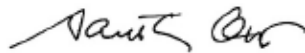


SUBJECT	OPEN, CLOSED AND HYBRID SEARCHES
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MEETING DATE	FEBRUARY 7, 2019
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Forwarded on the Recommendation of the President

**APPROVED FOR
SUBMISSION**



Santa J. Ono, President and Vice-Chancellor

FOR INFORMATION

Report Date	January 18, 2019
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Presented By Barbara Meens Thistle, Vice-President Human Resources

<p><i>If this item was previously presented to the Board, please provide a brief description of any major changes since that time.</i></p>	<p>This item was discussed at the November 2018 Executive Committee of the Board of Governors. The Committee requested the Vice-President Human Resources to solicit feedback from other U15 Universities, SFU, and UVic on their practices for VP, AVP and Dean searches.</p>
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EXECUTIVE SUMMARY

The Executive Committee of the Board has asked the Administration to gather information from other U15 institutions and larger BC universities regarding their practices of closed versus open searches for Deans, AVPs and Vice-President roles.

The Vice-President Human Resources reached out to three large search firms for input on best practices across Canada in regards to university searches. She also reached out to her HR colleagues at the U15 institutions, UVic and SFU to understand their current search practices and policies. In addition, a legal opinion was requested from the Office of the University Counsel and Roper Greyell on any privacy concerns to be considered.

In June 2018, in response to issues raised by the Executive Committee regarding recommendations by the President of the top candidate for Vice-President searches, the Administration agreed to supply a comparison matrix of the top three candidates for each search process. While the Committee expressed satisfaction with receiving the comparison matrix, specific Governors have now asked for the names of the top three candidates for VP searches and even more openness of the search processes of Dean, AVP and VP roles beyond the hybrid approach that is already in place at UBC under Policy 18, 21, and 34.

FUNCTIONAL DEFINITIONS

For this discussion, the “open” search process occurs when candidates are exposed to a wider audience beyond the Search Committee before a final selection decision is made. In its purest sense it means the candidate’s name is made public and the candidate may be asked to participate in a public presentation/forum as a part of their assessment for the role.

A “closed” search process refers to the more limited exposure of a candidate to a smaller decision-making body (e.g. the Search Committee). A key benefit of a closed process has to do with candidate attraction. Simply stated, high potential, qualified candidates often do not declare themselves as candidates until they are confident the process will preserve their anonymity. This fact is significant as candidates are senior people who are generally working in high profile roles elsewhere.

A “hybrid” search is one wherein the finalist candidate or a very small number of finalist candidates’ identities are made known to a larger group than just the Search Committee, but under controlled confidential conditions. Thus, this option seeks a happy medium between the open and closed search processes. There may be requests for confidential, public presentations and forums to ask candidates questions, but candidates’ names are not publicly circulated on the internet.

BEST PRACTICES

In the academic side of the house across our experience in Canada, there is an infrequent use of non-confidential searches at senior levels of universities, with the most senior level searches at the Presidential level only very infrequently being “open”. Most were “closed or hybrid” (search committee). On the non-academic side of the house, searches were also most often “closed or hybrid” (others that see the top 3 candidates may be peers, direct reports, and of course the search committee members).

Search Firms contacted noted anecdotally that in Canada in the academic side of the house, open searches are quite common at the decanal level and are less common as one moves up in the academic hierarchy and rarely seen at the administrative senior leadership level. They are much less common, for example, at the Provost/ VPA level and are very infrequent at the Presidential level. Senior level non-academic roles (e.g. VP HR, VP Finance) are generally much less likely to be “open” searches as often these individuals are still employed in significant roles in significant organizations outside of the university and would not want their employers to know they are considering another opportunity.

Several U15 universities as well as UVic and SFU were contacted to participate in a survey about their practices regarding open, closed and hybrid searches. The survey is still open however as of the date of this report, the following universities have responded:

1. University of Manitoba
2. University of Alberta
3. Western University
4. Laval University
5. University of Victoria
6. Simon Fraser University
7. McGill University
8. Queens University
9. McMaster University
10. University of Calgary

Broadly speaking, when there are open searches at universities, firms have noticed they are often the result of longstanding policy statements between the university and groups such as the Faculty Association. These agreements constitute a reflection of a mutually agreed manifestation of the academic “culture” of the university and the movement and progression toward senior academic roles.

As a rule, searches are closed for VP roles and hybrid for decanal and AVP roles but some universities will hold public fora or presentations for the final candidate or candidates (but usually not more than two candidates). There is an example of situation that happened recently at the University of Moncton where someone on the Presidential Search Committee leaked the ten names on the long short list to the CBC, which went ahead and published the list. This led to the withdrawal of some high-profile candidates and a decision by the Board of Governors to disband the committee and to postpone a new search. An investigation into the leak is on-going and could lead to criminal prosecution.

The advice of the Search Advisory Committee to the ultimate decision-making person or body (e.g. President or Board of Governors in the case of a Presidential search) is seen to be fundamental as a best practice.

A summary of the responses to the survey is outlined in Tables 1, 2 and 3 below:

Table 1 - Decanal Searches

Question	Responses
Are Searches - Open, closed and or Hybrid?	Pure Open = 0 Pure Closed = 1 Hybrid = 9 plus UBC = 10 (Search Committees and public presentations)
Do you use Search Advisory Committees ("SAC") for these roles?	Yes = 10 plus UBC = 11 Sign NDAs and or are reminded about confidentiality
Who sees the Long list of candidates?	SAC = 10 plus UBC = 11
Who sees the short list of candidates?	SAC = 10 plus UBC = 11
Who sees the top 3 candidates?	SAC = 10 plus UBC = 11 Peers/Direct Reports = 10 plus UBC = 11 Key Stakeholder Group thru limited public presentations = 10 plus UBC = 11 Candidates can withdraw if not comfortable with public presentations
What name is brought to Board/Committee for approval?	Top Candidate only = 10 only UBC brings forward information/name on more than top candidate
Is a comparative matrix brought to Board/Committee of top candidate against #2 and #3 candidate?	NO = 10 – only information on the top candidate (resume, summary) is provided UBC speaks to top candidates interviewed in Decanal searches with Committee
Is any information provided to Board/Committee on the #2 and #3 candidates?	NO = 10 – only information on the top candidate (resume, summary) is provided UBC speaks to top candidates interviewed in Decanal searches with Committee

Table 2 - AVP (Academic and Administrative)

Question	Responses
Are Searches - Open, closed and or Hybrid?	Pure Open = 0 Pure Closed = 1 Hybrid = 9 plus UBC = 10
Do you use Search Advisory Committees ("SAC") for these roles?	Yes = 10 plus UBC = 11
Who sees the Long list of candidates?	SAC = 10 plus UBC = 11
Who sees the short list of candidates?	SAC = 10 plus UBC = 11

Who sees the top 3 candidates?	SAC = 10 plus UBC = 11 Peers/Direct Reports = 10 plus UBC = 11 Limited exposure publically beyond SAC, peers, direct reports
What name is brought to Board/Committee for approval?	Top Candidate only = 10 Only UBC brings more background/names re: top candidates
Is a comparative matrix brought to Board/Committee of the top candidate against the #2 and #3 candidates?	NO = 10 – only information on the top candidate (resume, summary) is provided Only UBC brings comparative matrix
Is any information provided to Board/Committee on the #2 and #3 candidates?	NO = 10 – only information on the top candidate (resume, summary) is provided Only UBC brings information on #2 and #3

Table 3 VP Roles (Academic and Administrative)

