

Appointment of Academic Administrators Procedures (AAA Procedures)

- **Related Documents:** [Appointment of Academic Administrators Policy \(AAA Policy\)](#); [Rights and Obligations of Ryerson University Search Committee Members](#); [Hiring Guide](#)
- **Owner:** Vice-Provost, Faculty Affairs

Part 1: Committees

1. Committee Chair – Administrative Tasks

The senior administrator to whom the position reports shall be the Chair of the review or search Committee. The Chair is a non-voting member but may participate in discussions on an equal basis. The Chair is responsible for:

- a. Developing and forming a committee.
- b. Ensuring that all procedures related to nominations, elections and appointments of review and search committee members, for reappointment of a current incumbent, a vacant position or a pending vacancy in a position, are properly conducted. Any unusual situations related to committee formation will be addressed in consultation with the VPFA.
- c. Where possible, achieving committee composition which advances the University's commitment to the institutional values in respect of equity, diversity and inclusion, and adding specific knowledge and experience when that is missing from committee members.
- d. Ensuring that elections of committee members are properly conducted as described in Section 3 below.
- e. Ensuring that all committee members are familiar with the process and materials under consideration. The Chair will work to create an environment in which any and all concerns can be fully addressed.
- f. Ensuring that all committee members have read and agreed to abide by the [Rights and Obligations of Ryerson University Search Committee Members](#).
- g. Ensuring that deliberations of the committee, including the discussion and exchange of ideas and views, are conducted in an atmosphere of collegiality and mutual respect.
- h. Ensuring that meetings will be accessible, which involves considering individual accessibility needs and institutional standards. When possible, meetings will be held during typical workday hours.

- i. Developing procedures and rules in partnership with committee members to guide the work of the committee that are consistent with this policy and other University policies. These include but are not limited to such matters as:
 - i. Confidentiality and record management;
 - ii. Attendance and quorum: Each committee shall establish rules regarding quorum for meetings, rules regarding how attendance or absence may affect the right to vote on certain issues, etc.;
 - iii. Defining a majority sufficient for decisions of various kinds (e.g. regular business, and majority for a final recommendation, etc.);
 - iv. Input from the community and portfolio staff;
 - v. Identifying key issues related to the portfolio based on input from the community and portfolio staff and/or strategic directions of the portfolio as determined by the Chair;
 - vi. Selection criteria and rating/ranking methodology;
 - vii. Advertising and application requirements (internal, external, international);
 - viii. Screening of resumes and short-listing of candidates;
 - ix. Interview process and questions;
 - x. Reference checks; and
 - xi. Site visits, presentations and/or other components of the search and assessment process.
- j. Ensuring that when there is significant concern with respect to compliance with relevant principles, confidentiality, conflict of interest or procedures, the issue(s) should be brought to the attention of the committee. The Chair in consultation with the committee, and if necessary the VPFA, may take necessary steps to address the issue, including seeking advice with respect to recusing a member(s) of the committee or striking a new committee.
- k. It is the responsibility of the Chair to approach the appropriate Department Hiring Committee or Library Appointments Committee in order to ensure that an external candidate is academically qualified; and to seek their recommendation for the external candidate to join the Department/School/Division of which they may ultimately become a member.

2. Committee Composition

- a. Full details of committee composition for each of the positions are listed in Schedule One, below.
- b. Committees are comprised of elected and appointed members.
- c. There will be fair representation across a variety of departments within a Faculty/Division or across a variety of faculties for university-wide appointments. (See Section 3.c. below).

- d. With the exception of students, all committee members must be full-time employees past their probationary period.
- e. Incumbents are not eligible to sit on search committees for their current positions.

