

Procedures

SELECTION AND REVIEW OF VICE-PRESIDENTS AND SENIOR ACADEMIC ADMINISTRATORS PROCEDURES

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Procedural Officer: President
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Parent Policy: These Procedures are enacted under S. 27(2)(f) of BC’s University Act [RSBC 1996] c. 468, which grants the Board the power, with the approval of senate, to establish procedures for the recommendation and selection of candidates for president, deans, librarians, registrar and other senior academic administrators as the board may designate.

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1.0 PURPOSE

The purpose of these procedures is to:

- 1.1 establish an advisory search committee;
- 1.2 set out the composition of the search committee;
- 1.3 outline the nominations procedures for the elected members of the committee;
- 1.4 provide guidance for the recruitment and selection process; and
- 1.5 outline measures to address conflicts of interest and commitment.

2.0 SCOPE

- 2.1 These Procedures apply to the selection and review of senior academic administrators, including, but not limited to, the following:
 - 2.1.1 Academic Vice-Presidents;
 - 2.1.2 Academic Associate Vice-Presidents;
 - 2.1.3 Vice-Provosts;
 - 2.1.4 Faculty Deans
 - 2.1.5 Senior Academic Directors;
 - 2.1.6 University Registrar;
 - 2.1.7 University Librarian; and
 - 2.1.8 any other senior academic administrator as the Board may designate.
- 2.2 The selection and review of the President and Vice-Chancellor, and the Associate Vice-President Medicine are addressed in separate procedures.

3.0 PROCEDURES

3.1 Authority to Establish Procedures

The BC *University Act* empowers the Board of Governors, with the approval of Senate, to establish procedures for the recommendation and selection of candidates for deans, librarians, registrar and other senior academic administrators as the board may designate.

3.2 The Role and Responsibilities of the Search Committee

3.2.1 The purpose of the Search Committee (Committee) is to provide recommendations for candidates and selection to the committee chair for the employment opportunity.

3.2.2 advise the Committee Chair on the best available candidate for the employment opportunity.

3.2.3 Committee members are expected to attend all committee meetings and must participate in all meetings where candidates are considered, including application review, interviews, presentations, and decision meetings.

3.2.4 Committee meetings are scheduled in advance to facilitate attendance planning.

3.2.5 Interviews are not recorded.

3.2.6 The Committee must

- i. acquaint itself with the requirements of the position through a thorough review of relevant documents, policies, procedures, meetings with the incumbent and others;
- ii. establish criteria by which to evaluate candidates, including relevant credentials and experience, in advance of consideration of any candidates; and
- iii. adhere to its established criteria and apply them equitably throughout the process.

3.2.7 Throughout the process, the Committee should

- i. be acquainted with relevant consideration of existing diversity within the area or employment category, identify historic gaps or under-representation;
- ii. identify suitable means to address the gap in the recruitment process; and

- iii. take steps to monitor the recruitment process and widen the scope and pool of potential candidates to contribute to the university's goal of diversity
- 3.2.8 The Committee should attend to perceived and actual conflicts of interest throughout the process and take steps to manage them.
- 3.2.9 The Committee must ensure all records and personal information shared and collected are managed and protected in accordance with BC's [Freedom of Information and Privacy Act](#) and relevant University policies and procedures.
- 3.2.10 The Committee must strictly apply rules of confidentiality to their proceedings as appropriate (recognizing that some parts of the proceedings may be open, although personal privacy must always be respected).
- 3.2.11 Deliberations of the Committee are always confidential to ensure a full and robust consideration of each candidate, and to enable the free and thoughtful discussion among committee members without fear of external reprisal.
- 3.2.12 The Committee prepares a confidential summary record of discussions, decisions, and actions, excluding deliberations specifically pertaining to candidates to be retained by HR as the formal record for a period of 2 years.
- 3.2.13 Only the Committee Chair is authorized to speak on behalf of the Committee.
- 3.2.14 Committee members cannot disclose any individual opinions or comments shared in confidence during committee deliberations or discussions. A committee member who breaches confidentiality is subject to sanction by the Committee Chair, including dismissal from the Committee.
- 3.3 Consultations
- 3.3.1 The Committee determines an appropriate consultation pathway suitable to the specific search.
- 3.3.2 Minimally this should include group consultation with members of the constituency portfolio

