



SUBJECT	POLICY 22 (APPOINTMENTS AND EXTENSION OF APPOINTMENTS FOR HEADS OF ACADEMIC UNITS)
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MEETING DATE	NOVEMBER 26, 2018
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Forwarded on the Recommendation of the President

APPROVED FOR SUBMISSION

Santa J. Ono, President and Vice-Chancellor

FOR INFORMATION

Report Date	November 5, 2018
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Presented By Hubert Lai, Q.C., University Counsel

EXECUTIVE SUMMARY

The President is responsible for determining which members of the Executive should be the Responsible Executive(s) for each Board of Governors policy. The President, in consultation with members of the Executive, determined that for Policy 22 - *Appointments and Extension of Appointments for Heads of Academic Units* the Responsible Executive for UBC Okanagan will be changed from Deputy Vice-Chancellor and Principal to Provost and Vice-Principal Academic. Since the Responsible Executives are referred to directly in the Procedures to Policy 22 (as opposed to simply in the title block in the policy) the President authorized an amendment to the Procedures to reflect this change in Responsible Executive.

Pursuant to Policy 1 (Administration of Policies), procedures may be amended by the President provided the new procedures conform to the approved policy and they are reported at the next meeting of the Board of Governors. This report is being provided to the Board of Governors in compliance with Policy 1.

Attachments

1. A blackline comparing the amended Procedures to Policy 22 - *Appointments and Extension of Appointments for Heads of Academic* to the previous Procedures.

INSTITUTIONAL STRATEGIC PRIORITIES SUPPORTED

- Learning
 Research
 Innovation
 Engagement (Internal / External)
 International

or a **Operational**

DESCRIPTION & RATIONALE


The President is responsible for determining which members of the Executive should be the Responsible Executive(s) for each Board of Governors policy. In August and September 2018 the President and members of the Executive underwent a policy prioritization process. The results of this process were presented to the Board of Governors at its September 2018 meeting.

As part of this process the President and the Executive reviewed which person(s) should be the Responsible Executive(s) for each policy. As part of that process it was determined that for Policy 22 - *Appointments and Extension of Appointments for Heads of Academic Units* the Responsible Executive for UBC Okanagan will be changed from Deputy Vice Chancellor and Principal to Provost and Vice-Principal Academic. Since the Responsible Executives are referred to directly in the Procedures to Policy 22 (as opposed to simply in the title block for the policy) the President authorized an amendment to the Procedures to reflect this change in Responsible Executive.

BENEFITS Learning, Research, Financial, Sustainability & Reputational	The Procedures have been updated to reflect the appropriate Responsible Executives for the Policy.
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RISKS Financial, Operational & Reputational	None
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CONSULTATION Relevant Units, Internal & External Constituencies	Prior to approval by the President, the changes were considered and supported by the members of the Executive.
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 <p>The University of British Columbia Board of Governors</p>	<p>Policy No.:</p> <p style="text-align: center;">22</p>	<p>Approval Date: March 1993</p> <p>Last Revision: December 2016</p>
	<p>Responsible Executive: Provost and Vice-President, Academic (UBC Vancouver)</p> <p>Provost and Vice-Principal, Academic (UBC Okanagan)</p>	
<p>Title:</p> <p style="text-align: center;">Appointments and Extension of Appointments for Heads of Academic Units</p>		
<p>Background and Purpose:</p> <p>To confirm the authority and terms of appointment of the Head of an Academic Unit and to establish the procedures for the appointment and extension of appointment for a Head of an Academic Unit, which include appropriate consultation within the Academic Unit and consideration of the future needs of the Academic Unit.</p>		

1. Definitions and Interpretation Rules

- 1.1. A schedule to this Policy establishes the definitions of terms used in this Policy and any unique rules of interpretation that apply to this Policy.

2. Scope

- 2.1. This Policy applies to all appointments and extensions of appointments for *Heads* of Academic Units.
- 2.2. Selection of heads of academic departments and schools other than Academic Units may be in accordance with this Policy, as determined by the *Responsible Executive*.

3. Governing Principles

- 3.1. Authority for the appointment and extension of appointment of *Heads* rests with the *Responsible Executive* on the recommendation of the *Dean*. The *Dean's* recommendation will include recommended terms and conditions of the appointment or extension of appointment.
- 3.2. A *Head* reports to his or her *Dean*. Responsibilities delegated by a *Dean* to a *Head* normally include: responsibility for the overall operation of the *Academic Unit*, including the budget; providing leadership of the administrative and intellectual life for the *Academic Unit*, including assigning teaching duties; continuing to advance the *Academic Unit's* programs and activities; making recommendations to the *Dean*

on matters pertaining to the *Academic Unit* and representing the views of the *Academic Unit* to the Dean and the University at large; and such other duties as may be assigned by the *Dean*.

