

## Appointment of Academic Administrators Policy (AAA Policy)

- **Related Documents:** [Appointment of Academic Administrators Procedures \(AAA Procedures\)](#)
- **Owner:** Vice-Provost, Faculty Affairs
- **Approver:** Board of Governors
- **Approval Dates:** 1994, 1999, 2017

### I. Purpose

The Appointment of Academic Administrators Policy (AAA Policy) has been developed to establish the guidelines for the establishment and functioning of committees related to the appointment of the academic administrative leadership of Ryerson University (the “University”). The AAA Policy also establishes the guidelines for the term of appointment and intra-term assessment of academic administrative leaders. The application of the policy is articulated in the Appointment of Academic Administrators Procedures (AAA Procedures).

The policy is made in accordance with the Ryerson University Act. The Board of Governors delegates its authority, and the grant of its authority for further delegation as is necessary, to the President and Vice-Chancellor on the appointment, reclassification, promotion, suspension, transfer, resignation, termination and leave of absence of all employees, including academic administrative leaders, except the Provost and Vice-President Academic.

It replaces the *Policy and Procedures Relating to Search Committees and Appointments in the Academic Administration, and to the Development and Evaluation of the Performance of Academic Administrators*.

### II. Scope and Application

- This policy applies to the following positions:
  - Provost and Vice-President Academic;
  - Vice-President Research and Innovation;
  - Vice-Provost, Faculty Affairs;
  - Vice-Provost, Academic;
  - Vice-Provost and Dean of the Yeates School of Graduate Studies;
  - Deans of Faculties;
  - Dean of The Chang School of Continuing Education;
  - Associate Deans;
  - Chief Librarian; and
  - Associate Chief Librarian.

- As the academic structure of the University changes in the future, the President, in consultation with the Provost and the VPFA, may alter the scope of this policy accordingly.
- This policy does not apply in the case of interim appointments for a position covered by this policy. Such interim appointments are made on the recommendation of the appropriate senior administrator, after consultation with the appropriate constituency, for a period of normally not more than one year.

### III. Definitions

- **“Chair”**: Refers to the Chair of a review or search committee; the senior administrator to whom the position reports is typically the Chair
- **“Committee member”**: Refers to the employee or student who is either elected or appointed to a review or search committee; eligibility is determined in part by the position that is being filled
- **“Failed search”**: A failed search arises in situations where no recommendation for a candidate can be achieved by a committee
- **“Incumbent”**: The current holder of an academic administrative leadership position
- **“Review committee”**: Name of the committee when it is reviewing the current incumbent for a second term
- **“RFA”**: Ryerson Faculty Association
- **“Search committee”**: Name of the committee when it is actively recruiting a new candidate for an academic leadership position
- **“Voters”**: Individuals who are eligible to vote for the nominated members of a review/search committee; eligibility is determined in part by the position that is being filled
- **“VPFA”**: Vice-Provost, Faculty Affairs; the senior administrator responsible for the interpretation and application of the AAA policy and procedures

### IV. Policy

#### 1. Principles

- a. As provided in the *Ryerson University Act*, and in the University’s general by-laws, with the exception of the appointment of the Provost and Vice-President Academic, the Board of Governors has delegated its authority to the President with respect to the appointment of academic administrators referred to in this policy.

- b. All recommendations for appointment to an academic administrative position identified in this policy must be approved by the President or designate prior to extending an offer of appointment to the selected candidate. The Provost's appointment must be approved by the Board of Governors.
- c. In reaching recommendations, committees will seek to identify and appoint individuals, based on demonstrated excellence, to perform critical academic administrative leadership roles.
- d. All committee members and Chairs will act in accordance with University policies including, but not limited to policies on Employment Equity, Workplace Civility and Respect, Discrimination and Harassment Prevention, Conflict of Interest, and Accommodation for Persons with Disabilities.
- e. The search process should reflect best practices in recruitment and reflect the university's commitment to equity, diversity and inclusion, and access to education and employment as articulated in the statement below (Section IV, Item 2).
- f. All committee members and Chairs have a duty and obligation to act in the best interests of the University, including complying with the principles and processes articulated in this policy and acting in a fair, equitable, objective, professional, respectful, civil, non-discriminatory, non-harassing, and confidential manner.

## **2. Statement on Equity, Diversity and Inclusion; Respect for Aboriginal Perspectives; and Access to Education and Employment**

Equity, diversity and inclusion, along with access to education and employment, and respect for Aboriginal perspectives, are values at the core of the University's overall mandate as a citizenship builder and institution of higher learning. The University is committed to promoting equity, diversity and inclusion within the University community; and to providing equitable opportunities in employment for people from historically under-represented and marginalized groups.

