



SUBJECT	Proposed Policy Amendment Academic Heads Policy (AP9) and its Associated Procedures
SUBMITTED TO	Employee Relations Committee
MEETING DATE	June 9, 2021
SESSION CLASSIFICATION	Recommended session criteria from Board Meetings Policy: OPEN
REQUEST	Action requested - Recommendation to Board for approval IT IS HEREBY RESOLVED that the Employee Relations Committee recommends to the Board of Governors approval of amendments to the Academic Heads Policy (AP9) and its Procedures in the form set out in Appendix 1, effective June 28, 2021.
LEAD EXECUTIVE	Hubert Lai, Q.C., University Counsel
SUPPORTED BY	Andrew Szeri, Provost and Vice-President Academic, UBC Vancouver Ananya Mukherjee Reed, Provost and Vice-President Academic, UBC Okanagan Lorena Vlad, Legal Counsel

PRIOR SUBMISSIONS

The subject matter of this submission has been considered previously by the Employee Relations Committee on the following occasions:

1. [June 16, 2020](#) (OPEN SESSION)
Pursuant to a request that certain proposed amendments to section 5.3 of the Procedures to the Academic Heads Policy be further considered, this item was removed from the Board meeting agenda and was not discussed at this time.
2. [June 2, 2020](#) (OPEN SESSION)
Proposed amendments to the Academic Heads Policy and its Procedures were published for community consultation from February 10, 2020 until April 30, 2020. This submission included a summary of the changes proposed to the Policy and its Procedures in response to the feedback received during the community consultation period with a request that the Employee Relations Committee recommend approval of the amendments to the Board.
3. [February 6, 2020](#) (OPEN SESSION)
Action/Follow up: publish proposed amendments with a call for comments; review all comments received through the consultation process in May 2020 with the applicable Responsible Executives, the Registrar's Office, and the Employee Relations Committee Chair; present final proposal for recommendation to the Board.

The following Executive Summary assumes familiarity with the prior submissions and provides a status update from the date of the most recent submission.

EXECUTIVE SUMMARY

Proposed amendments to the Academic Heads Policy and its Procedures were published for community consultation from February 10, 2020 until April 30, 2020. A summary of the feedback received during the community consultation period and recommended changes as a result of such feedback is attached in Supplemental Materials #1. The following sets out a summary of the major changes proposed in response to the feedback received during the community consultation period.

1. Additional language is included to provide that in making appointments to Advisory Committees, the Chairs of the Advisory Committees will consider equity and will seek to include a diverse range of perspectives and experiences, such as from various academic disciplines and underrepresented stakeholder communities.
2. References to “his/her” and “his or her” are proposed to be replaced with references to the specific person doing the action.

In addition to the above, two additional amendments (which have not been previously presented to the Employee Relations Committee) are being proposed, as set out below.

3. Previously proposed language in section 5.3 of the Procedures to the Academic Heads Policy, which had provided that the Registrar would determine the procedures and timelines for nominations and elections of faculty members of Advisory Committees, is no longer being proposed. This language was initially proposed to provide clarity and consistency around the procedures and timelines that govern nominations and elections of members of Advisory Committees for the selection of Academic Heads. However, a Governor had expressed concerns with including this language. The Office of the University Counsel undertook further consultation with other key stakeholders who have confirmed that they are comfortable with removing the initially proposed language. The various Faculties that have departments set their own timelines and procedures for nominations and elections of Advisory Committee members, and while these Faculties have slightly differing processes for conducting nominations and elections, no concerns were raised regarding the current processes or lack of absolute clarity in the Academic Heads Policy as to who determines these processes.
4. The last proposed amendment updates the definition of “UBC Okanagan Faculty” to reflect the division of the Faculty of Arts and Sciences (also known then as the Irving K. Barber School of Arts and Sciences) into two autonomous Faculties: one named the Faculty of Science and one named the Faculty of Arts and Social Sciences, effective July 1, 2020.

The Chair of the Employee Relations Committee, the Provost and Vice-President, Academic (UBC Okanagan), the Provost and Vice-President, Academic (UBC Vancouver), the Registrar’s Office, and the University Counsel have reviewed and recommend the proposed amendments to the Academic Heads Policy and its Procedures.