3. Election and Appointment of Committee Members

- a. Procedures for nomination and election of elected committee members will follow those normally used by Senate including voting by secret ballot. Nominations should be open for at least three working days.
- b. Nominations will be open for all eligible individuals in the appropriate unit. Each individual who is qualified to vote may vote for up to the number of committee member positions available to be filled.
- c. In the letter seeking nominees for the committee and announcing the process, there will be acknowledgement of the University's values of equity, diversity and inclusion and commitments in ensuring these values in establishing the committee and conducting the search/review process.
- d. Pre-tenure faculty members, tenured faculty members and limited-term faculty members may vote in electing tenured faculty members to a committee (except in the case of the committee for the Vice-Provost and Dean, and Associate Dean of the Yeates School of Graduate Studies, where voters are restricted to members of the Yeates School of Graduate Studies). In the election of career librarians to a committee, probationary librarians and career librarians may vote.
- e. The candidate receiving the most votes will serve; subsequent candidates will be chosen from the list in the order of most votes as long as their Faculty/Division/Department/School is not already represented. In the event that there are not candidates from the number of Faculties/Divisions/Departments/Schools needed to fill the number of elected members, then the selection will proceed in a similar manner, selecting a second member from an already represented constituency, but not a third until all other constituencies have reached two members. This is to minimize the potential for any one constituency to dominate.
- f. In the event that an insufficient number of faculty or student members are nominated, the Chair shall issue a second call for nominations for the positions that remain vacant and hold an election following the procedures described above.
- g. Where, after a second call, not enough faculty members from the relevant eligible Faculty/Division are nominated as committee members, the Chair in consultation with the VPFA may determine that faculty members from other faculties/divisions are eligible to be elected to the committee.

- h. In cases where more than one constituency election must be held to determine the membership of a committee, all the constituency 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.
- i. In the event that there remain vacancies after the second election and after the process identified above, the Chair, after consultation with the nominated/appointed faculty and/or student committee members, may initiate ad hoc procedures for striking a fully composed committee; a written record of actions to strike a fully composed committee shall be provided to all committee members before the start of committee work.
- j. If necessary, the Chair may appoint student members. Where no students from a particular faculty accept the appointment, the Chair may appoint student members from another faculty to sit on the committee.
- k. In considering appointments to a committee, the Chair shall make every effort to achieve a committee composition that reflects the Ryerson community at large in terms of gender, visible minority, disability, and Indigenous status. This is to ensure the need for inclusion of members of groups that reflect Ryerson's commitment to EDI and the diversity of its community.

4. Replacement of Committee Members

- a. Where a committee member ceases to be a committee member for any reason, a successor will be chosen in the same manner as the member withdrawing, unless in the judgment of the Chair in consultation with the committee, the selection process is so far advanced that a new appointment to the committee would be inappropriate, in which case the seat will remain vacant.
- b. If a student member of a committee ceases to be a student at the University but remains willing and able to continue to serve as a committee member, the Chair may permit the student to continue to serve or may appoint a replacement student member at their discretion.
- c. Should a committee member elected or appointed from one constituency experience a change in their main employment role, the Chair in consultation with the committee, shall decide whether the member remains on the committee, considering such matters as community representation and the potential for conflict of interest. Faculty members on the committee who assume a Chair/Director role of a Department/School, or whose tenure as a Chair/Director ends while the committee remains in process, are normally excluded from this consideration and may continue to serve.

Part 2: Reviews and Searches

1. General Procedures

- a. At the initiative of the Chair, a committee will be developed and formed in accordance with the provisions of the AAA policy and procedures for reappointment of a current incumbent, a new position, a vacant position or a position which will become vacant.
- b. Committees should reference the material in the University's [Hiring Guide](#). The Hiring Guide provides committees with best practice advice, information and steps in making strategic hiring decisions consistent with the values and principles of the University.
- c. Once elections for the review and/or search committee are complete, all appointed members confirmed, and the committee has met once, no member may become a candidate.
- d. At the initiative of the Chair, after notifying the committee, a resource person(s) may be assigned to the committee from Human Resources, the Office of the VPFA, and/or from the office of the committee's Chair to support the committee in the discharge of its responsibilities.
- e. Where appropriate, a committee may consult with colleagues with specific expertise to assist the committee with its deliberations. Such limited, non-voting participants shall also be governed by the same confidentiality provisions as committee members regarding any deliberations to which they are party.
- f. If a committee member fails to declare a perceived conflict of interest, the Chair or any other member of the committee, shall bring the matter to the committee's attention. The committee shall consider the matter and decide both whether such a conflict exists and whether the matter warrants the member's removal from the committee, or whether any other action should be taken. In the event there is no agreement among members of the committee, or between the committee and the Chair, the matter will be referred to the VPFA for a ruling.
- g. Under certain unusual circumstances a committee may need to be disbanded. For example, such circumstances include but are not limited to: (i) when a committee has sustained a loss of membership sufficient to undermine its functioning as a deliberative body; (ii) when there has been a serious breach of policy that compromises the process; and (iii) where there has been sufficiently severe conflict on the committee to undermine its functioning. When such concerns are raised, the Chair will discuss the concerns and the possibility of disbanding with the committee. If a majority of the committee, through voting by secret ballot agrees that disbanding is in

