



<b>SUBJECT</b>	Proposed Policy Amendment   Administrative Vice-Presidents Policy (AP14)
<b>SUBMITTED TO</b>	Executive Committee
<b>MEETING DATE</b>	March 21, 2024
<b>SESSION CLASSIFICATION</b>	Recommended session criteria from Board Meetings Policy: OPEN
<b>REQUEST</b>	<p><b>APPROVAL REQUESTED</b></p> <p>IT IS HEREBY RESOLVED that the Executive Committee recommends that the Board of Governors:</p> <ul style="list-style-type: none"> <li>i. approve the amendment of the Administrative VPs Policy (AP14) in the form set out in Appendix 1, effective April 2, 2024 (the “Effective Date”); and,</li> <li>ii. authorize the President and Vice-Chancellor to execute updated employment agreements that reflect the approved changes with all Administrative Vice-Presidents in office on the Effective Date.</li> </ul>
<b>LEAD EXECUTIVE</b>	Hubert Lai, K.C., University Counsel
<b>SUPPORTED BY</b>	Benoit-Antoine Bacon, President and Vice-Chancellor (Responsible Executive) Marcia Buchholz, Vice-President Human Resources Lorena Vlad, Legal Counsel (Policy Development Committee Secretary)

The following Executive Summary provides a status update from the date of the most recent submission.

**EXECUTIVE SUMMARY**

The OUC published a notice of the proposed amendments to the Administrative Vice-Presidents (VPs) Policy on December 15, 2023 and invited community feedback on the Policy proposal. The comment period remained open from December 15, 2023 until January 31, 2024.

Calls for comments were also published in the January 9, 2024 and January 23, 2024 versions of *UBC Today*, the weekly newsletter that is published on UBC’s publicly facing web site and which is also distributed by email to all UBC faculty members and staff. Email notices were also sent on December 15, 2024 and January 15, 2024 to everyone on the open self-service subscription service maintained by the OUC, which includes representatives from the Alma Mater Society, the Graduate Student Society, and all employee associations and unions (other than BCGEU child care and BCGEU Okanagan, who have not elected to receive subscription emails).

The Policy proposal received support from the UBC community with only a few concerns/suggestions raised. The feedback from the UBC community, as well as the feedback provided earlier by the Executive Committee of the Board of Governors, was provided to the Policy Development Committee, which was reconvened (subject to the changes noted below) to consider the feedback and to adjust the Policy proposal as appropriate.

Two changes were made in the membership of the Policy Development Committee: (1) the President and Vice-Chancellor replaced the Interim President and Vice-Chancellor and (2) a new nominee was provided by the Alma Mater Society. An updated list of Policy Development Committee members is included as Supplemental Material #1.

A table setting out the feedback from the UBC community and the Policy Development Committee's response to each comment can be found in Supplemental Material #2. The full text of the Administrative VPs Policy proposal, highlighted to show changes from the version that was published for consultation, is attached as Supplemental Material #3 and the full text of the Administrative VPs Policy proposal, highlighted to show changes to the current version of the Administrative VPs Policy is attached as Supplemental Material #4. A copy of the current Administrative VPs Policy is attached as Supplemental Material #5.

The amendments that had previously been proposed included:

1. the removal of fixed term lengths and term limits for Administrative VPs;
2. adding provisions requiring ongoing annual performance reviews of each Administrative VP as well as comprehensive institutional reviews of each Administrative VP's portfolio on a five-year basis; and
3. amendment of the composition of the Advisory Committees by (i) removing Board members, and (ii) adding the Vice-President, Human Resources (except when the Vice-President, Human Resources position is the subject of the search).

Having considered the feedback from the UBC community and the Executive Committee of the Board of Governors, the Policy Development Committee recommends the following additional changes to the proposed Administrative VPs Policy and associated Procedures:

1. The introductory sentence of "The Board of Governors has established the Academic Administrators Appointment Policy, which applies to Academic Vice Presidents" has been removed from the Background & Purposes section for simplicity purposes as this reference is not necessary in the Administrative VPs Policy.
2. A member of the Board of Governors has been added back to the Advisory Committee with the caveat that such Governor will be recused from the Board of Governors' consideration of the President's recommendations of candidates for the Administrative VP position.


The proposed amendments are supported by the Policy Development Committee, the President and Vice-Chancellor, the Vice-President Human Resources, and the University Counsel.

## APPENDICES

1. Proposed Administrative Vice-Presidents Policy

## SUPPLEMENTAL MATERIALS (optional reading for Governors)

1. Updated List of Policy Development Committee Members
2. Summary table of community feedback and Policy Development Committee's response
3. Blackline showing amendments made by Policy Development Committee to the version previously presented to the Executive Committee for information in September 2023 and published for community consultation
4. Blackline of proposed amendments showing changes against current version of the Administrative VPs Policy
5. Current version of the Administrative Vice-Presidents Policy

 <p><b>The University of British Columbia Board of Governors</b></p>	<p><b>Policy No.:</b> <b>AP14</b></p>
<p><b>Long Title:</b> Appointment of Administrative Vice-Presidents</p>	
<p><b>Short Title:</b> <b>Administrative VPs Policy</b></p>	

### Background & Purposes:

The purpose of this Policy is to establish the selection processes for the appointment of Administrative 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 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 Vice-President, Human Resources shall support the **Advisory Committee** throughout the selection process, including the engagement of consultants, providing training on cultural sensitivity and unconscious bias, and other support as appropriate.
- 3.3 The Vice-President, Human Resources shall support the President in making a recommendation to the Board of Governors, by providing guidance on compensation and other terms and conditions of the appointment, including Public Sector Employers' Council guidelines and approval processes.
- 3.4 The President's recommendation will be considered by the Board of Governors, which must approve the appointment and which has the authority to establish the terms and conditions for any such appointment.