3.4 Review and Reappointment of an Incumbent

- 3.4.1 If an incumbent decides to stand for reappointment to a consecutive term, the Committee determines whether or not to recommend the reappointment. The Committee should consider the following:
- i. an assessment of past performance by criteria set out by the committee at the time of appointment;
 - ii. specific expectations or objectives set out by the President or the supervising Vice-President at the time of appointment for the term under review;
 - iii. a recent CV;
 - iv. a summary of evaluations over the term under review; and
 - v. a summary of consultations with constituency groups.
- 3.4.2 The incumbent is invited to submit a written self-assessment including a statement of past and future leadership objectives for the portfolio in the context of the criteria set out for the portfolio.
- 3.4.3 The Committee meets with the incumbent and may arrange for a public presentation by the incumbent. The incumbent may request a public presentation where the Committee has not suggested or arranged for one.
- 3.4.4 The incumbent must be advised of the criteria to be used for evaluation, the individuals and constituencies to be consulted, and the schedule for the review process. Under normal circumstances, the review should take less than eight weeks.

3.5 Search Procedures

- 3.5.1 A Committee for the relevant position is established, and the composition of the Committee is set out in section 3.7 of these Procedures.
- 3.5.2 The lead administrative office for the position under review should be identified to be responsible for the following:
- i. drawing the Committee together;
 - ii. ensuring diversity among committee members;
 - iii. appointing additional members as might be necessary to address gaps in representation or diversity;
 - iv. making committee members aware of their obligations including knowledge of equity, diversity, and inclusivity best practices, influence of bias, concept of discrimination and discriminatory

practices in employment, other obligations under policy and ethical conduct, confidentiality, and conflict of interest; and
v. providing committee members with known applicable resources.

- 3.5.3 The Committee Chair, in consultation with the Committee, determines whether or not to initially seek only internal candidates, and informs the respective portfolio of this decision.
- 3.5.4 The Committee Chair, in consultation with the President (when the Committee Chair is not the President) may elect to engage a search consultant in cases where the position is open to external candidates.
- 3.5.5 The Committee is responsible for ensuring they familiarize themselves with the necessary resources provided by the administrative office identified in section 3.5.3, including UNBC policies and procedures.
- 3.5.6 Candidates are made aware of these procedures and measures to be used for assessment, and the overall selection process including a schedule of those who will be consulted and the process to arrive at the final decision.
- 3.5.7 The Committee is responsible for determining whether the process is completely open, completely closed, or preferably, a hybrid process.
- 3.5.8 Normally, a hybrid process is preferred when there is a confidential long-list evaluation and assessment, which results in a short-list of candidates who will be presented to the University community by the committee in an open process.
- i. The short-listed candidate(s) make a suitably open presentation with a questions and answer period (typically only to the relevant constituency group) and meet with relevant groups and stakeholders including faculty member, staff, other senior leaders, and other members of the university.
 - ii. Feedback is sought from the community.
 - iv. The interview process and the Committee deliberations remain closed and confidential.
- 3.5.9 When an external candidate requires an academic appointment in addition to the administrative position, as appropriate, the Committee Chair consults with the leadership of the relevant academic unit prior to making the academic appointment. When

necessary, the Committee also serves as a faculty promotion and tenure committee to ensure the candidate is also appointed to an academic unit at a suitable rank with tenure.

3.6 Process

3.6.1 The Committee collectively will:

- i. Review the position description and posting
- ii. Review all applications
- iii. Select a long-list
- iv. Participate in reviewing all documents and interactions with candidates
- v. Select a short-list
- vi. Determine a process for engaging with short list candidates
- vii. Make a recommendation of a candidate to the President
 - a. This might involve also ranking other acceptable candidates

3.6.2 The committee reviews (or develops) the key responsibilities, activities for the position and the required credentials and criteria. These guide the equitable and consistent assessment of all candidates.

3.6.3 The committee reviews all materials submitted by applicants to determine a long-list of candidates. All candidates are required to submit a statement on equity, diversity, and inclusion.