order, the committee is disbanded. A new committee will be established as soon as reasonably possible. If however, the committee does not agree with the Chair that disbanding is in order, the matter will be referred to the VPFA who will meet with the committee to discuss the issue, and then make the final determination regarding disbanding within ten business days.

- h. The University is committed to promoting equity, diversity and inclusion within the University community; and to providing equality of opportunity in employment for people from historically under-represented and marginalized groups. Committees shall, in all their deliberations consider issues of Equity, Diversity and Inclusion. Equality of opportunity in employment involves an understanding of the multiple forms of employment exclusion. Providing equality of opportunity also means carrying out a fair hiring process, which includes addressing implicit/unconscious biases. The University shall hire and make employment decisions on the basis of qualifications and merit. It seeks to further increase the diversity of faculty and staff at the University to address the historical under representation of, and barriers to employment experienced by women, racialized people, First Nations, Inuit and Métis peoples, and Aboriginal peoples, persons with disabilities, and experienced by people based on their sexual orientation, gender identity or gender expression. Appropriate accommodations will be provided to candidates by the committee, so that they can participate fully in the process.

2. Review Committee Procedures

2.1. The Review

- a. At the beginning of the final year of an academic administrator's first term, the senior administrator responsible for the position will ask the incumbent whether they wish to be reappointed to a second term.
- b. If the answer is yes, the incumbent will formalize this in writing with the senior administrator. The committee will be deemed a "review" committee and follow the procedures listed in this section. If the answer is no, the incumbent will no longer be eligible for reappointment for a second consecutive term in the position. The committee will then be deemed a "search" committee and follow the search committee procedures in Section 3 below.
- c. The review committee will conduct an assessment of the incumbent's performance and prospects for future performance. This will include:
 - i. A review of the position specifications against which the incumbent was selected; an accurate summary of the intra-term performance assessment, as well as of any other previous performance evaluations of the incumbent's performance completed by the relevant senior administrator; any responses to intra-term assessments by the

incumbent; and any other material that the Chair or the incumbent wishes to bring to the attention of the committee.

- ii. Seeking input from all direct reports, peers, colleagues and other appropriate members of the University community regarding:
 - a) The incumbent's performance up to the time of the intra-term performance assessment and since.
 - b) Priorities of the portfolio as identified at the time of appointment and intra-term.
 - c) Current issues and future direction of the portfolio.
 - d) Inviting submissions in writing to an appropriate office as determined by the Chair. The Chair will ensure the confidentiality of these submissions, and the committee will see only anonymized submissions. Anonymous submissions will not be considered.
 - e) The committee will provide the incumbent with an anonymized summary of the submissions for review and comment. All anonymized summaries should be an accurate reflection of the input received.

2.1.1. The Incumbent's Right to Respond to the Review

- a. The incumbent will provide the committee with a self-evaluation of their performance and will have an opportunity to respond in writing to the anonymized summary.
- b. The committee will meet with the incumbent to review the assessments and to discuss the incumbent's vision and priorities in respect of a renewed appointment.

2.2. The Recommendation and Decision Making

- a. Having due regard for the information listed in 2.1 above, the committee will render its own judgment. If sufficient members (in accordance with the rules established at by the committee - see above) are in agreement via a vote by secret ballot, the committee will make a recommendation to the Chair, providing supporting arguments and sufficient rationale as to whether the incumbent should be reappointed. If the input received is clearly positive or clearly negative regarding the incumbent but the committee is making a recommendation that is contrary to the feedback (e.g., the committee recommends reappointment when the feedback received was clearly negative), then the committee's recommendation must clearly address this inconsistency and provide specific rationale as to why the recommendation should be accepted.