APPENDICES

1. Proposed Academic Heads Policy and Procedures

SUPPLEMENTAL MATERIALS (optional reading for Governors)

1. Summary of feedback from community consultation and recommended changes
2. Blackline showing amendments to the Academic Heads Policy and its Procedures made since proposal was last presented to the Employee Relations Committee
3. Blackline showing all proposed amendments to the Academic Heads Policy and its Procedures against the version that is currently in force

 <p>The University of British Columbia Board of Governors</p>	<p>Policy No.: AP9</p>
<p>Long Title: Appointments and Extension of Appointments for Heads of Academic Units</p>	
<p>Short Title: Academic Heads Policy</p>	

Background & Purposes:

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.

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 the Head's **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 the incumbent's current appointment. If the incumbent does not wish to continue in the incumbent's position beyond the expiration of the incumbent's 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 Academic Heads Policy

Definitions and Other Interpretation Rules

1. Definitions

In the Academic Heads Policy, the following terms have the meaning defined below, and shall 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, or a UBC Vancouver Faculty.
- b. **“Advisory Committee”** means the advisory committee to the **Responsible Executive** as defined in Article 5 of the Procedures.
- c. **“College”** means the College of Graduate Students at UBC Okanagan established by resolutions passed by the Board of Governors on January 26, 2006.
- d. **“Dean”** means a Dean of the College, a Dean of a UBC Okanagan Faculty, a Dean of a UBC Vancouver Faculty, or a Dean of a Dual-Campus Faculty;
- e. **“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, 2018, the Dual-Campus Faculties were the Faculty of Applied Science and the Faculty of Education, each comprised of two divisions, the UBC Okanagan Division and the UBC Vancouver Division.]
- f. **“Head”** means the head or director of an Academic Unit.
- g. **“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.
- h. **“UBC Okanagan Division”** has the same meaning attributed to it in resolutions passed by the Board of Governors on June 3, 2005. [Note: As at July 1, 2018, the Dual-Campus Faculties were the Faculty of Applied Science and the Faculty of Education, each comprised of two divisions, the UBC Okanagan Division and the UBC Vancouver Division.]

- 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, 2020, the UBC Okanagan Faculties were the Faculty of Arts and Social Sciences (known as the Irving K. Barber Faculty of Arts and Social Sciences), the Faculty of Science (known as the Irving K. Barber Faculty of Science), the Faculty of Creative and Critical Studies, the Faculty of Health and Social Development, and the Faculty of Management.]
- j. ***“UBC Vancouver Division”*** has the same meaning attributed to it in resolutions passed by the Board of Governors on June 3, 2005. [Note: As at July 1, 2018, the Dual-Campus Faculties were the Faculty of Applied Science and the Faculty of Education, each comprised of two divisions, the UBC Okanagan Division and the UBC Vancouver Division.]
- k. ***“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, 2018, 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 Forestry, the Faculty of Graduate and Postdoctoral Studies, the Faculty of Land and Food Systems, the Peter A. Allard School of Law, the Faculty of Medicine, the Faculty of Pharmaceutical Sciences, and the Faculty of Science].



PROCEDURES ASSOCIATED WITH THE ACADEMIC HEADS POLICY

Pursuant to the Regulatory Framework Policy, the President may approve Procedures or the amendment or repeal of Procedures. Such approvals must be reported at the next meeting of the UBC Board of Governors or as soon thereafter as practicable.

Capitalized terms used in these Procedures that are not otherwise defined herein shall have the meanings given to such terms in the accompanying Policy, being the Academic Heads Policy.

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 Provost and Vice-President, 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:
- (a) 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
 - (b) a **Dean**, in the **Dean's** 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 the **Responsible Executive's** 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**. If no individual is elected by the end of an election process, the **Dean** may appoint the requisite number of members from the applicable constituency. In making appointments, including replacement appointments under Article 6 of these Procedures, the **Dean** will consider equity and will seek to include a diverse range of perspectives and experiences, such as from various academic disciplines and underrepresented stakeholder communities. The **Dean** must consult with the **Responsible Executive** before confirming the **Dean's** 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, the replacement student will be appointed from the graduate students associated with that Faculty.
- 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.