Question	Responses
Are Searches - Open, closed and or Hybrid?	Pure Open = 0 Pure Closed = 10 Pure Closed is search committees only and perhaps peers Hybrid = 1
Do you use Search Advisory Committees (“SAC”) for these roles?	Yes = 10 plus UBC = 11
Who sees the Long list of candidates?	SAC = 10 plus UBC = 11
Who sees the short list of candidates?	SAC = 10 plus UBC = 11
Who sees the top 3 candidates?	SAC = 10 plus UBC = 11 Peers/Direct Reports = 10 plus UBC = 11 (but not in all cases)
What name is brought to Board/Committee for approval?	Top Candidate only = 10 only UBC brings more than top candidate information and or names
Is a comparative matrix brought to Board/Committee of the top candidate against the #2 and #3 candidates?	NO = 10 – only information on the top candidate (resume, summary) is provided Only UBC brings comparative matrix
Is any information provided to Board/Committee on the #2 and #3 candidates?	NO = 10 – only information on the top candidate (resume, summary) is provided Only UBC is bringing information on #2 and #3

CONFIDENTIALITY

Search firms take careful note of any sensitivities raised by candidates. They take confidentiality seriously for both our sources and candidates – not least internal candidates. It is the bedrock of trust on which a successful search is built, and essential both ethically and practically. If they approach people, the candidates have a right to expect that approach and their expression of interest will remain confidential, and if they cannot be sure that confidentiality will be maintained, they will – rightly – be unwilling to engage with the search firm or the employer in future.

Candidates will not be forthcoming at all until they have confidence in the integrity of the process, of the Committee, and of the search consultants. Trust needs to be established, and this is vital for senior level search to proceed. While candidates’ reluctance diminishes as the number of competing candidates narrow, it does not disappear altogether. If a candidate knows she or he is one of five contenders, there is little reason for them to welcome broader exposure and risk.

Candidates will also be concerned if they do not get the role that, it may affect their reputation in them applying for other roles if it is publically known they were not successful. This is especially true when they are applying for a move from a position at the same level.

Recruiters in recent years have had to work increasingly hard (for a variety of reasons) to attract strong candidates - and so does the university. Thus the importance of confidentiality cannot be understated. Indeed, this is a key reason search firms ask Search Committee members to sign a confidentiality document at the start of a search, and is why search firms engage in a discussion about what confidentiality look like with the Committee at the start and at the end of each Committee meeting.

BENEFITS OF SEARCH ADVISORY COMMITTEES

Regardless of the process used, whether open, closed, or hybrid, it is important to recognize that the Search Advisory Committee when selected appropriately is, and will remain the single most knowledgeable resource regarding the capabilities of all candidates. At UBC, under Policy 18, 21 and 34, Search Advisory Committees are well representative of key stakeholders including: President, Vice-President representatives, Senate representatives, Board of Governors representatives, Student representatives, Faculty Representation, direct reports to the Senior Leadership role, Deans, etc. The number of representatives of each stakeholder group are clearly laid out by position in each policy.

At the end of the search process, the Committee itself will be in the best position to assess the information gained from all sources including interviews, submissions, presentations, preliminary references of top 3 candidates, consultation feedback, etc. Typically, only the hiring leader (e.g. President) sees any psychometric testing and reference check results of the final candidate.

CANDIDATE INSIGHTS

One firm conducted a survey about three years ago via a series of conversations with senior university personnel (mostly Presidents and Vice-Presidents) across Canada. The intent was to gather the opinions of these leaders regarding "open" and "closed searches" specifically for Presidential searches. The survey was conducted with assurances the firm would maintain the confidentiality of the respondents, and was anecdotal in design (not controlled for reliability and validity). The sample size was however reasonably large, including over 50 executives in total.

The vast majority of respondents believed that Presidential searches in universities ought to be "closed". The primary reason given for this was that good candidates would not apply if the search was "open" Indeed several respondents suggested the vast majority of "good" candidates would not apply under these conditions.

Several interviewees in the survey noted that senior people are busy, and generally happy in their current roles. This is evidenced by the fact that when an ad is placed, recruiters do not get a flood of responses from good candidates.

REFERENCING PRACTICES

Reference checking is vital part of gaining insights into candidates over the course of their career, and in respect to broader aspects about the candidate as well. It is usually held back initially until there is a reasonable sense by the selection body about who the front runners are.

Asking for references too soon exposes a candidate needlessly and may even cause damage to the candidate/referee relationship.

A good starting point is for a determined number of finalists in a process who are considered the strongest contenders to offer up trusted references from the categories of: supervisor, colleague or peer, and subordinate groups. It is not uncommon for the Committee to ask for further referees and for specific referees that the candidate has not named initially. Some early referencing may be done with the knowledge and approval of the candidate.

As the search nears the final stages, detailed referencing follows for the single preferred finalist, and sometimes for a close contender or two. The exact number of candidates to be referenced and the number of referees is uniquely a function of the considered best interests for the committee and in respect for the candidates.

Most often it is the search firm that conducts the referencing. Some firms offer the Chair of the search committee to sit in on reference calls with them, and this is quite effective if the Committee Chair is the Board Chair and the referee is the Board Chair or Board member of the candidate's organization.

Occasionally Board members will want to speak directly to referees the candidate has listed. This is not a good practice to happen without the search firm joining in on the call to manage any potential issues or disclosures, and only with the agreement of the Search Committee Chair and of course the candidate.

Search firms do not think Board members should simply call individuals they "know" to give them feedback on a candidate as this really can corrupt the integrity of the process and perhaps cause worse damage or concerns. At a minimum, a discussion is needed about any proposed outside activities beyond those mentioned with the Search Committee Chair, and the search firm.

As it relates to reference checking, search firms are not supportive of unstructured reference checking, as this would also compromise the confidentiality of candidates. If different people are speaking to referees, there is no uniformity of approach and the door will be open to misinformation and or rumour mongering. Besides, in most if not all provinces, seeking input on someone for employment purposes without the person's authorization is against privacy laws. Sometimes a candidate will give the search firm a blanket authorization to speak to anyone they wish to approach, but that is rare.

As a general best practices, candidates should be asked for names of specific references and be allowed to share with those references the name of individuals who will contact them and be provided with information about the role the candidate is being considered.

PRIVACY

Under the *Freedom of Information and Protection of Privacy Act* (FIPPA), information (e.g. comparison matrix) that identifies job applicants constitutes "employment history", which is a category of personal information of an especially sensitive kind. The disclosure of employment history is deemed to be an unreasonable invasion of the individual's personal privacy. Without the consent of the individual, such information may only be shared inside UBC on a "need to know" basis, and may only be disclosed outside the institution in extraordinary circumstances, such as law enforcement investigations. Consent, under FIPPA, cannot be implied; it must be in writing and must contain all of the following elements:

- (1) what information will be disclosed;
- (2) to whom the personal information may be disclosed;
- (3) the duration of disclosure;
- (4) the purpose of the disclosure; and
- (5) If applicable, the jurisdictions outside Canada where the data may be disclosed.


In other words, it is not sufficient to rely on an assumed understanding of the expectations of the candidates with respect to their privacy; it is necessary to secure their unambiguous written consent to disclose their personal information. It is best practice to get the individual to sign or “click through” the consent to provide evidence that the individual has seen it and has agreed to it. Given the sensitivity of the “employment history” we are discussing here, I would strongly advise you to secure signed consent from the candidates, using language that contains all of the elements listed above.