- b. If the Chair disagrees with the recommendation of the committee regarding reappointment of the incumbent, the Chair will provide their rationale to the committee and will ask the committee to reconsider its recommendation.
- c. The Chair can either agree with the committee's reconsidered recommendation; or reject the reconsidered recommendation.
- d. If, after reconsideration the committee recommends the incumbent for reappointment and the Chair does not accept the recommendation, the work of the review committee is concluded and the review committee becomes a search committee. The incumbent will be eligible for reappointment.
- e. If, after reconsideration the committee does not recommend the incumbent for reappointment and the Chair does not accept the recommendation, the work of the review committee is concluded and the review committee becomes a search committee. The incumbent will be eligible for reappointment.
- f. If the Chair agrees with the committee's recommendation that the incumbent should be reappointed, the recommendation shall go to the President (or to the Board of Governors in the case of the Provost and Vice-President Academic search) for approval. Upon approval, the committee's work concludes and the appropriate office begins the appointment process.
- g. If the Chair agrees with the committee's recommendation not to reappoint, the committee will be deemed to have become a search committee and will begin to follow the procedures for such, below. If the recommendation is to not reappoint, the incumbent is not eligible for reappointment.
- h. During a review committee process, the incumbent at any point can determine that they no longer want to be considered for reappointment by informing the Chair in writing. The incumbent will then not be eligible for reappointment for a second consecutive term.
- i. No member of a review committee recommending against reappointment may be a candidate in the following search.

3. Search Committee Procedures

3.1. The Search

If the search process was preceded by a reappointment review process, the review committee becomes the search committee; otherwise a search committee is formed. In addition to the circumstances noted in the previous section which identifies when a review committee is deemed to be a search committee, a search committee will also be struck when there is no incumbent eligible for seeking reappointment, a new position has been created, or a new appointment to the position is required, and a search process is initiated.

- a. The search committee's role is to seek the best candidate available for the position and recommend a candidate, if possible, for the position. Towards that end, the search committee:
 - i. Adheres to the principles articulated above;
 - ii. Reviews and, where appropriate, recommends updates to the position description;
 - iii. Recommends the qualifications and experience required;
 - iv. Seeks candidates;
 - v. Screens applications;
 - vi. Interviews selected candidates; and
 - vii. Conducts any other assessments as may be appropriate.
- b. A person holding the office in question on an interim basis will normally be eligible to apply for the position.
- c. The committee as a whole may consult with any person who is not a member of the committee, and where appropriate, with groups of faculty, staff, alumni and students on their views of the position and what characteristics they think the appointee should have. This consultation does not involve any performance assessment of a candidate.

3.2. The Recommendation and Decision Making

- a. The committee makes a recommendation to the Chair as to who should be appointed to the position. The recommendation of the candidate shall be by a majority vote of the voting members of the search committee, made in accordance with the voting rules established by the committee. In the event that a vote or a series of votes fails to result in a majority for one of the candidates, the committee should continue to try to reach an agreement.
- b. Except in the circumstances of interim appointments or an extension, there will be no other appointments in the absence of a positive recommendation from the search committee.
- c. If the Chair disagrees with the recommendation of the committee, or the committee is unable to make a recommendation, the Chair shall ask the committee to reconsider. If the committee is still unable to provide another recommendation, the following options are available:
 - i. In the case of an internally advertised search, the committee may ask the Chair to seek authorization for an external search. If such authorization is granted, the search committee will continue on that basis;
 - ii. If authorization for an external search is not granted, and the committee has not re-advertised internally, the committee may so advertise unless the committee and Chair are in agreement that re-

- advertising would not be effective, in which case a failed search will be declared and the committee dissolved. If the committee has re-advertised and reached the same position with no recommendation acceptable to the Chair, a failed search will be declared and the committee dissolved; or
- iii. In the case of an externally advertised search, the Chair may ask the committee to re-advertise externally and continue on that basis or the Chair may declare a failed search. If after re-advertising the committee still makes no recommendation acceptable to the Chair, a failed search will be declared.
- d. If no candidate can be found who is acceptable to the committee, the Chair and the President, a failed search will be declared.
 - e. After a failed search, a new search committee will be struck.
 - f. If the Chair agrees with the committee's recommendation of a candidate, the recommendation shall go to the President (or to the Board of Governors in the case of a Provost and Vice-President Academic search) for approval. Upon approval, the committee's work concludes and the appropriate office begins the appointment process.