3.6.4 Long-list candidates are invited to submit additional materials and/or to participate in a closed interview process with the Committee Chair, or the entire Committee. The Committee is responsible for ensuring that all candidates are provided with an equitable opportunity to provide these submissions and participate in the interview processes.

3.6.5 On the basis of all materials submitted and all engagement with candidates, the Committee selects a short-list of candidates, who are invited to further engage with the Committee.

- i. Short-listed candidates are invited to visit the university, to meet with relevant peers, to participate in a final interview with the Committee.
- ii. Short-listed candidates may be invited to provide a closed or open presentation to the Committee and members of relevant university units and other individuals or groups affected by their selection.
- iii. Short-listed candidates may be invited to participate in small group discussions and social gatherings. The Committee should

attend to equity in the organization of and attendance at such discussions and gatherings.

- 3.6.6 The Committee allows for suitable time (no less than five working days) for colleagues to provide their feedback on their engagement with the candidate(s).
- 3.6.7 With the Committee Chair working to achieve consensus, the Committee makes its decision on the final selected by vote. Whereas a simple majority is sufficient, a narrow majority may indicate limited support for the candidate and that further discussion with the committee is necessary to ensure the candidate is appointed with a strong mandate for success from the Committee as representative of its constituencies.
- 3.6.8 Where there is more than one suitable candidate, the Committee makes further decisions empowering the Committee Chair to offer the position to lower ranked candidates in the event the selected candidate does not ultimately accept the position.

3.7 Committee Composition

3.7.1 Deans, University Librarian, and University Registrar Committee Composition		
<ul style="list-style-type: none"> • For Deans, academic membership should not be less than 50%. • For Deans, focal faculty membership should not be less than 30%. • Committee Chair is responsible for filling discretionary positions (E.g. up to three additional members). 		
Position	Source	Selected by
Chair	Vice President Academic and Provost or delegate	Ex-officio
Recording Secretary/admin support	Office of the Vice-President, Academic and Provost	Vice-President, Academic and Provost
Members	1 vice president	President
	1 academic dean	Selected by deans

3.7.2 Vice Presidents and All Other Senior Academic Administrators Not Listed in 3.7.1 Committee Composition		
<ul style="list-style-type: none"> • For Vice Presidents, Academic membership should not be less than 50% • Committee Chair is responsible for filling discretionary positions (E.g. up to three additional members). 		
Position	Source	Selected by
Chair	President – or delegate	Ex-officio
Recording Secretary/admin support	Selected Administrative Office	President – or delegate
Members	1 BoG – for Vice Presidents	Selected by BoG
	1 vice president	President

	1 senior academic director	Selected by Chair
	Minimum of 2 maximum of 4 faculty members from the focal faculty , including any continuing appointments such as SLI and SI	<u>Nominations</u> should come from the focal faculty. <u>Elected</u> by the Focal Faculty
	Minimum of 2 maximum of 3 representatives from outside the focal faculty including professoriate from other faculties, staff from administrative units such as Office of	<u>Nominations</u> can come from across the university, including self-nominations. <u>Elected</u> by the focal faculty

	2 academic deans	Selected by deans
	1 senior academic director	Appointed by Chair
	Up to 6 faculty or portfolio members, including any continuing appointments such as SLI and SI	Elected by respective faculties or portfolio

	Registrar; Office of Student Services; Office of Finance, Office of Institutional Research	
	1 undergraduate student	Elected by undergraduate student society

	Minimum of 1 maximum of 3 representatives of faculties or relevant portfolio (e.g., non- faculty members coming from direct report units such as Office of Registrar; Office of Student Services; Office of Finance, Office of Institutional Research; or	Elected by respective portfolio

	1 graduate student	Appointed or Elected by Graduate Student Society
	2 continuing staff members from focal faculty	Elected by focal faculty
	Up to 3 Additional members	Such other persons that the chair may choose to appoint following comprising of the Committee to address gaps in diversity or other representation.

	faculty members for administrative vice presidents)	
	1 undergraduate student	Appointed or Elected by Undergraduate Student Society
	1 graduate student	Appointed or Elected by Graduate Student Society
	Maximum 3 Additional members	Such other persons that the chair may choose to appoint following comprising of the Committee to address gaps in diversity or other representation.