Violating the above provisions of FIPPA could result in a complaint to the Information and Privacy Commissioner, which could lead to a public finding that UBC had violated the privacy of the individual. If we breached a candidate’s privacy, they might also commence a lawsuit under the BC *Privacy Act*, which creates a statutory tort of invasion of privacy. Damage awards for breaches of the *Privacy Act* have been increasing in recent years. There is little to no doubt that the disclosure of the identity of a confidential job applicant, without their consent, could result in a significant damage award in egregious circumstances.

In summary, we are legally entitled to disclose the identities of job candidates only with securing their consent, as outlined above. Whether this is advisable from a practical perspective is another question. The obvious risk here is that a public recruitment process will dissuade currently employed candidates from throwing their hats in the ring, for fear of harming their relationships with their current or future employers. We will need to balance that risk against any benefits that a public recruitment process might have.

Attachments

1. Policy 18
 2. Policy 21
 3. Policy 34
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 <p>The University of British Columbia Board of Governors Okanagan Senate Vancouver Senate</p>	<p>Policy No.:</p> <p style="text-align: center;">18</p>	<p>Approval Dates:</p> <ul style="list-style-type: none"> • UBCV Senate May 14, 2008 • UBCO Senate May 15, 2008 • Board June 5, 2008 <p>Last Revision:</p> <ul style="list-style-type: none"> • UBCO Senate October 26, 2017 • Board June 14, 2017 • UBCV Senate October 18, 2017
		<p>Responsible Executive: President</p>
<p>Title:</p> <p style="text-align: center;">Appointment of Designated Senior Academic Administrators (Joint Senate and Board Policy)</p>		
<p>Background & Purpose:</p> <p>Section 27(2)(f) of the University Act, R.S.B.C. 1996 c. 468 empowers the Board of Governors, with the approval of the UBC Okanagan Senate and the UBC Vancouver Senate, to establish procedures for the recommendation and selection of candidates for senior academic administrators.</p> <p>For extensions and acting appointments, please refer to Policy No.24 (Extension of Appointments for Designated Senior Academic Administrators).</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 of *Designated Senior Academic Administrators*.
- 2.2 Currently, the President of the University holds the title of Deputy Vice-Chancellor for UBC Vancouver and the Vice-President, Academic and Research (UBC Okanagan) holds the title of Deputy Vice-Chancellor and Principal for UBC Okanagan. If at some point in the future, it is determined that the position of Deputy Vice-Chancellor is to be held by a person other than the President in the case of UBC Vancouver or the Vice-President, Academic and Research (UBC Okanagan) in the case of UBC Okanagan, the process for dealing with appointments for the Deputy Vice-Chancellor and Principal (UBC Okanagan) or the Deputy Vice-Chancellor (UBC Vancouver) as set out in this Policy and any associated Procedures will apply. However, unless

and until such a determination is made, the normal selection process for the President or for the Vice-President, Academic and Research (UBC Okanagan), as applicable, will be applied.

3. Selection of Candidates

- 3.1 For the selection of candidates for *Designated Senior Academic Administrators*, the President shall convene an *Advisory Committee* as described in the Procedures and will consider the advice of the *Advisory Committee* in making a recommendation to the Board of Governors.
- 3.2 The President's recommendation, which may include recommended terms and conditions of the appointment, will be considered by the Board of Governors which must approve the appointment and has the authority to establish the terms and conditions for any such appointment.

4. Procedures Not to Conflict

- 4.1 Provided that they are not in conflict with this Policy, the Procedures associated with this Policy may be created and amended in the same way as the Procedures associated with any other Policy passed by the Board of Governors.

Schedule to Policy #18
Definitions and Other Interpretation Rules

1. Definitions

In Policy #18 – Appointment of Designated Senior Academic Administrators (Joint Senate and Board Policy), the following terms have the meaning defined below, and shall have the same meaning in any Procedures associated with that Policy:

- a. ***“Academic Associate Vice-Presidents”*** means the positions designated as such by the President, from time to time, in the Procedures associated with this Policy.
- b. ***“Academic Vice-Presidents”*** means the following:
 1. Provost and Vice-President Academic (UBC Vancouver); and
 2. Vice-President, Academic and Research (UBC Okanagan).
- c. ***“Advisory Committee”*** means an advisory committee to the President as defined in Article 2 in the Procedures associated with this Policy.
- d. ***“Deans”*** means:
 1. the Deans of UBC Okanagan Faculties;
 2. the Deans of UBC Vancouver Faculties;
 3. the Deans of Dual-Campus Faculties.
- e. ***“Designated Senior Academic Administrators”*** means the following:
 1. Deputy Vice-Chancellor and Principal (UBC Okanagan);
 2. Deputy Vice-Chancellor (UBC Vancouver);
 3. *Academic Vice-Presidents*;
 4. Vice-President, Research and Innovation; and
 5. *Academic Associate Vice-Presidents*.
- f. ***“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.]
- g. ***“Responsible Executive”*** means:
 1. 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.
- h. ***“Principals”*** means:
 1. the Principal of the College of Health Disciplines; and
 2. the Principal of the College for Interdisciplinary Studies.
- i. ***“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.]

- j. ***“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: June 5, 2008

Revised: June 18, 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. Academic Associate Vice-Presidents

1.1 The following individuals are designated as *Academic Associate Vice-Presidents*:

1.1.1 Associate Vice-President, Research;

1.1.2 Vice-Provost, International;

1.1.3 Provost and Vice Principal (Academic) (UBC Okanagan);

1.1.4 Vice Principal (Research and Innovation) (UBC Okanagan);

1.1.5 Deputy Provost (UBC Vancouver);

1.1.6 Vice-Provost, Graduate and Postdoctoral Studies (UBC Vancouver);

1.1.7 Vice-Provost and Associate Vice-President, Academic (UBC Vancouver);

1.1.8 Vice-Provost and Associate Vice-President, Enrolment and Academic Facilities (UBC Vancouver);
and

1.1.9 Associate Vice-President, Health.

1.2 Currently, the Dean of the Faculty of Graduate and Postdoctoral Studies holds the title of Vice-Provost Graduate and Postdoctoral Studies (UBC Vancouver). Where a Vice-Provost concurrently holds the position of Dean of a Faculty, the normal selection process for a Dean will be applied. If, at some point in the future, it is determined that the position of Vice-Provost Graduate and Postdoctoral Studies (UBC Vancouver) is to be held by a person other than the Dean of the Faculty of Graduate and Postdoctoral Studies, the appointment process for *Academic Associate Vice-Presidents* will be applied.

2. Advisory Committee for the Appointments

2.1 For the *Deputy Vice-Chancellor and Principal (UBC Okanagan)* or the *Deputy Vice-Chancellor (UBC Vancouver)*, the President will convene an *Advisory Committee* with the following membership:

For the Deputy Vice-Chancellor and Principal for UBC Okanagan or the Deputy Vice-Chancellor for UBC Vancouver			
Position	#	Source/Composition	Selected by:
Chair	1	President	Ex Officio
Secretary	*	A member of the administrative staff of the Chair *(non-voting and not counted in quorum)	Chair
Members	3	Persons appointed by the Chair from the members of the Board of Governors	Chair
	1	Person selected by and from the UBC Okanagan Senate or the UBC Vancouver Senate, as applicable, from the faculty members from UBC Okanagan or UBC Vancouver, as applicable	Senate
	3	Persons selected by and from the UBC Okanagan Senate or the UBC Vancouver Senate, as applicable, at least one of whom must be a faculty member or student from UBC Okanagan or UBC Vancouver, as applicable	Senate
	1	Student elected by and from the students registered in a degree or diploma program at UBC Okanagan or UBC Vancouver, as applicable	Students
	Up to 2	Associate Vice-Presidents or Directors of units within the portfolio of the Deputy Vice-Chancellor as the Chair may choose to appoint	Chair
	2	Persons elected by and from the faculty members from UBC Okanagan or UBC Vancouver, as applicable	Faculty
Additional Members	N/A	Such other person(s) as the Chair may choose to appoint	Chair
	N/A	One person selected by and from the UBC Okanagan Senate or the UBC Vancouver Senate, as applicable, from the faculty members from UBC Okanagan or UBC Vancouver, as applicable, for every Additional Member appointed by the Chair	Senate
	N/A	One student elected by and from the students registered in a degree or diploma program at UBC Okanagan or UBC Vancouver, as applicable, for every two Additional Members appointed by the Chair	Students