4. Advertising Positions

If a committee is reviewing an incumbent's performance because they are seeking a second term as described above, then the position does not need to be advertised. Otherwise, all vacancies shall be advertised internally or externally as set out below.

"Internal" advertising of a vacancy means there will be written notice throughout the University including on the Ryerson Career Opportunities website. It also means that the candidate pool includes any full-time career University employee who is eligible for consideration including Ryerson Faculty Association members (all tenured faculty members, librarians and counselors past their probation period). Internal advertising precludes the eligibility of all other individuals.

"External" advertising means concurrent internal and external notice of vacancy and call for candidates. A decision to advertise externally is subject to budgetary approval and shall be made by the Chair after receiving the committee's advice.

External notice and call will include at least one advertisement in a publication accessible to qualified candidates such as a Toronto daily newspaper, a newspaper with a national reach, an academic educational publication or approved professional publication.

Advertising and search measures to encourage applications from diverse communities will be carried out with the assistance of the Office of Equity, Diversity and Inclusion, and Human Resources.

5. Engaging an Executive Search Firm

If the Chair wishes to engage an executive search firm to assist the committee with its activities, the selection of such a firm shall be carried out in compliance with the University's procurement policies.

Schedule One – Committee Composition

Committee for Provost & Vice-President Academic		
Source/Composition	# of members	(S)elected by
President (Chair)	1	Ex Officio
Tenured faculty members/career librarians, with no more than one member per Faculty/Division, and at least one must be a Chair/Director	6	Faculty/Librarians [election]
Dean or Vice-Provost	1	Deans and Vice-Provosts
Student from the Senate	1	Students on Senate
Presidential appointees	3	President
Total	12	

Faculty and librarian members of the RFA may nominate candidates, and all faculty and librarians as a whole shall vote for up to six candidates. The first committee member to be selected will be the Chair/Director of a Department/School with the most votes. That Chair/Director shall be the faculty member representative for her/his Faculty. In cases where no Chair/Director is nominated, there will be no elected Chair/Director on the committee. Thereafter, the remaining candidates will be tenured faculty members or librarians chosen from the list in the order of most votes as long as their Faculty/Division is not already represented, such that the elected members will all be from different Faculties/Divisions. In the event that there are not candidates from at least six (6) Faculties/Divisions, then the selection will proceed in a similar manner so as to minimize the potential for one Faculty/Division to dominate.

The librarians and staff members elected or appointed to the search committee must be full-time University employees past their probationary period.

Committee for Vice-President, Research & Innovation		
Source/Composition	# of members	(S)electd by
President (Chair)	1	Ex Officio
Tenured faculty members/career librarians, with no more than one member per Faculty/Division	6	Faculty/Librarians [election]
Deans or Associate Deans (responsible for research)	2	Deans
Presidential appointees, one of whom shall be a graduate student	3	President
Total	12	

Faculty and librarian members of the RFA may nominate candidates, and all faculty and librarians as a whole shall vote for up to six candidates. The candidate receiving the most votes will serve; subsequent candidates to a total of six (6) will be chosen from the list in the order of most votes as long as their Faculty/Division is not already represented, such that the elected members will all be from different Faculties/Divisions. In the event that there are not candidates from at least six (6) Faculties/Divisions, then the selection will proceed in a similar manner so as to minimize the potential for one Faculty/Division to dominate.

The librarians and staff members elected or appointed to the search committee must be full-time University employees past their probationary period.

Committee for Vice-Provost, Faculty Affairs		
Source/Composition	# of members	(S)elected by
Provost (Chair)	1	Ex Officio
Tenured faculty members, career librarians/counsellors, with no more than one member per Faculty/Division	5	Faculty/Librarians/Counsellors [election]
Dean or Vice-Provost	1	Deans and Vice-Provosts
Assistant Vice-President, Human Resources	1	Ex Officio
Provost appointees	2	Provost
Total	10	

Members of the RFA (faculty, Librarians and Counsellors) may nominate candidates, and all RFA members as a whole shall vote for up to five candidates. The candidate receiving the most votes will serve; subsequent candidates to a total of five (5) will be chosen from the list in the order of most votes as long as their Faculty/Division is not already represented, such that the elected members will all be from different Faculties/Divisions. In the event that there are not candidates from at least five (5) Faculties/Divisions, then the selection will proceed in a similar manner so as to minimize the potential for one Faculty/Division to dominate.

