



Saint Mary's University

Name:	APPOINTMENT AND REVIEW OF ACADEMIC ADMINISTRATORS
Policy Number:	12-012
Approving Authority:	BOARD OF GOVERNORS
Approved:	March 27, 2024
Responsible Office:	Office of the President
Responsibility:	President
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Supersedes:	Not applicable
Next Required Review:	March 27, 2027

1. Purpose:

1.1. This Policy describes how the Board of Governors (the “Board”) exercises its authority under Section 8(1)(b) of the *Saint Mary’s University Act, 1970* (the “Act”) regarding the appointment and removal of certain employees of Saint Mary’s University (“the University”).

2. Scope:

2.1. The Board is responsible for the appointment, review, reappointment and removal of the President and Vice-Chancellor (the “President”).

2.2. As set out in Section 4, Article 1, of the By-laws of the University, on the recommendation of the President, the Board is responsible for decisions concerning the appointment, reappointment, and removal of individuals to the position of Vice-President, among others. Each Vice-President reports directly to the President and these appointments are significant to the Board’s responsibilities for succession planning at the executive level.

2.3. This Policy applies to the appointment and removal of the President, Vice-President Academic and Research, Deans, and Associate Vice-Presidents who hold academic appointments. (“Academic Administrators”).²

2.4. The Board delegates to the President the authority to appoint, to promote, and to remove employees of the University. and to delegate the authority to one or more individuals the authority to appoint, to promote and to remove) employees of the University, other than those referred to in subsections 2.1 and 2.3.

2.5. The President shall fulfill their responsibilities under this Policy according to the terms of this Policy and of any other relevant Board policies and procedures, University policies and procedures, and collective agreements between the University and University employee groups.

3. Procedures: President

3.1 Section 4, Articles 1 and 2, and Section 6, Article 1, of the University’s By-laws govern the appointment, re-appointment, and removal of the President. This Policy does not supersede or amend those provisions.

4. Procedures: Academic Administrators

4.1. The following procedures pertain to the President’s responsibilities under section 2.2 with respect
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to Academic Administrators as defined in Section 2.3. The granting of an academic appointment to an Academic Administrator will be subject to the applicable rules, policies, and collective agreements of the University in effect from time to time.

4.2. The President shall establish a Selection Committee for the purposes of an appointment or a Review Committee to conduct a review for the purposes of a re-appointment, in order to recommend to the President candidates for an appointment or re-appointment, as the case may be, to an Academic Administrator position or to any other vice-presidential positions that by virtue of another policy or agreement require the incumbent to also hold an academic appointment in a department of the University.

4.3. Each Selection or Review Committee is an advisory committee to the President.

4.4. The composition of a Selection Committee or a Review Committee for the Vice President Academic and Research shall be as follows:

- (a) The President, who shall be Chair of the Selection Committee and who shall have a vote on all matters;
- (b) Three members of faculty, including one who is a Governor and two to be chosen by the Senate; no two faculty members may come from the same Faculty;
- (c) One Governor who is a student;
- (d) One Governor who is a member of alumni;
- (e) One Vice President, other than the Vice President Academic and Research, to be appointed by the President; and
- (f) One Dean to be chosen by the Deans of the University.

4.5. The composition of a Selection Committee for a Dean shall be as follows:

- (a) The Vice President Academic and Research, who shall be Chair of the Selection Committee and who shall have a vote on all matters;
- (b) Two Deans appointed by the President;
- (c) Two full time faculty members elected from and by the full time members of the Faculty for which a Dean is sought; and
- (d) Two students to be elected by or under the auspices of the Students' Association, one of whom should ideally be a senior or graduate student from the Faculty for which a Dean is sought.

4.6. The composition of a Selection Committee or a Review Committee for an Academic Administrator other than the Vice President Academic and Research or a Dean shall be as follows:

- (a) The Vice President Academic and Research, who shall be Chair of the Selection Committee and who shall have a vote on all matters;
- (b) At least one but not more than two Deans appointed by the President;
- (c) At least one but not more than two full time faculty members elected from and by full time faculty members; and
- (d) At least one but not more than two students to be elected by or under the auspices of the Students' Association.

4.7. The membership of a Selection Committee or a Review Committee shall reflect, where possible, diversity consistent with the four designated groups referenced in federal employment equity legislation.

4.8. The incumbent in a position referred to in Section 4.5 or 4.6 is ineligible to serve on a Selection Committee for the incumbent's replacement.

4.9. To permit sufficient time to perform its function, whenever possible, membership for a Selection Committee will be identified at least nine (9) months prior to the end of the term of appointment of the relevant office, and for a Review Committee, in a timely manner after the need for a Review Committee is established.

4.10. The University Secretary shall serve as the non-voting secretary of a Selection Committee or Review Committee. The Associate Vice President, People and Culture, shall be a resource to the Selection Committee or Review Committee. Upon completion of the Selection or Review Committee's work, all files and documentation shall be provided to the Associate Vice President, People and Culture

for retention and safekeeping in accordance with applicable records retention policies.