2.2 For the selection of an *Academic Vice-President*, the President will convene an *Advisory Committee* with the following membership:

For the Academic Vice-Presidents			
Position	#	Source/Composition	Selected by:
Chair	1	President	Ex Officio
Secretary	*	A member of the administrative staff of the Chair *(non-voting and not counted in quorum)	Chair
Members	4	Persons appointed by the Chair from the members of the Board of Governors, at least one of whom must be a faculty member	Chair

	1	Person selected by and from the UBC Okanagan Senate or the UBC Vancouver Senate, as applicable, from the faculty members from UBC Okanagan or UBC Vancouver, as applicable	Senate
	2	Persons selected by and from the UBC Okanagan Senate or the UBC Vancouver Senate, as applicable, at least one of whom must be a faculty member or student from UBC Okanagan or UBC Vancouver, as applicable	Senate
	1	Dean or Principal selected by and from the UBC Okanagan Senate or the UBC Vancouver Senate, as applicable	Senate
	1	Student elected by and from the graduate students registered in a degree or diploma program at UBC Okanagan or UBC Vancouver, as applicable	Students
	1	Student elected by and from the undergraduate students registered in a degree or diploma program at UBC Okanagan or UBC Vancouver, as applicable	Students
	2	Persons elected by and from the faculty members from UBC Okanagan or UBC Vancouver, as applicable	Faculty
Additional Members	N/A	Such other person(s) as the Chair may choose to appoint	Chair
	N/A	One person selected by and from the UBC Okanagan Senate or the UBC Vancouver Senate, as applicable, from the faculty members from UBC Okanagan or UBC Vancouver, as applicable, for every two Additional Members appointed by the Chair	Senate
	N/A	One student elected by and from the students registered in a degree or diploma program at UBC Okanagan or UBC Vancouver, as applicable, for every two Additional Members appointed by the Chair	Students

2.3 For the selection of the Vice President, Research and Innovation, the President will convene an *Advisory Committee* with the following membership:

For the Vice-President, Research and Innovation			
Position	#	Source/Composition	Selected by:
Chair	1	President	Ex Officio
Secretary	*	A member of the administrative staff of the Chair *(non-voting and not counted in quorum)	Chair
Members	3	Persons appointed by the Chair from the members of the Board of Governors	Chair
	1	Person selected by and from the UBC Okanagan Senate from the faculty members from UBC Okanagan	Senate
	1	Person selected by and from the UBC Okanagan Senate from the faculty members or students from UBC Okanagan.	Senate
	1	Person selected by and from the UBC Vancouver Senate from the faculty members from UBC Vancouver	Senate

	1	Person selected by and from the UBC Vancouver Senate from the faculty members or students from UBC Vancouver	Senate
	1	Student elected by and from the graduate students registered in a degree or diploma program at UBC Okanagan	Students
	1	Student elected by and from the graduate students registered in a degree or diploma program at UBC Vancouver	Students
	1	Person elected by and from the faculty members from UBC Okanagan	Faculty
	1	Person elected by and from the faculty members from UBC Vancouver	Faculty
	Up to 2	Associate Vice-Presidents or Directors of units within the portfolio of the Vice-President, Research and Innovation as the Chair may choose to appoint	Chair
Additional Members	N/A	Such other person(s) as the Chair may choose to appoint	Chair
	N/A	One faculty member selected by the Chair and Members of the <i>Advisory Committee</i> (for clarity, not including the Additional Members) for every two Additional Members appointed by the Chair	Chair and Members of <i>Advisory Committee</i>
	N/A	One student elected by and from the graduate students registered in a degree or diploma program at either UBC Okanagan or UBC Vancouver for every two Additional Members appointed by the Chair	Students

2.4 For the selection of an *Academic Associate Vice-President*, the President will convene an *Advisory Committee* with the following membership:

For the Academic Associate Vice-Presidents other than the Associate Vice-President, Research, the Vice-Provost, International, and the Associate Vice-President, Health			
Position	#	Source/Composition	Selected by:
Chair	1	The <i>Academic Vice-President</i> to whom the <i>Academic Associate Vice-President</i> will report	Ex Officio
Secretary	*	A member of the administrative staff of the Chair *(non-voting and not counted in quorum)	Chair
Members	3	Persons appointed by the President, at least one of whom must be a faculty member	President
	1	Person selected by and from UBC Okanagan Senate or UBC Vancouver Senate, as applicable, from the faculty members from UBC Okanagan or UBC Vancouver, as applicable	Senate
	3	Persons selected by and from UBC Okanagan Senate or UBC Vancouver Senate, as applicable, at least one of whom must be a faculty member or student from UBC Okanagan or UBC Vancouver, as applicable	Senate
	1	Student elected by and from the graduate students registered in a degree or diploma program at UBC Okanagan or UBC Vancouver, as applicable	Students

	1	Student elected by and from the undergraduate students registered in a degree or diploma program at UBC Okanagan or UBC Vancouver, as applicable	Students
	2	Persons elected by and from the faculty members from UBC Okanagan or UBC Vancouver, as applicable	Faculty
Additional Members	N/A	Such other person(s) as the President may choose to appoint	President
	N/A	One person selected by and from the UBC Okanagan Senate or the UBC Vancouver Senate, as applicable, from the faculty members from UBC Okanagan or UBC Vancouver, as applicable, for every Additional Member appointed by the President	Senate
	N/A	One student elected by and from the students registered in a degree or diploma program at UBC Okanagan or UBC Vancouver, as applicable, for every two Additional Members appointed by the President	Students

For the Associate Vice-President, Research			
Position	#	Source/Composition	Selected by:
Chair	1	The Vice-President, Research and Innovation	Ex Officio
Secretary	*	A member of the administrative staff of the Chair *(non-voting and not counted in quorum)	Chair
Members	3	Persons appointed by the President, at least 1 of whom is a staff member from within the portfolio of the Vice-President, Research and Innovation	President
	1	Person selected by and from the UBC Okanagan Senate from the faculty members from UBC Okanagan	Senate
	1	Person selected by and from the UBC Okanagan Senate from the faculty members or students from UBC Okanagan	Senate
	1	Person selected by and from the UBC Vancouver Senate from the faculty members from UBC Vancouver	Senate
	1	Person selected by and from the UBC Vancouver Senate from the faculty members or students from UBC Vancouver	Senate
	1	Person elected by and from the faculty members from UBC Okanagan	Faculty
	1	Person elected by and from the faculty members from UBC Vancouver	Faculty
	1	Student elected by and from the graduate students registered in a degree or diploma program at UBC Okanagan	Students
	1	Student elected by and from the graduate students registered in a degree or diploma program at UBC Vancouver	Students
Additional Members	N/A	Such other person(s) as the President may choose to appoint	President
	N/A	One faculty member selected by the Chair and Members of the <i>Advisory Committee</i> (for clarity, not including the Additional Members) for every two Additional Members appointed by the President	Chair and Members of <i>Advisory Committee</i>