The librarians and staff member elected to the search committee must be full-time University employees past their probationary period.

Committee for Vice-Provost, Academic		
Source/Composition	# of members	(S)elected by
Provost (Chair)	1	Ex Officio
Tenured faculty members/career librarians, with no more than one member per Faculty/Division	5	Faculty/Librarians [election]
Dean or Vice-Provost	1	Deans and Vice-Provosts
Students on Senate	1	Students on Senate
Provost appointees	2	Provost
Total	10	

Faculty and librarian members of the RFA may nominate candidates, and all faculty and librarians as a whole shall vote for up to five candidates. The candidate receiving the most votes will serve; subsequent candidates to a total of five (5) will be chosen from the list in the order of most votes as long as their Faculty/Division is not already represented, such that the elected members will all be from different Faculties/Divisions. In the event that there are not candidates from at least five (5) Faculties/Divisions, then the selection will proceed in a similar manner so as to minimize the potential for one Faculty/Division to dominate.

The librarians and staff members elected or appointed to the search committee must be full-time University employees past their probationary period.

Committee for Vice-Provost & Dean of Yeates School of Graduate Studies		
Source/Composition	# of members	(S)elected by
Provost (Chair)	1	Ex Officio
Tenured faculty members who are members of YSGS with no more than one member per Faculty	3	Faculty members of YSGS, excluding Graduate Program Directors [election]
Graduate Program Directors	2	Graduate Program Directors [election]
Dean or Vice-Provost	1	Deans and Vice-Provosts
Graduate student	1	Graduate students [election]
Provost appointees	2	Provost
Total	10	

Graduate Program Director refers to those faculty members who are responsible for a graduate program under different titles such as Graduate Program Director, Associate Chair of Graduate Studies, etc.

Faculty members who are members of YSGS (YSGS faculty) may nominate candidates, and all YSGS faculty as a whole shall vote for up to three candidates. The candidate receiving the most votes will serve; subsequent candidates to a total of three (3) will be chosen from the list in the order of most votes as long as their Faculty is not already represented, such that the elected members will all be from different Faculties. In the event that there are not candidates from at least three (3) Faculties, then the selection will proceed in a similar manner so as to minimize the potential for one Faculty to dominate.

Where there are not two Graduate Program Directors available to serve on the committee, one or more additional faculty members shall be elected.

Committee for Associate Vice-President, Research		
Source/Composition	# of members	(S)electd by
Vice-President, Research & Innovation (Chair)	1	Ex Officio
Tenured faculty members/career librarians, with no more than one member per Faculty/Division	5	Faculty/Librarians [election]
Dean	1	Deans
Graduate Student	1	Students on Senate
VPRI appointees	2	VPRI
Total	10	

Faculty and librarian members of the RFA may nominate candidates, and all faculty and librarians as a whole shall vote for up to five candidates. The candidate receiving the most votes will serve; subsequent candidates to a total of five (5) will be chosen from the list in the order of most votes as long as their Faculty/Division is not already represented, such that the elected members will all be from different Faculties/Divisions. In the event that there are not candidates from at least five (5) Faculties/Divisions, then the selection will proceed in a similar manner so as to minimize the potential for one Faculty/Division to dominate.

The librarians and staff members elected or appointed to the search committee must be full-time University employees past their probationary period.

Committee for Deans of Faculties		
Source/Composition	# of members	(S)electd by
Provost (Chair)	1	Ex Officio
Tenured faculty members in that Faculty, with no more than one member from each Department/School	4	Faculty members in that Faculty, excluding Chairs/Directors [election]
Chairs/Directors in the Faculty	1	Chairs/Directors in that Faculty [election]
Dean or Vice-Provost	1	Deans and Vice-Provosts
Career staff member in that Faculty	1	Career Staff [election]
Provost appointees, one of whom shall be a student	2	Provost
Total	10	

RFA members of the Faculty may nominate candidates and vote for up to four (4) candidates. The candidate receiving the most votes will serve; subsequent candidates to a total of four (4) will be chosen from the list in the order of most votes as long as their Department/School is not already represented, such that the elected members will all be from different Departments/Schools. In the event that there are not candidates from at least four (4) Departments/School, then the selection will proceed in a similar manner so as to minimize the potential for one Departments/School to dominate.