DRAFT

Proposed Amendments to the Academic Heads Policy and Its Procedures – Community Consultation Summary

No.	Comment	Applicable Section(s)	Recommendations
1.	<p>Re-place use of “his/her” language References to “his/her” and “his or her” reinforce binary conceptualizations of gender and more inclusive language should be used.</p>	<p>3.2, 5.2.1 of Academic Heads Policy & 2.4.1(b), 2.4.3, 5.3 of its Procedures</p>	<p><i>Change recommended</i> References to “his/her” and “his or her” are proposed to be replaced with references to the specific person doing the action.</p>
2.	<p>Diversity and representation on Advisory Committees The Policy uses the following language in the Advisory Committee composition tables: “Such other person(s) as the Chair may choose to appoint”. The feedback expressed concern that this does not make clear on what basis or with what criteria in mind the Chair is making the Chair’s appointments and that this raises questions about diversity and representation.</p>	<p>5.3 of the Procedures associated with the Academic Heads Policy</p>	<p><i>Changes recommended</i> Additional language is proposed to be included in the Academic Heads Policy to provide that in making appointments to Advisory Committees, the Chair of the Advisory Committee will seek to include a diverse range of perspectives and experiences, such as from various academic disciplines and underrepresented stakeholder communities.</p>

 <p>The University of British Columbia Board of Governors</p>	<p>Policy No.: AP9</p>
<p>Long Title: Appointments and Extension of Appointments for Heads of Academic Units</p>	
<p>Short Title: Academic Heads Policy</p>	

Background & Purposes:

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.

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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

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3.2 A **Head** reports to the Head's **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

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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 the incumbent's current appointment. If the incumbent does not wish to continue in the incumbent's position beyond the expiration of the incumbent's 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 Academic Heads Policy

Definitions and Other Interpretation Rules

1. Definitions

In the Academic Heads Policy, the following terms have the meaning defined below, and shall have the same meaning in any Procedures associated with that Policy:

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- c. **“College”** means the College of Graduate Students at UBC Okanagan established by resolutions passed by the Board of Governors on January 26, 2006.
- d. **“Dean”** means a Dean of the College, a Dean of a UBC Okanagan Faculty, a Dean of a UBC Vancouver Faculty, or a Dean of a Dual-Campus Faculty;
- e. **“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, 2018, the Dual-Campus Faculties were the Faculty of Applied Science and the Faculty of Education, each comprised of two divisions, the UBC Okanagan Division and the UBC Vancouver Division.]
- f. **“Head”** means the head or director of an Academic Unit.
- g. **“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.
- h. **“UBC Okanagan Division”** has the same meaning attributed to it in resolutions passed by the Board of Governors on June 3, 2005. [Note: As at July 1, 2018, the Dual-Campus Faculties were the Faculty of Applied Science and the Faculty of Education, each comprised of two divisions, the UBC Okanagan Division and the UBC Vancouver Division.]
- 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~~2020, the UBC Okanagan Faculties were the Faculty of Arts and Social Sciences (~~now~~ known as the Irving K. Barber SchoolFaculty of Arts and Social Sciences), the Faculty of Science (known as the Irving K. Barber Faculty of Science), 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 Division”** has the same meaning attributed to it in resolutions passed by the Board of Governors on June 3, 2005. [Note: As at July 1, 2018, the Dual-Campus Faculties were the Faculty of Applied Science and the Faculty of Education, each comprised of two divisions, the UBC Okanagan Division and the UBC Vancouver Division.]

- k. **“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, 2018, 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 Forestry, the Faculty of Graduate and Postdoctoral Studies, the Faculty of Land and Food Systems, the Peter A. Allard School of Law, the Faculty of Medicine, the Faculty of Pharmaceutical Sciences, and the Faculty of Science].



PROCEDURES ASSOCIATED WITH THE ACADEMIC HEADS POLICY

Pursuant to the Regulatory Framework Policy, the President may approve Procedures or the amendment or repeal of Procedures. Such approvals must be reported at the next meeting of the UBC Board of Governors or as soon thereafter as practicable.