	N/A	One student elected by and from the graduate students registered in a degree or diploma program at either UBC Okanagan or UBC Vancouver for every two Additional Members appointed by the President	Students
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For the Vice-Provost, International			
Position	#	Source/Composition	Selected by:
Chair	1	The Provost and Vice-President Academic (UBC Vancouver)	Ex Officio
Secretary	*	A member of the administrative staff of the Chair *(non-voting and not counted in quorum)	Chair
Members	1	Provost and Vice Principal (Academic) (UBC Okanagan)	Ex Officio
	3	Persons appointed by the President, at least 1 of whom is a staff member from within the portfolio of the Provost and Vice-President Academic (UBC Vancouver)	President
	1	Person selected by and from the UBC Okanagan Senate from the faculty members from UBC Okanagan	Senate
	1	Person selected by and from the UBC Okanagan Senate from the faculty members or students from UBC Okanagan	Senate
	2	Persons selected by and from the UBC Vancouver Senate from the faculty members from UBC Vancouver	Senate
	1	Person selected by and from the UBC Vancouver Senate from the faculty members or students from UBC Vancouver	Senate
	1	Person elected by and from the faculty members from UBC Okanagan	Faculty
	1	Person elected by and from the faculty members from UBC Vancouver	Faculty
	1	Student registered in a degree or diploma program at UBC Okanagan selected by the Board of Directors of the Student Union of UBC Okanagan	UBCSUO Board of Directors
	1	Student registered in a degree or diploma program at UBC Vancouver selected by the Council of the Alma Mater Society of the University of British Columbia	AMS Council
Additional Members	N/A	Such other person(s) as the President may choose to appoint	President
	N/A	One faculty member selected by the Chair and Members of the Advisory Committee (for clarity, not including the Additional Members) for every two Additional Members appointed by the President	Chair and Members of Advisory Committee
	N/A	One student registered in a degree or diploma program at either UBC Okanagan or UBC Vancouver selected by the Chair and Members of the Advisory Committee (for clarity, not including the Additional Members) for every two Additional Members appointed by the President	Chair and Members of Advisory Committee

For the Associate Vice-President, Health			
Position	#	Source/Composition	Selected by:
Chair	1	The Vice-President, Health	Ex Officio
Secretary	*	A member of the administrative staff of the Chair *(non-voting and not counted in quorum)	Chair
Members	1	Provost and Vice Principal (Academic) (UBC Okanagan)	Ex Officio
	3	Persons appointed by the President, at least 1 of whom is a staff member from within the portfolio of the Vice-President, Health	President
	1	Person selected by and from the UBC Okanagan Senate from the faculty members from UBC Okanagan	Senate
	1	Person selected by and from the UBC Okanagan Senate from the faculty members or students from UBC Okanagan	Senate
	2	Persons selected by and from the UBC Vancouver Senate from the faculty members from UBC Vancouver	Senate
	1	Person selected by and from the UBC Vancouver Senate from the faculty members or students from UBC Vancouver	Senate
	1	Person elected by and from the faculty members from UBC Okanagan	Faculty
	1	Person elected by and from the faculty members from UBC Vancouver	Faculty
	1	Student registered in a degree or diploma program in a health discipline at UBC Okanagan selected by the Board of Directors of the Student Union of UBC Okanagan	UBCSUO Board of Directors
	1	Student registered in a degree or diploma program in a health discipline at UBC Vancouver selected by the Council of the Alma Mater Society of the University of British Columbia	AMS Council
Additional Members	N/A	Such other person(s) as the President may choose to appoint	President
	N/A	One faculty member selected by the Chair and Members of the Advisory Committee (for clarity, not including the Additional Members) for every two Additional Members appointed by the President	Chair and Members of Advisory Committee
	N/A	One student registered in a degree or diploma program in a health discipline at either UBC Okanagan or UBC Vancouver selected by the Chair and Members of the Advisory Committee (for clarity, not including the Additional Members) for every two Additional Members appointed by the President	Chair and Members of Advisory Committee

- 2.5 The Chair of the **Advisory Committee** for the selection of an **Academic Associate Vice-President** must consult with the President before confirming the composition of the **Advisory Committee**.
- 2.6 **Student Member Elections:** For student members, the nominations and the elections are to be conducted in accordance with procedures satisfactory to the Registrar. The Registrar may authorize a student society to conduct the nominations and/or elections processes on his or her behalf.
- 2.7 **Senate Selections:** For a Senate selection, the selection process is to be conducted in accordance with procedures satisfactory to the relevant Senate. Without limiting the generality of the foregoing, the Senate may authorize a committee (such as, for example, the Nominating Committee) to conduct the process or to simply make the selections.

3. Replacement of Advisory Committee Members

- 3.1 **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 President, may appoint a replacement member. While the replacement member may be any person whose participation is expected to contribute significantly to the *Advisory Committee*'s activities, the usual practice is for the replacement member to be from the same stakeholder group as the person being replaced.
- 3.2 **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 President, 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 campus, the replacement student will be appointed from the graduate students associated with that campus.
- 3.3 If a replacement member is not appointed, the *Advisory Committee* may complete its work notwithstanding the vacancy.

4. Procedure for Advisory Committee

- 4.1 The Chair of the Advisory Committee will be responsible for calling meetings.
- 4.2 Meetings may be held face-to-face, via telephone conference, video conference or any means determined by the Chair of the Advisory Committee.
- 4.3 The quorum required to transact business at meetings will be a majority of the members of the Advisory Committee unless otherwise determined by the Chair.

5. Customary Practices: In making appointments to an *Advisory Committee*, including replacement appointments under Article 3 of these Procedures, the President will endeavour to provide for a diverse and balanced *Advisory Committee*.

6. Term and Remuneration


- 6.1 The form and amount of remuneration of *Designated Senior Academic Administrators* must be established and documented in writing at or before the effective date of the appointment.
- 6.2 Designated Senior Academic Administrators may be appointed for terms of up to five years.

7. Responsible Executive

- 7.1 **Appointment:** The individual responsible for Policy #18 and these associated Procedures is the President.
- 7.2 **Sub-Delegation:** The Responsible Executive is not limited in sub-delegation of the duties hereunder but remains responsible for oversight.

8. Administrative Leaves

- 8.1 As part of the terms of an appointment, a *Designated Senior Academic Administrator* may be granted an administrative leave, to be taken at the conclusion of the appointment, provided, however that any such grant of administrative leave as well as any remuneration and/or benefits to be received by the *Designated Senior Academic Administrator* during any such administrative leave must be documented in writing at or before the effective date of the appointment.
- 8.2 Recognizing that administrative leave is intended to provide for a reasonable period of time for senior 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, administrative leave will only be granted to the *Designated Senior Academic Administrator* if he or she holds a tenured appointment and actually returns to active duty as a faculty member for at least one year immediately after the period of the administrative leave.
- 8.3 If an administrative leave is granted, time served as a *Designated Senior Academic Administrator* and time taken on administrative leave will not be included in the years of service for the purpose of calculating study leave.
- 8.4 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.
- 8.5 Any arrangements with respect to administrative leave for a *Designated Senior Academic Administrator* that were established and documented in writing prior to May 1, 2008 will not be affected by these Procedures.
- 8.6 Any deviations from the Articles of these Procedures dealing with administrative leave may only be made with the written approval of the President.

