently become vacant; or
 - when a new Senior Academic Administrator position is established.

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5. Without undertaking an evaluation, the Board may extend the terms of the positions below by a period not exceeding one year:
 - a) President; and
 - b) Senior Academic Administrator, on recommendation of the President.
6. When one of the conditions of [section 4](#) is met, the relevant Advisory Search Committee shall be established by the Board or the President, as applicable.
7. The responsibility of the Advisory Search Committee shall include publicizing the vacancy, receiving and evaluating applications, interviewing suitable applicants and selecting a candidate for recommendation to the Board or to the President, as applicable.
8. The establishment of an Advisory Search Committee shall normally be initiated by the Board or the President, as applicable, no later than one year prior to the end of the incumbent's term of office.
9. The President Search Committee shall be composed of 12 members as follows and its membership shall be ratified by the Board:
 - Chair
 - Three external members of the Board, appointed by the Executive Committee of the Board (the "Executive Committee")
 - Four full-time faculty members, one from each faculty, elected in accordance with the Election Procedures
 - One part-time faculty member, elected in accordance with the Election Procedures
 - One representative of the administrative and support staff, 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
10. The Advisory Search Committee for the Provost and Vice-President, Academic and the Vice-President, Research and Graduate Studies shall be composed of 12 members as follows:

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- 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 part-time faculty member, elected in accordance with the Election Procedures
 - One librarian, elected in accordance with the Election Procedures
 - One representative of the administrative and support staff from the unit where the position is being searched, 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
11. Advisory Search 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, appointed by the Executive Committee
 - Four full-time faculty members from the faculty where the position is being searched, elected in accordance with the Election Procedures
 - One part-time faculty member from the faculty where the position is being searched, elected in accordance with the Election Procedures
 - One representative of the administrative and support staff from the faculty where the position is being searched, elected in accordance with the Election Procedures
 - One graduate student from the faculty where the position is being searched, appointed by the Graduate Students' Association
 - One undergraduate student from the faculty where the position is being searched, appointed by the Concordia Student Union
12. The Advisory Search 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

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- 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
13. The Advisory Search 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
14. The Advisory Search 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
 - One part-time faculty member, elected in accordance with the Election Procedures
 - One representative of the administrative and support staff from the Libraries, 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
15. 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

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administrative and support staff, and students appointed to serve on all Advisory Search Committees established under this Policy.

16. Members of an Advisory Search Committee shall sit 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.
17. A profile of the ideal candidate shall be prepared by the relevant Advisory Search Committee and approved by the Board in the case of a search for a President. Members of the University community shall be provided an opportunity to comment on a draft profile prior to it being finalized. The profile shall guide the Advisory Search Committee's deliberations.
18. A [Handbook for Advisory Search Committees](#), prepared and updated by the University Secretariat, shall be provided to each member of an Advisory Search Committee before its first meeting and shall be used by the Advisory Search Committee to promote fairness and objectivity in the exercise of its functions.
19. 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.
20. Decisions shall be carried by a majority vote unless an Advisory Search Committee decides to set a higher standard. Voting shall be by secret ballot upon request of any member.
21. 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.

Confidentiality

22. All Advisory Search Committees and any other committee struck in accordance with this Policy shall meet *in camera* and their deliberations shall be strictly confidential, including the identity of all candidates, all documentation related to the search and the expression of opinions in deliberations.

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23. By agreeing to serve on an Advisory Search Committee or any other committee struck in accordance with this Policy, members undertake to respect confidentiality to preserve the integrity of the process. Members shall, at all times, respect the standards of integrity, civility and ethical behavior.
24. In cases where a breach of confidentiality has taken place, or for any other valid reasons, the Chair may take any appropriate action including, but not limited to, the exclusion of the concerned member(s) from the Advisory Search Committee, with or without a replacement.

Appointment of the President

25. The Advisory Search Committee shall select up to three 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. The Special Committee shall be comprised of eight members: the Chancellor of the Board, who shall act as Chair; and seven members of the Board, five of whom shall be external members and none of whom serve on the Advisory Search Committee.
26. 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 Advisory Search Committee to decide which candidate shall be presented to the Board.
27. In the event that the Special Committee agrees with the Advisory Search Committee’s recommendation, that candidate shall be presented to the Board. In the event that the Special Committee and the Advisory Search Committee do not agree upon the candidate, a meeting shall be convened between those two committees during which the Special Committee shall convey its reasons for not supporting the Advisory Search Committee’s recommendation. Following that meeting, in the event that both committees still disagree on the candidate to be presented to the Board, the Advisory Search Committee shall resume the search.
28. The report of the Advisory Search Committee shall contain a reasoned recommendation, reflect its conclusions and indicate the numerical vote.

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29. The recommended candidate shall be presented at a meeting of the Board by way of a motion embodying the Advisory Search Committee's recommendation and shall be moved by the Chair of the Board.

Appointment of Senior Academic Administrators

30. In the case when the President is not the Chair of an Advisory Search Committee, the Chair shall confer with the President prior to finalizing the recommendation. In the event that the President does not agree with the recommendation, they shall direct that the search resume or that it be postponed.
31. The report of the Advisory Search Committee to the President shall contain a reasoned recommendation, reflect its conclusions and indicate the numerical vote.
32. The recommended candidate shall be presented at a meeting of the Board by way of a motion embodying the Advisory Search Committee's recommendation and shall be moved by the President.

Appointment of Senior Non-Academic Administrators

33. The terms of office of Senior Non-Academic Administrators shall normally be for a period of 5 years and are renewable.
34. 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 and individuals who would most likely interact with them.
35. Prior to making the recommendation to the Board, the President shall provide the Human Resources Committee of the Board (the "Human Resources Committee") with the opportunity to meet with the candidate.
36. 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

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President with the reasons why it finds the recommended candidate unacceptable. If the President nevertheless decides to make the recommendation to the Board, they shall inform the Board as to the Human Resources Committee's disagreement with the recommendation.

37. On recommendation of the President, the Board may extend the term of a Senior Non-Academic Administrator by a period not exceeding one year without undertaking an evaluation.

Policy Responsibility and Review

38. The overall responsibility for implementing and recommending amendments to this Policy shall rest with the Secretary-General.

Approved by the Board of Governors on January 17, 2001; and amended on September 18, 2002, May 18, 2006, June 23, 2011, June 7, 2013, May 20, 2015, December 14, 2016, and September 16, 2021.