Capitalized terms used in these Procedures that are not otherwise defined herein shall have the meanings given to such terms in the accompanying Policy, being the Academic Heads Policy.

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 Provost and Vice-President, 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:
- (a) 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
 - (b) a **Dean**, in the **Dean's** 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 the **Responsible Executive's** 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**. ~~The Registrar will determine the procedures and timelines for nominations and elections of faculty members of Advisory Committees.~~ If no individual is elected by the end of an election process, the **Dean** may appoint the requisite number of members from the applicable constituency. In making appointments, including replacement appointments under Article 6 of these Procedures, the **Dean** will consider equity and will seek to include a diverse range of perspectives and experiences, such as from various academic disciplines and underrepresented stakeholder communities. The **Dean** must consult with the **Responsible Executive** before confirming the **Dean's** 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, the replacement student will be appointed from the graduate students associated with that Faculty.

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.

 <p>The University of British Columbia Board of Governors</p>	<p>Policy No.: AP9</p>
<p>Long Title: Appointments and Extension of Appointments for Heads of Academic Units</p>	
<p>Short Title: Academic Heads Policy</p>	

Background & Purposes:

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.

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~~ [the Head's 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~~the incumbent's current appointment. If the incumbent does not wish to continue in ~~his or her~~the incumbent's position beyond the expiration of ~~his or her~~the incumbent's 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 Academic Heads Policy

Definitions and Other Interpretation Rules

1. Definitions

In the Academic Heads Policy, the following terms have the meaning defined below, and shall 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, or a UBC Vancouver Faculty.
- b. **“Advisory Committee”** means the advisory committee to the **Responsible Executive** as defined in Article 5 of the Procedures.
- c. **“College”** means the College of Graduate Students at UBC Okanagan established by resolutions passed by the Board of Governors on January 26, 2006.
- d. **“Dean”** means a Dean of the College, a Dean of a UBC Okanagan Faculty, a Dean of a UBC Vancouver Faculty, or a Dean of a Dual-Campus Faculty;
- e. **“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~~2018, the ~~sole~~-Dual-Campus Faculty ~~was~~Faculties were the Faculty of Applied Science and the Faculty of Education, each comprised of two divisions, the UBC Okanagan Division and the UBC Vancouver Division.]
- f. **“Head”** means the head or director of an Academic Unit.
- g. **“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.
- h. **“UBC Okanagan Division”** has the same meaning attributed to it in resolutions passed by the Board of Governors on June 3, 2005. [Note: As at July 1, 2018, the Dual-Campus Faculties were the Faculty of Applied Science and the Faculty of Education, each comprised of two divisions, the UBC Okanagan Division and the UBC Vancouver Division.]
- 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~~2020, the UBC Okanagan Faculties were the Faculty of Arts and Social Sciences (~~now~~-known

as the Irving K. Barber ~~School~~Faculty of Arts and Social Sciences), the Faculty of Science (known as the Irving K. Barber Faculty of Science), 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 Division”*** has the same meaning attributed to it in resolutions passed by the Board of Governors on June 3, 2005. [Note: As at July 1, 2018, the Dual-Campus Faculties were the Faculty of Applied Science and the Faculty of Education, each comprised of two divisions, the UBC Okanagan Division and the UBC Vancouver Division.]

k. ***“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~~2018~~, 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 and Postdoctoral Studies, the Faculty of Land and Food Systems, the ~~Faculty~~Peter A. Allard School of Law, the Faculty of Medicine, the Faculty of Pharmaceutical Sciences, and the Faculty of Science].



PROCEDURES ASSOCIATED WITH THE ACADEMIC HEADS POLICY

Pursuant to the Regulatory Framework Policy, the President may approve Procedures or the amendment or repeal of Procedures. Such approvals must be reported at the next meeting of the UBC Board of Governors or as soon thereafter as practicable.

Capitalized terms used in these Procedures that are not otherwise defined herein shall have the meanings given to such terms in the accompanying Policy, being the Academic Heads Policy.

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 Provost and Vice-President, 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

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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.

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