 <p>The University of British Columbia Board of Governors Okanagan Senate Vancouver Senate</p>	<p>Policy #: 21</p>	<p>History: 1) March 1990 2) 2007 Approvals</p> <ul style="list-style-type: none"> • Senates <ul style="list-style-type: none"> ◦ UBCO November 7, 2007 ◦ UBCV November 14, 2007 • Board November 28, 2007 <p>Last Revision:</p> <ul style="list-style-type: none"> • Board September 17, 2013 • Senates <ul style="list-style-type: none"> ◦ UBCV September 18, 2013 ◦ UBCO September 25, 2013 		
	<p>Responsible Executives:</p> <ul style="list-style-type: none"> • Provost and Vice President Academic (UBC Vancouver) • Vice President, Academic and Research (UBC Okanagan) 			
<p>Title: Appointment of Deans and Principals (Joint Board and Senate Policy)</p>				
<p>Background and Purpose</p> <p>Section 27(2)(f) of the <i>University Act</i>, R.S.B.C. 1996 c. 468 empowers the Board of Governors, with the approval of the UBC Okanagan Senate and the UBC Vancouver Senate, to establish procedures for the recommendation and selection of candidates for <i>Deans</i> and <i>Principals</i>.</p>				
<p>Note: Who Should Read This Policy</p> <table border="0" style="width: 100%;"> <tr> <td style="width: 50%;"> <p>Generally:</p> <ul style="list-style-type: none"> • Deans • Principals </td> <td style="width: 50%;"> <p>Specifically:</p> <ul style="list-style-type: none"> • <i>Responsible Executives</i> • Members of Advisory Committees </td> </tr> </table>			<p>Generally:</p> <ul style="list-style-type: none"> • Deans • Principals 	<p>Specifically:</p> <ul style="list-style-type: none"> • <i>Responsible Executives</i> • Members of Advisory Committees
<p>Generally:</p> <ul style="list-style-type: none"> • Deans • Principals 	<p>Specifically:</p> <ul style="list-style-type: none"> • <i>Responsible Executives</i> • Members of Advisory Committees 			
<p>Related Policies, Materials, and Notes</p> <p>Note: Approvals from the Senates are required for this Policy per section 27(2)(f) of the <i>University Act</i>, R.S.B.C. 1996 c. 468.</p>				
<p>End of Cover page / Cover Notes</p>				

POLICY TITLE: Appointment of Deans and Principals (Joint Board and Senate Policy)

1. Governing Principles

1.1. **Purpose:** This Policy is intended to:

1.1.1. comply with section 27(2)(f) of the *University Act*, R.S.B.C. 1996 c. 468 and, with the approval of the UBC Okanagan Senate and the UBC Vancouver Senate, to establish procedures for the selection and recommendation of candidates for *Deans* and *Principals*; and

1.2. **Method:** To succeed in this purpose this Policy:

1.2.2. must be approved by the UBC Okanagan Senate, the UBC Vancouver Senate, and the Board of Governors, and not be amended without the same approvals; and

1.2.3. will describe the creation of committees advising the President on recruitment and selection of *Deans* and *Principals*, before the President makes a recommendation to the Board of Governors.

2. Definitions and Interpretation Rules: 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.

3. Scope

3.1. **General:**

3.1.1. This Policy applies to all appointments of *Deans* and *Principals*.

3.1.2. The President shall provide advice and recommendations to the Board of Governors on the selection of *Deans* and *Principals*.

3.1.3. *Advisory Committees* are to be established at the call of the President to consider candidates for an appointment as a *Dean* or *Principal* and to advise the President on recommendations to the Board of Governors.

3.2. **Exclusions:** This Policy does not apply to appointments for positions other than *Deans* or *Principals*.

4. Advisory Committees

4.1. **President Convenes:** For the selection of candidates for *Deans* or *Principals* the President shall convene an *Advisory Committee* to consider and advise the President on the candidates before the President makes a recommendation to the Board of Governors (“*Advisory Committee*”).

5. Deans

5.1. For the selection of the *Dean* of a *UBC Okanagan Faculty* or the *Dean* of a *UBC Vancouver Faculty*, the President will convene an *Advisory Committee* with the following membership:

For the selection of a Dean of a UBC Okanagan Faculty or a UBC Vancouver Faculty			
Position	#	Source/Composition	Appointed by:
Chair	1	Either the Provost and Vice President Academic (UBC Vancouver) or the Vice President, Academic and Research (UBC Okanagan), as applicable	Ex Officio (See “Chair Designation”)
Secretary	*	A member of the administrative staff of the Chair *(non-voting and not counted in quorum)	Chair
Members	4	Faculty members elected by and from the faculty members whose primary appointment is in the Faculty concerned	Election
	4	Persons	President
	1	Undergraduate student elected by and from the undergraduate students registered in the Faculty concerned	Election
	1	Graduate student elected by and from the graduate students associated with the Faculty concerned	Election
Additional Members	N/A	Such other person(s) as the President may choose to appoint	President
	N/A	One faculty member elected by and from the faculty members whose primary appointment is in the Faculty concerned for each Additional Member appointed by the President	Election
	N/A	One undergraduate student elected by and from the undergraduate students registered in the Faculty for every four Additional Members appointed by the President	Election
	N/A	One graduate student elected by and from the graduate students associated with the Faculty for every four Additional Members appointed by the President	Election

5.2. For the selection of the *Dean* of a *Dual-Campus Faculty*, the President will convene an *Advisory Committee* with membership that is generally consistent in balance as that set out for the *Advisory Committees* for the selection of *Deans* of *UBC Okanagan Faculties* and *UBC Vancouver Faculties*, but the President will also consider balance between the *UBC Okanagan Division* of the *Dual-Campus Faculty* and the *UBC Vancouver Division* of the *Dual-Campus Faculty*. The President will normally consult with both the Provost and Vice President Academic (UBC Vancouver), and the Vice President, Academic and Research (UBC Okanagan), as appropriate. Without limiting the discretion of the President, the composition of an *Advisory Committee* for the selection of a *Dean* of the Faculty of Applied Science (which became a *Dual-Campus Faculty* effective as at July 1, 2005) could be as follows:

For selection of a Dean of the Faculty of Applied Science			
Position	#	Source/Composition	Appointed by:
Co-Chairs	2	The Provost and Vice President Academic (UBC Vancouver) and the Vice President, Academic and Research (UBC Okanagan)	Ex Officio
Secretary	*	A member of the administrative staff of one of the Co-Chairs, selected by mutual agreement between the Co-Chairs *(non-voting and not counted in quorum)	Co-Chairs
Members	4	Faculty members elected by and from the faculty members whose primary appointment is in the <i>UBC Vancouver Division</i> of the Faculty of Applied Science	Election
	1	Faculty member elected by and from the faculty members whose primary appointment is in the <i>UBC Okanagan Division</i> of the Faculty of Applied Science	Election
	5	Persons	President
	1	Undergraduate student elected by and from the undergraduate students registered in the <i>UBC Vancouver Division</i> of the Faculty of Applied Science	Election
	1	Undergraduate student elected by and from the undergraduate students registered in the <i>UBC Okanagan Division</i> of the Faculty of Applied Science	
	1	Graduate student elected by and from the graduate students associated with the Faculty of Applied Science	Election
Additional Members	N/A	Such other person(s) as the President may choose to appoint	President
	N/A	One faculty member elected by and from the faculty members whose primary appointment is in the Faculty of Applied Science for each Additional Member appointed by the President	Election
	N/A	One eligible student elected by and from the eligible students for every four Additional Members appointed by the President (where the eligible students are comprised of the undergraduate students who are registered in the Faculty of Applied Science and the graduate students who are associated with the Faculty of Applied Science)	Election

5.3. **Chair Designation:** The Chair of the *Advisory Committee* shall be:

- 5.3.1. the Provost and Vice President Academic (UBC Vancouver) if the Faculty for which the *Dean* is being selected is a *UBC Vancouver Faculty*;

5.3.2. the Vice President, Academic and Research (UBC Okanagan) if the Faculty for which the *Dean* is being selected is a *UBC Okanagan Faculty*; or

5.3.3. the Provost and Vice President Academic (UBC Vancouver) and the Vice President, Academic and Research (UBC Okanagan), acting jointly as Co-Chairs if the Faculty for which the *Dean* is being selected is a *Dual-Campus Faculty*.