4. Appointments

- 4.1. *Heads* may be appointed for terms of up to five years.
- 4.2. A *Dean* will follow the process for the appointment of a *Head* contained in the Procedures to this Policy.

5. Extension of Appointments

- 5.1. A *Head* will not normally serve more than 10 consecutive years.
- 5.2. Where a *Head's* appointment is approaching expiration, the *Dean* will:
 - 5.2.1. Ascertain whether the incumbent wishes to continue in the position beyond the expiration of his or her current appointment. If the incumbent does not wish to continue in his or her position beyond the expiration of his or her current term of appointment or if it is determined at any stage that an extension of the term of the incumbent should not be considered, the *Dean* will follow the process for the appointment of a *Head* contained in the Procedures to this Policy;
 - 5.2.2. Follow the process for the extension of an appointment of a *Head* contained in the Procedures to this Policy, if the *Dean* believes it would be desirable to consider extending the incumbent's appointment and if the length of the proposed extension is for a period of more than one year; and
 - 5.2.3. Make a recommendation to the *Responsible Executive* as to whether it would be desirable to consider extending the incumbent's appointment, the length of the proposed extension, and the terms and conditions of any such extension.

6. Pro Tem Appointments

- 6.1. Notwithstanding anything else in this Policy, the *Responsible Executive* may designate in writing that an individual, including the incumbent, take on the role of *Head* in a *pro tem* capacity where the incumbent's appointment has ended and a successor has not yet taken office; provided however, that:
 - 6.1.1. any such designation normally will not be for a period of more than 12 months; and
 - 6.1.2. if successive designations are made, the aggregate length of the designations normally will not exceed 24 months.

Schedule to Policy #22
Definitions and Other Interpretation Rules

1. Definitions

In Policy #22 – Appointments and Extension of Appointments for Heads of Academic Units, the following terms have the meaning defined below, and will have the same meaning in any Procedures associated with that Policy:

- a. **“Academic Unit”** means an academic department or school within a Dual-Campus Faculty, a UBC Okanagan Faculty, a UBC Vancouver Faculty, the College of Health Disciplines or the College for Interdisciplinary Studies.

- b. **“Advisory Committee”** means the advisory committee to the **Responsible Executive** as defined in Article 5 of the Procedures.

- c. **“Dean”** means:
 1. a Dean of a UBC Okanagan Faculty, a Dean of a UBC Vancouver Faculty, or a Dean of a Dual-Campus Faculty;
 2. the Principal of the College of Health Disciplines or the Principal of the College of Interdisciplinary Studies; or
 3. equivalent positions.

- d. **“Dual-Campus Faculty”** has the same meaning attributed to it in resolutions passed by the Board of Governors on June 3, 2005. [Note: As at July 1, 2005, the sole Dual-Campus Faculty was the Faculty of Applied Science.]

- e. **“Head”** means the head or director of an Academic Unit.

- f. **“Responsible Executive”** means:
 1. the President and individual(s) assigned by the President, from time to time, to be responsible for this Policy and any associated Procedures; and
 2. any sub-delegate of that assigned responsible individual(s) except to the extent that the power to delegate is specifically excluded in this Policy or in the appointment by the President.

- g. **“UBC Okanagan Faculty”** has the same meaning attributed to the term “Faculty of UBC Okanagan” in resolutions passed by the Board of Governors on June 3, 2005. [Note: As at July 1, 2005, the UBC Okanagan Faculties were the Faculty of Arts and Sciences (now known as the Irving K. Barber School of Arts and Sciences), the Faculty of Creative and Critical Studies, the Faculty of Education, the Faculty of Health and Social Development, and the Faculty of Management.]

- h. ***“UBC Vancouver Faculty”*** has the same meaning attributed to the term “Faculty of UBC Vancouver” in resolutions passed by the Board of Governors on June 3, 2005. [Note: As at July 1, 2005, the UBC Vancouver Faculties were the Faculty of Arts, the Faculty of Commerce and Business Administration (now known as the Sauder School of Business), the Faculty of Dentistry, the Faculty of Education, the Faculty of Forestry, the Faculty of Graduate Studies, the Faculty of Land and Food Systems, the Faculty of Law, the Faculty of Medicine, the Faculty of Pharmaceutical Sciences, and the Faculty of Science].