Equitable opportunities in employment involve hiring the best-qualified candidate, which includes candidates who have demonstrated a commitment to upholding human rights and whose work reflects the University's institutional values. Providing equitable opportunities 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 and barriers in 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.

### **3. Conflict of Interest**

Committee members who have or believe they have a conflict of interest or perceived conflict of interest with respect to their duties and responsibilities, shall declare the conflict of interest to the Chair. If a Committee member fails to declare a conflict of interest where there is a conflict of interest or perceived conflict of interest, the Chair shall bring the matter to the Committee member's attention, and may require the Committee member to declare the conflict of interest.

A conflict of interest occurs when a Committee member has a personal interest or an obligation, which is in substantial conflict with the proper discharge of the Committee member's duties and responsibilities in the best interest of the University, or otherwise affects the integrity and confidence in the University, or the appearance of the above. Examples may include situations where the Committee member has acted as an academic supervisor of a candidate or where the Committee member has collaborated with a candidate on a research project or business venture. A supervisory or collaborative relationship with a candidate does not automatically constitute a conflict of interest.

The Chair, in consultation with the Vice-Provost, Faculty Affairs, shall determine, what action, if any, should be taken by the Committee member, or the Committee, in order to deal with the conflict of interest.

### **4. Confidentiality**

Committee members will have access to confidential material, and must therefore be bound by the requirements of confidentiality necessary for the proper functioning of such a committee and the protection of the interests of the candidates. In particular:

- a. In the course of committee work, members may become aware of plans, opinions and employment experiences provided in confidence by individual candidates. Confidential reference comments about candidates will also be received. This information should only be shared or discussed with other committee members.
- b. The Committee process should respect the confidence of the candidates and the identity of candidates should not be disclosed save as necessary for the decision making process.
- c. In the course of committee deliberations and discussions, members will become aware of the perceptions, assessments and views of the other members concerning candidates being assessed. These exchanges for the purpose of assessment are provided in confidence and should only be shared or discussed with other members; all members have an obligation to make every effort to respect the dignity and integrity of their colleagues and to

sustain a climate in which colleagues are able to function as responsible members of the academic community.

- d. At times, committee members may wish to consult with the Chair or with the VPFA for advice on issues related to process. The VPFA is constrained by the confidentiality provisions of this policy. Therefore seeking their advice should be done in a confidential manner, and does not itself constitute a breach of confidentiality. In the case of the review/search for VPFA, such consultations may only be with the Chair or another individual identified by the University.

## **5. Term of Appointment**

The term of appointment for all positions covered by this policy shall normally be five years and may be renewed for a second term based on the recommendation of a review committee and its Chair, and the approval of the President. Normally incumbents are restricted to two consecutive terms.

In special circumstances, on the recommendation of the appropriate senior administrator, the length of appointment (either the first or second term) of an incumbent may be extended for one additional year.

## **6. Intra-Term Assessment**

An annual performance assessment will be conducted by the academic administrator's supervisor.

The annual performance assessment is a confidential document. It is to be completed by May 31 of each year.

The annual assessment in either the second or third year of the five-year term will be informed by confidential input from appropriate and knowledgeable people in the University community as determined by the academic administrator's supervisor. In the case of the assessment of Deans and Associate Deans of faculties, this will include at minimum the canvassing of the tenured faculty members in that Dean or Associate Dean's Faculty. In the case of the Chief Librarian and Associate Chief Librarian, this will include at minimum the canvassing of the career-status librarians.

The supervisor may seek similar broad input to assist in the assessment at any time in the five-year term.

The academic administrator will be provided a summary of views provided but under no circumstances are the names of those whom provided feedback identified.

## V. Roles and Responsibilities

### President

- Approval of all recommendations for appointment to an academic administrative leadership position except for the Provost and Vice-President Academic
- Recommendation to the Board of Governors of appointment of Provost and Vice-President Academic

### Vice-Provost, Faculty Affairs (VPFA)

- Interpretation and application of the AAA policy and procedures
- Consultation with Chairs and committee members on issues related to the process of review and search committees, except in the review/search for the VPFA

### Chair

- Oversight for committee development and formation, including elections and appointments of committee members
- Responsible for principles and processes outlined in the AAA procedures including creation and maintenance of a committee environment that is collegial, respectful and accessible, and where all committee members comply with University policies
- Considerations of institutional values in particular equity, diversity and inclusion as described in the academic plan, during committee formation and committee administration
- Participation in committee discussions on an equal basis as a non-voting member