5.4. **Student Member Elections:** For student members, the nominations and the elections are to be conducted in accordance with procedures satisfactory to the Registrar. The Registrar may authorize a student society to conduct the nominations and/or elections processes on his or her behalf.

5.5. **Appointment Term:** A *Dean* may be appointed for up to 5 years per term.

6. Principals

6.1. **Principal of the College of Health Disciplines:** For the selection of the *Principal* of the College of Health Disciplines, the President will convene an *Advisory Committee* with the following membership:

For selection of the Principal of the College of Health Disciplines			
Position	#	Source/Composition	Appointed by:
Chair	1	Provost and Vice President Academic (UBC Vancouver)	Ex Officio
Secretary	*	A member of the administrative staff of the Provost and Vice President Academic (UBC Vancouver) *(non-voting and not counted in quorum)	Chair
Members	2	Faculty members elected by and from the Council of the College of Health Disciplines	Election
	2	Faculty members teaching in the College of Health Disciplines	President
	1	Student selected by the Council of the College of Health Disciplines	Council of College of Health Disciplines
Additional Members	N/A	Such other person(s) as the President may choose to appoint	President
	N/A	One faculty member elected by and from the faculty members on the Council of the College of Health Disciplines for each Additional Member appointed by the President	Election
	N/A	One student selected by the Council of the College of Health Disciplines for every four Additional Members appointed by the President	Council of College of Health Disciplines

6.1.1. **Appointment Term:** The *Principal* of the College of Health Disciplines may be appointed for up to 5 years per term.

7. **Replacement of Advisory Committee Members**

7.1. **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 President may appoint a replacement member in his/her discretion. While the replacement member may be any person whose participation is expected to contribute significantly to the *Advisory Committee's* activities, the usual practice is for the President to replace a member from a stakeholder group with a person from that group. If the President does not appoint a replacement member, the *Advisory Committee* may complete its work notwithstanding the vacancy.

7.2. **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 President may permit the student to continue to serve or may appoint a replacement student member at his or her discretion. 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 elected by and from the graduate students associated with a specific Faculty, the replacement student will be appointed from the graduate students associated with that Faculty.

8. **Customary Practices:** In making appointments to an *Advisory Committee*, including replacement appointments under Section 7, the President will consider gender balance. The President will normally also consult with representative stakeholder groups and the Chair of the Nominating Committee of the UBC Okanagan Senate or the Chair of the Nominating Committee of the UBC Vancouver Senate, as appropriate.

9. **Procedures Not to Conflict:** Provided that they are not in conflict with this Policy, the Procedures associated with this Policy may be created and amended in the same way as the Procedures associated with any other Policy passed by the Board of Governors.

Schedule to Policy #21
Definitions and Other Interpretation Rules

1. Definitions

In Policy #21 - Appointment of Deans and Principals (Joint Board and Senate Policy), the following terms have the meaning defined below, and shall have the same meaning in any Procedures associated with that Policy:

- a. **“Advisory Committee”** means an advisory committee to the President as defined in section 4.1.
- b. **“Deans”** means:
 1. the Deans of UBC Okanagan Faculties;
 2. the Deans of UBC Vancouver Faculties; and
 3. the Deans of *Dual-Campus Faculties*.
- c. **“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.]
- d. **“Principals”** means the Principal of the College of Health Disciplines.
- e. **“Responsible Executive”** means:
 1. 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.
- f. **“UBC Okanagan Division”** has the same meaning attributed to it in resolutions passed by the Board of Governors on June 3, 2005.
- 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, 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 Division”** has the same meaning attributed to it in resolutions passed by the Board of Governors on June 3, 2005.
- i. **“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].



Authorized Procedures
to
Policy # 21 Version:
Passed: November 28, 2007

Procedure
Version #:

1.

(since adoption
of last policy
version)

Procedure History:

1) November 28, 2007

Next Review:
Annually

Related Procedures, Materials, And Notes

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 and are incorporated in the next publication of the UBC Policy and Procedure Handbook."

Pursuant to Policy #21 the President may delegate certain power to amend schedules.

End of Cover page / Cover Notes

PROCEDURES

1. ***Responsible Executive***

1.1. **Appointment:** The individuals assigned by the President to be responsible for Policy #21 and these associated Procedures are the Provost and Vice President Academic (UBC Vancouver) and the Vice President, Academic and Research (UBC Okanagan).

1.2. **Sub-Delegation:** The Responsible Executives are not limited in sub-delegation of the duties hereunder but remain responsible for oversight and answerable to the President.

2. **Remuneration:** The form and amount of remuneration of a *Dean* or *Principal* must be established and documented in writing at or before the effective date of the appointment.

3. **Administrative Leaves**

3.1. As part of the terms of an appointment, a *Dean* or a *Principal* may be granted an administrative leave, to be taken at the conclusion of the appointment, provided however that any such grant of administrative leave as well as any remuneration and/or benefits to be received by the *Dean* or *Principal* during any such administrative leave must be documented in writing at or before the effective date of the appointment.

3.2. Time on administrative leave will not be included in years of service for the purpose of calculating study leave. Any deviations from the provisions of these Procedures dealing with administrative leave may only be made with the written approval of the President.



The University of British Columbia
Board of Governors

Policy No.:

34

Approval Date:

February 15, 2016

Last Revision:

December 2016

Responsible Executive:

President

Title:

Appointment and Extension of Appointment of Administrative Vice-Presidents

Background & Purposes:

The Board of Governors has established Policy #18 - Appointment of Designated Senior Academic Administrators and Policy #24 – Extension of Appointment of Designated Senior Academic Administrators, both of which apply to Academic Vice-Presidents.

The purpose of this Policy is to establish the selection processes for the appointment and extension of appointment of Administrative Vice-Presidents which are consistent with the selection processes for Academic Vice-Presidents.

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 extension of appointments of **Administrative Vice-Presidents**.

3. Selection of Candidates for Appointments

- 3.1 For the selection of candidates for **Administrative Vice-Presidents**, the President shall convene an **Advisory Committee** as described in the Procedures and will consider the advice of the **Advisory Committee** in making a recommendation to the Board of Governors.
- 3.2 The President's recommendation, which may include recommended terms and conditions of the appointment, will be considered by the Board of Governors which must approve the appointment and has the authority to establish the terms and conditions for any such appointment.

4. Stages for Extension of Appointments

- 4.1 Where the appointment of an **Administrative Vice-President** is approaching expiration, the President will ascertain whether the incumbent wishes to continue in the position beyond the expiration of his or her current appointment.
- 4.2 If the incumbent and the President wish to consider extending the appointment, the President shall convene an **Advisory Committee** as described in the Procedures and will consider the advice of the **Advisory Committee** in making a recommendation to the Board of Governors.
- 4.3 The President's recommendation, which may include recommended terms and conditions of any extension, will be considered by the Board of Governors which has the authority to extend the appointment of an **Administrative Vice-President** and to establish the terms and conditions for any such extension.
- 4.4 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 procedures for the recommendation and selection of candidates for **Administrative Vice-Presidents** contained in this Policy will apply.