Where there are not any Chair/Director available to serve on the committee, one additional faculty member shall be elected.

The staff member elected to the search committee must be a full-time University employee past their probationary period.

Committee for Dean of The Chang School of Continuing Education		
Source/Composition	# of members	(S)elected by
Provost (Chair)	1	Ex Officio
Dean or Vice-Provost	1	Deans and Vice- Provosts
CE Program Directors	2	CE Program Directors [election]
CE Academic Coordinators	2	CE Academic Coordinators [election]
CE student	1	CESAR
Provost appointees, with at least one member selected from tenured faculty members	3	Provost
Total	10	

The members elected or appointed to the search committee must be full-time University employees past their probationary period.

Committee for Associate Deans of Faculties		
Source/Composition	# of members	(S)elected by
Dean (Chair)	1	Ex Officio
Tenured faculty members in that Faculty	4	Faculty members of that Faculty, excluding Chairs and Directors [election]
Chair/Director in that Faculty	1	Chairs/Directors of that Faculty [election]
Graduate student in that Faculty	1	Graduate students of that Faculty [election]
Undergraduate student in that Faculty	1	Undergraduate students of that Faculty [election]
Decanal appointees, one of whom shall be a career staff member in that Faculty	2	Dean
Total	10	

RFA members of the Faculty may nominate candidates and vote for up to four (4) candidates. The candidate receiving the most votes will serve; subsequent candidates to a total of four (4) will be chosen from the list in the order of most votes as long as their Department/School is not already represented, such that the elected members will all be from different Departments/Schools. In the event that there are not candidates from at least four (4) Departments/School, then the selection will proceed in a similar manner so as to minimize the potential for one Departments/School to dominate.

Where there are not any Chair/Director available to serve on the committee, one additional faculty member shall be elected.

The staff member appointed to the search committee must be a full-time University employee past their probationary period.

Committee for Associate Dean of Yeates School of Graduate Studies		
Source/Composition	# of members	(S)elected by
Vice-Provost & Dean, YSGS	1	Ex Officio
Tenured faculty members who are members of YSGS, with no more than one member per Faculty	4	Faculty members of YSGS, excluding Graduate Program Directors [election]
Graduate Program Directors*	2	Graduate Program Directors [election]
Graduate student	1	Graduate students [election]
Decanal appointees	2	Vice-Provost & Dean, YSGS
Total	10	

Graduate Program Director refers to those faculty members who are responsible for a graduate program under different titles such as Graduate Program Director, Associate Chair of Graduate Studies, etc.

Faculty members who are members of YSGS (YSGS faculty) may nominate candidates, and all YSGS faculty as a whole shall vote for up to four candidates. The candidate receiving the most votes will serve; subsequent candidates to a total of four (4) will be chosen from the list in the order of most votes as long as their Faculty is not already represented, such that the elected members will all be from different Faculties. In the event that there are not candidates from at least four (4) Faculties, then the selection will proceed in a similar manner so as to minimize the potential for one Faculty to dominate.

Where there are not two Graduate Program Directors available to serve on the committee, one or more additional faculty members shall be elected.

Committee for Chief Librarian		
Source/Composition	# of members	(S)elected by
Provost (Chair)	1	Ex Officio
Career librarians, of whom at least one should be a Library Department Head	4	Librarians [election]
Tenured faculty	1	Faculty members [election]
Career library staff member (past probationary period)	1	Library Staff [election]
Dean or Vice-Provost	1	Deans and Vice-Provosts
Provost appointees, one of whom shall be a student	2	Provost
Total	10	

The librarians and staff members elected or appointed to the search committee must be full-time University employees past their probationary period.

Committee for Associate Chief Librarian		
Source/Composition	# of members	(S)elected by
Chief Librarian (Chair)	1	Ex Officio
Career librarians, of whom at least one should be a Library Department Head	4	Librarians [election]
Tenured faculty	1	Faculty members [election]
Career library staff members (past probationary period)	2	Library Staff [election]
Appointees of the Chief Librarian, one of whom shall be a student	2	Chief Librarian
Total	10	

The librarians and staff members elected or appointed to the search committee must be full-time University employees past their probationary period.