4.11. The Selection and Review Committees will conduct selection and review processes that are consistent with relevant University policies, including those pertaining to employment equity, and Selection Committees will identify the candidate best suited for the relevant position.

4.12. The core principles underlying every search and review process are:

- (a) Upholding the University's commitments to equity, diversity, inclusion, and accessibility
- (b) Broad consultation
- (c) Timely communication and transparency
- (d) Accountability
- (e) An objective process, free from bias and which withstands scrutiny
- (f) Decision-making consistent with the University's strategic priorities and best interests
- (g) Confidentiality
- (h) Avoidance of conflicts of interest. Where a Selection or Review Committee member is unable to discharge their responsibilities under this policy, because of a perceived or real conflict of interest as determined in consultation with the Associate Vice President People and Culture, they shall be replaced by the Chair.

4.13. In carrying out its responsibilities, a Selection Committee may determine its own procedures, but will, among other things:

- a) Communicate to the University community the names of those appointed to the Search or Review Committee.
- b) Determine the general characteristics and capabilities required in a candidate, soliciting input from the University community (including faculty, staff, and students). The incumbent may be a candidate.
- c) Review all written submissions.
- d) Advertise the position in appropriate publications.
- e) Prepare a short list of candidates.
- f) Conduct interviews with short-listed candidates.
- g) For Academic Administrator positions other than at the Associate Vice President level, provide an opportunity for the University community to meet the short-listed candidates.
- h) Receive attributed written comments from members of the University community concerning short-listed candidates.
- i) Maintain all deliberations of the Selection Committee in strict confidence. Proceedings of the Selection Committee shall be *in camera*. The requirement for confidentiality shall survive the discharge of the Selection Committee.
- j) Direct the disposition of all related records according to relevant University policies.
- k) Deliver a confidential report to the President that recommends a candidate, summarizing the Committee's activities and deliberations, and recommending a candidate for appointment. The report will include the candidate's curriculum vitae and the Committee's supporting rationale for the recommendation.

4.14. In carrying out its responsibilities, a Review Committee may determine its own procedures, but will, among other things:

- (a) Communicate to the University community the names of those appointed to the Review Committee.
- (b) Solicit input from the University community (including faculty, staff, and students) as appropriate.
- (c) Review all written submissions.
- (d) Invite the incumbent to meet with the Review Committee.
- (e) Maintain all deliberations of the Review Committee in strict confidence. Proceedings of the Review Committee shall be *in camera*. The requirement for confidentiality shall survive the

discharge of the Review Committee.

(f) Direct the disposition of all related records according to relevant University policies.

(g) Deliver a confidential report to the President that recommends a candidate, summarizing the Committee's activities and deliberations, and recommending a candidate for reappointment. The report will include the candidate's curriculum vitae, and the Committee's supporting rationale for the recommendation.

4.15. Upon receipt of the recommendation of the Selection Committee pursuant to Section 4.12 or the Review Committee pursuant to Section 4.13, the President will be responsible for providing a subsequent recommendation to the Board regarding the relevant appointment or re- appointment.

4.16. In the event that the Board accepts a recommendation from the President provided pursuant to this Policy regarding a candidate for a position requiring an academic appointment and that candidate does not hold an academic appointment at the University, the rank and decision relative to granting of tenure will be determined through a process that is consistent with the deliberations process for other members of faculty and as contained in the Collective Agreement between the University and the Saint Mary's University Faculty Union.

4.17. Upon a position referred to in Section 4.15 being relinquished due to the completion of the term of appointment or by voluntary resignation, the individual's appointment as a tenured member of faculty, once they have returned to the professoriate, will be retained and be governed by the provisions of the Collective Agreement between the University and the Saint Mary's University Faculty Union.

4.18. The normal appointment period for an Academic Administrator position will be five (5) years, but a shorter period may be recommended by the Selection or Review Committee, as the case may be. An individual will hold such an appointment for no more than two (2) consecutive terms.

4.19. Where consideration of renewal of reappointment of an incumbent in a position referred to in Section 4.1 is appropriate in accordance with this Policy and an incumbent's appointment contract, the President will write to the incumbent to determine whether the incumbent wants to be considered for reappointment. If the incumbent seeks re-appointment, the President will appoint a Review Committee pursuant to Section 4.2.

4.20. Following the President's receipt of a report delivered pursuant to Section 4.14, the President will be responsible for providing a subsequent recommendation to the Board regarding the relevant appointment or re-appointment.

4.21. If the President does not recommend or the Board decides not to reappoint the incumbent, the President will appoint a Selection Committee to conduct a search in accordance with this Policy.

5. Retention of Consultants

5.1 Subject to relevant procurement policies, directives, regulations and legislation, the President may, in consultation with the Associate Vice President, People and Culture, retain external consultants to support a Search or Review.

6. Periodic Policy Review

6.1. This Policy will be reviewed at least every five (5) years by the Executive Management Group in consultation with the Associate Vice President, People and Culture and will present any recommended changes to the Board for its consideration.