5. Pro Tem Appointments

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

Schedule to Policy #34
Definitions and Other Interpretation Rules

1. Definitions

In Policy #34 – Appointment and Extension of Appointment of Administrative Vice-Presidents, the following terms have the meaning defined below, and shall have the same meaning in any Procedures associated with that Policy:

- a. **“Academic Vice-Presidents”** has the same meaning attributed to the term in Policy #18 – Appointment of Designated Senior Academic Administrators (Joint Senate and Board Policy).
- b. **“Administrative Vice-Presidents”** means all Vice-Presidents other than those who are *Designated Senior Academic Administrators*.
- c. **“Advisory Committee”** means an advisory committee to the President as defined in the Procedures associated with this Policy.
- d. **“Designated Senior Academic Administrators”** has the same meaning attributed to the term in Policy #18 – Appointment of Designated Senior Academic Administrators (Joint Senate and Board Policy).

PROCEDURES

Approved: February 15, 2016

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. Advisory Committee for the Appointments

1.1 For the selection of an **Administrative Vice-President**, the President will convene an **Advisory Committee** with the following membership:

For the Appointment of an Administrative Vice-President			
Position	#	Source/Composition	Selected by:
Chair	1	President	Ex Officio
Secretary	*	A member of the administrative staff of the Chair *(non-voting and not counted in quorum)	Chair
Members	2	Person appointed by the Chair from the members of the Board of Governors	Chair
	1	Vice-President other than the incumbent Administrative Vice-President whose position is the subject of the search	Chair
	1	Dean or Principal appointed by the Chair	Chair
	1	Faculty member from UBC Vancouver selected by the UBC Vancouver Senate	Senate
	1	Faculty member from UBC Okanagan selected by the UBC Okanagan Senate	Senate
	1	Student from UBC Okanagan selected by the Board of Directors of the Student Union of UBC Okanagan	UBCSUO Board of Directors
	1	Student from UBC Vancouver selected by the Council the Alma Mater Society of the University of British Columbia Vancouver	AMS Council
	4	Persons, at least 2 of whom report directly to the Administrative Vice-President , appointed by the Chair	Chair
Additional Members	N/A	Such other person(s) as the Chair may choose to appoint	Chair
	N/A	One faculty member selected by the Chair and Members of the Advisory Committee (for clarity, not including the Additional Members) for every two Additional Members appointed by the Chair	Chair and Members of Advisory Committee
	N/A	One student selected by the Chair and Members of the Advisory Committee (for clarity, not including the Additional Members) for every two Additional Members appointed by the Chair	Chair and Members of Advisory Committee

2. Advisory Committees for the Extension of Appointments

2.1 The incumbent will provide the **Advisory Committee** with a report of accomplishments and challenges for review. The **Advisory Committee** will issue a public call for comments from the University community and consult with a broad range of the incumbent's constituents, including: direct reports, peers, immediate colleagues, relevant members of the University Executive Committee, external organizations with whom the incumbent would normally interact, and the broader community. The mandate of the **Advisory Committee** will be to advise the President on extension of the incumbent's appointment, taking into consideration: the incumbent's report; comments received from the University community; and the consultation with the incumbent's constituents. The **Advisory Committee** may also advise the President on matters of future priorities for the portfolio.

2.2 The President will convene an **Advisory Committee** with the following membership:

For the Extension of an Administrative Vice-President			
Position	#	Source/Composition	Selected by:
Chair	1	President	Ex Officio
Secretary	*	A member of the administrative staff of the Chair *(non-voting and not counted in quorum)	Chair
Members	1	Person appointed by the Chair from the members of the Board of Governors	Chair
	1	Vice-President other than the incumbent Administrative Vice-President whose position is the subject of the search	Chair
	1	Dean or Principal appointed by the Chair	Chair
	1	Faculty member from UBC Vancouver selected by the UBC Vancouver Senate	Senate
	1	Faculty member from UBC Okanagan selected by the UBC Okanagan Senate	Senate
	1	Student from UBC Okanagan selected by the Board of Directors of the Student Union of UBC Okanagan	UBCSUO Board of Directors
	1	Student from UBC Vancouver selected by the Council of the Alma Mater Society of the University of British Columbia Vancouver	AMS Council
	2	Persons, at least 1 of whom report directly to the Administrative Vice-President , appointed by the Chair	Chair
Additional Members	N/A	Such other person(s) as the Chair may choose to appoint	Chair
	N/A	One faculty member selected by the Chair and Members of the Advisory Committee (for clarity, not including the Additional Members) for every two Additional Members appointed by the Chair	Chair and Members of Advisory Committee

	N/A One student selected by the Chair and Members of the Advisory Committee (for clarity, not including the Additional Members) for every two Additional Members appointed by the Chair	Chair and Members of Advisory Committee
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3. Selection of Advisory Committee Members

- 3.1 **Senate Selections:** For a Senate selection, the selection process is to be conducted in accordance with procedures satisfactory to the relevant Senate. Without limiting the generality of the foregoing, the Senate may authorize a committee (such as, for example, the Nominating Committee) to conduct the process or to simply make the selection.
- 3.2 **Student Selections:** To be eligible for selection as a student **Advisory Committee** member, a person must be presently enrolled at the University in a credit course or be designated by resolution of a UBC Senate as a student. For a UBC Vancouver student selection, the Council of the Alma Mater Society of the University of British Columbia Vancouver shall select a student in accordance with procedures satisfactory to it. For a UBC Okanagan student selection, the Board of Directors of the Student Union of UBC Okanagan shall select a student in accordance with procedures satisfactory to it.
- 3.3 In making appointments to an **Advisory Committee**, including replacement appointments under Article 4 of these Procedures, the Chair will endeavour to provide for a diverse and balanced **Advisory Committee** and to reflect a balance of representation between the Okanagan and Vancouver campuses.

4. Replacement of Advisory Committee Members

- 4.1 **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 may appoint a replacement member. While the replacement member may be any person whose participation is expected to contribute significantly to the **Advisory Committee's** activities, the usual practice is for the replacement member to be from the same stakeholder group as the person being replaced.
- 4.2 **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 may permit the person 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 student selected from the students registered in a degree or diploma program at a specific campus, the replacement student will be appointed from the students registered in a degree or diploma program at that campus.
- 4.3 If a replacement member is not appointed, the **Advisory Committee** may complete its work notwithstanding the vacancy.

5. Procedure for Advisory Committee

- 5.1 The Chair of the Advisory Committee will be responsible for calling meetings.
- 5.2 Meetings may be held face-to-face, via telephone conference, video conference or by any means determined by the Chair of the **Advisory Committee**.

- 5.3 The quorum required to transact business at meetings will be a majority of the members of the **Advisory Committee** unless otherwise determined by the Chair.

6. **Term and Remuneration**

- 6.1 The form and amount of remuneration of an **Administrative Vice-President** must be established and documented in writing at or before the effective date of the appointment.
- 6.2 An **Administrative Vice-President** may be appointed for a term up to five years. An extension of an appointment of an Administrative Vice-President is normally for a term of up to five years.
- 6.3 Normally, an **Administrative Vice-President** will not serve more than 10 consecutive years. Where compelling reasons exist to do so, the President may recommend the extension of an appointment beyond 10 years, provided that the President's recommendation delineates those compelling reasons.
- 6.4 If the form or amount of remuneration of an **Administrative Vice-President** 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.