PROCEDURES

Approved: March 1993

Revised: ~~December 2016~~ September 2018

Pursuant to Policy #1: Administration of Policies, "Procedures may be amended by the President, provided the new procedures conform to the approved policy. Such amendments are reported at the next meeting of the Board of Governors". Note: the most recent procedures may be reviewed at <http://universitycounsel.ubc.ca/policies/index/>.

1. Assignment of Responsible Executive

- 1.1. The *Responsible Executive* will be the Provost and Vice President Academic (UBC Vancouver) in relation to matters regarding *Heads* of *Academic Units* at UBC Vancouver, unless otherwise required.
- 1.2. The *Responsible Executive* will be the ~~Deputy Vice Chancellor and Principal Provost and Vice-Principal, Academic~~ (UBC Okanagan) in relation to matters regarding *Heads* of *Academic Units* at UBC Okanagan, unless otherwise required.

2. Terms and Conditions of Appointments and Extension of Appointments

- 2.1. A letter of appointment confirming in writing the terms and conditions of the appointment or extension of appointment, including remuneration, administrative leave, and the responsibilities delegated to the *Head*, must be provided from the Dean to the *Head* at or before the effective date of the appointment or extension of appointment. In all cases, acceptance of the appointment must be confirmed in writing by the *Head*, a copy of which will be included with the Faculty Appointment Form.
- 2.2. As part of their appointment, Heads will have access to training, time, and support to assist them in carrying out their responsibilities.
- 2.3. **Remuneration:**
 - 2.3.1. For appointments: In addition to the salary a *Head* receives as a faculty member, the *Head* will receive an administrative stipend and may also be granted a teaching release for performing the duties as *Head*, all documented in accordance with Section 2.1 of these Procedures. The administrative stipend will be discretionary in amount, but not less than \$5,000 per year.
 - 2.3.2. For extension of appointments: If the form or amount of remuneration of a *Head* is to be changed upon commencement of an extension, such change must be established and documented in writing at or before the effective date of the extension.
 - 2.3.3. For *pro tem* appointments: A *Head pro tem* may receive an administrative stipend, identified at the time of designation, discretionary in amount, and agreed to and confirmed in writing, for taking on the role of *Head* in a *pro tem* capacity.

2.4. Administrative Leaves

- 2.4.1. Recognizing that administrative leave is intended to provide a reasonable period of time for administrators who are returning to the academic ranks to focus on their scholarly and professional activities and to re-integrate with their disciplines before they resume their regular duties as faculty members, the **Responsible Executive** will grant an administrative leave, with full salary and benefits, to the **Head** provided that:
 - 2.4.1.1. administrative leave will only be granted to the **Head** where the **Head** actually returns to active duty as a faculty member for at least one year immediately after the period of the administrative leave; and
 - 2.4.1.2. a **Dean**, in his or her discretion, may require a **Head** to set out the rationale for the administrative leave and how it will benefit the **Academic Unit/University** as well as the **Head**. A report on activities and progress during the administrative leave may be required upon completion of the administrative leave.
 - 2.4.2. The duration of such administrative leaves will be eight months for successful completion of a three-year term and 12 months for successful completion of a five-year term.
 - 2.4.3. Where the **Head** has been granted an administrative leave pursuant to Article 2.4 of these Procedures and the appointment of the **Head** is subsequently extended, any such administrative leave may be deferred and taken at the end of the extended term unless otherwise determined by the **Responsible Executive**. In addition, the **Responsible Executive** may, in his or her discretion, grant a further administrative leave, to be taken at the conclusion of the extended term; provided however that the total duration of administrative leaves granted in respect of an initial appointment and granted in respect of any extensions together must not exceed 18 months.
 - 2.4.4. A faculty member who serves as **Head** will not lose any service time accrued towards a study leave prior to the appointment.
 - 2.4.5. Where an administrative leave is granted, the time served as a **Head** and time taken on administrative leave will not be included in years of service for the purpose of calculating study leave.
 - 2.4.6. During the period of administrative leave, the faculty member continues to be a full-time employee of the University, and is required to comply with the University's policies and procedures.
 - 2.4.7. Any arrangements with respect to administrative leave for a **Head** that were established and documented in writing prior to February 7, 2011 will not be affected by these Procedures.
 - 2.4.8. Any exceptions to these Procedures dealing with administrative leave may only be made with the written approval of the **Responsible Executive**.
- 2.5. **Termination:** A **Head's** appointment normally may be terminated upon 30 days written notice: by the **Responsible Executive** to the incumbent, following consultation with the **Dean**; or by the incumbent to the **Responsible Executive** and the **Dean**.

3. Process for the Appointment of a Head

- 3.1. For the appointment of a *Head*, the *Dean* will convene an *Advisory Committee*. The Head (or Head *pro tem*) will provide the *Advisory Committee* with a report of the Academic Unit's accomplishments and challenges. The *Advisory Committee* will consider the *Head's* report and the results of any recently completed review of the *Academic Unit*. The *Advisory Committee* will seek input from faculty members, students, and administrators within the *Academic Unit* and such persons from outside the *Academic Unit* as the *Advisory Committee* may deem appropriate.
- 3.2. The mandate of the *Advisory Committee* will be to advise the *Responsible Executive* on a candidate for appointment as *Head* and may also advise the *Responsible Executive* on matters of future priorities for the *Academic Unit*. The *Dean* will also provide advice to the *Responsible Executive* on these matters. The *Responsible Executive* will consider the recommendations of both the *Advisory Committee* and the *Dean*.
- 3.3. For clarity, this process does not apply to *pro tem* appointments made pursuant to Article 6 of the Policy.

4. Process for Extension of Appointment of a Head

- 4.1. Consideration for extension of an appointment will take place only if the *Dean* and the *Head* agree to consider an extension and the *Responsible Executive* authorizes the consideration.
- 4.2. For the extension of an appointment of a *Head*, the *Dean* will normally convene an *Advisory Committee* for the extension of an appointment of a *Head*.
- 4.3. The *Head* (or Head *pro tem*) will provide the *Dean* with a report of the Academic Unit's achievements and challenges. The *Dean* or the *Advisory Committee*, as the case may be, will consider the *Head's* report and the results of any recently completed review of the *Academic Unit*. Whether or not an *Advisory Committee* is established, the *Dean* will ensure that faculty members, students, and administrators within the *Academic Unit* are consulted and their comments considered.
- 4.4. If an *Advisory Committee* is established, its mandate will be to advise the *Responsible Executive* on the extension of an appointment of a *Head* and may also advise the *Responsible Executive* on matters of future priorities for the *Academic Unit*. The *Dean* will also provide advice to the *Responsible Executive* on these matters. The *Responsible Executive* will consider the recommendations of both the *Advisory Committee* and the *Dean*.
- 4.5. For clarity, this process does not apply to *pro tem* appointments pursuant to Article 6 of the Policy.

5. Advisory Committees

- 5.1. The *Dean* (or designate) will chair an *Advisory Committee* as a non-voting member.
- 5.2. The size of an *Advisory Committee* will be determined by the *Dean*.
- 5.3. At least 50% of the voting members of an *Advisory Committee* will be elected by and from tenured or tenure track faculty members from the *Academic Unit*, with the remainder to be appointed by the *Dean*. In making appointments, the *Dean* will attempt to provide for a diverse and balanced *Advisory Committee*,

normally including representation from students and staff. The *Dean* must consult with the *Responsible Executive* before confirming his or her appointees to the *Advisory Committee*.

- 5.4. The Chair of an *Advisory Committee* will be responsible for calling meetings.
- 5.5. Meetings may be held face-to-face, via telephone conference, video conference or any means recommended by the Chair of the *Advisory Committee*.
- 5.6. The quorum required to transact business at meetings will be a majority of the members of the *Advisory Committee*.

6. Replacement of Advisory Committee Members

- 6.1. **Vacancy or Inability to Participate:** If a member of an *Advisory Committee* becomes unwilling or unable to serve as a member of the *Advisory Committee* before it has completed its work, the Chair, in consultation with the *Responsible Executive*, may appoint a replacement member. While the replacement member may be any person whose participation is expected to contribute significantly to the activities of the *Advisory Committee*, the usual practice is for the replacement member to be from the same stakeholder group as the person being replaced.
- 6.2. **Student Status:** If a student member of an *Advisory Committee* ceases to be a student at the University but remains willing and able to continue to serve as a member of the *Advisory Committee*, the Chair, in consultation with the *Responsible Executive* and the relevant student group, may permit the student to continue to serve or may appoint a replacement student member. Any such replacement student must meet the same eligibility requirements as the student who is being replaced. For example, if the student being replaced is a graduate student selected from the graduate students associated with a specific Faculty or College, the replacement student will be appointed from the graduate students associated with that Faculty or College.
- 6.3. If a replacement member is not appointed, the *Advisory Committee* may complete its work notwithstanding the vacancy.

7. Review

- 7.1. Reviews of Academic Units are expected to be performed at regular intervals.
- 7.2. Where a review is to be conducted, the *Dean* will arrange for the review of the *Academic Unit*, in the manner set out in the relevant Senate and Faculty policies.