### 4. Performance Reviews

- 4.1 The President will conduct annual reviews to provide regular feedback to each **Administrative Vice-President**.
- 4.2 In addition, where an **Administrative Vice-President** is approaching five years in the position, the President will undertake a full administrative and leadership review of the portfolio, and will undertake such full review every fifth year thereafter.
- 4.3 Prior to initiating a 5-year review of an **Administrative Vice-President**, the President will consult with the Vice-President, Human Resources, or, where the Vice-President, Human Resources is the subject of the review, such other person as the President may select, for guidance on best practices for performance reviews.
- 4.4 Where a review results in concerns regarding the performance of an **Administrative Vice-President**, the President will address the concerns as appropriate through performance development processes and in accordance with the terms of the **Administrative Vice-President's** employment agreement.
- 4.5 The President will provide regular updates to the Board of Governors highlighting the outcomes of the 5-year reviews.

## 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 Administrative VPs Policy

### Definitions and Other Interpretation Rules

#### 1. Definitions

In the Administrative VPs Policy, 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 the Academic Administrators Appointment Policy.
- b. ***“Administrative Vice-Presidents”*** means all Vice-Presidents other than those who are *Designated Senior Academic Administrators as defined in the Academic Administrators Appointment Policy*.
- c. ***“Advisory Committee”*** means an advisory committee to the President as defined in the Procedures associated with this Policy.



## PROCEDURES ASSOCIATED WITH THE ADMINISTRATIVE VPS 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 Administrative VPs Policy.*

### 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:

<b>For the Appointment of an Administrative Vice-President</b>			
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 *(such person will be recused from the Board of Governors' consideration of the President's recommendation pursuant to section 3.4 of the Policy)	Chair
	1	Vice-President, Human Resources, except when the Vice-President, Human Resources position is the subject of the search	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 UBC Vancouver	AMS Council
	4	Persons, at least 2 of whom report directly to the <b>Administrative Vice-President</b> , 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 <b>Advisory Committee</b> (for clarity, not including the Additional Members) for every two Additional Members appointed by the Chair	Chair and Members of <b>Advisory Committee</b>
	N/A	One student selected by the Chair and Members of the <b>Advisory Committee</b> (for clarity, not including the Additional Members) for every two Additional Members appointed by the Chair	Chair and Members of <b>Advisory Committee</b>

## 2. Selection of **Advisory Committee** Members

- 2.1 **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.
- 2.2 **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 UBC 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.
- 2.3 In making appointments to an **Advisory Committee**, including replacement appointments under Section 3 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.

## 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 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 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.

- 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 by 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. Remuneration

- 5.1 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.

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**ADMINISTRATIVE VPs POLICY (AP14)  
POLICY DEVELOPMENT COMMITTEE**

**Updated List of Members:**

1. Hubert Lai, K.C., *University Counsel* (Policy Development Committee Chair)
2. Lorena Vlad, *Legal Counsel* (Policy Development Committee Secretary)
3. Benoit-Antoine Bacon (*President and Vice-Chancellor, Responsible Executive for the Policy*)
4. Marcia Buchholz (*Vice-President, Human Resources*)
5. Christopher Eaton (*Associate Registrar for Academic Governance & Director, Senate & Curriculum*)
6. Thomas Heilke (*Professor, Political Science, UBC Okanagan*)
7. Robert Helsley (*Grosvenor Professor of Cities, Business Economics and Public Policy, Associate Provost, UBC at Surrey, Former Dean of the UBC Sauder School of Business, UBC Vancouver*)
8. Kamil Kanji (*Alma Mater Society of The University of British Columbia Vancouver Nominee*)
9. Shreyansh Mehendiratta (*Student Union of UBC Okanagan Nominee*)
10. Dale Mullings (*Associate Vice-President, Students, UBC Okanagan*)
11. Ijeoma Okedo-Alex (*Graduate Student Society of UBC Vancouver Nominee*)
12. Andrew Parr (*Associate Vice-President, Student Housing & Community Services*)
13. Marie Tarrant (*Dean, Faculty of Health and Social Development, UBC Okanagan*)

## Proposed Amendments to Administrative VPs Policy (AP14) – Community Consultation Summary

No.	Comment	Committee Response
1.	<p><b>Expressions of Support of Proposal</b></p> <p>A staff member from UBC Facilities has indicated that this is one of the best proposed amendments he has seen in almost 25 years of working at UBC. The staff member has expressed that it is very tiring to have to explain your role every time there is a change in the Administrative VP positions and this puts work on hold for years. The staff member also believes the performance review process in place is satisfactory.</p> <p>The Associate Vice-President, Communications has also indicated full support of the proposed amendments for the reasons outlined in the Call for Comments. In particular, this individual believes that “potential candidates drawn to all the opportunities UBC can provide are likely to be dissuaded by the term limits imposed on VP positions” and that the removal of the term limit for Associate Vice-Presidents is warranted in the case of Administrative Vice-Presidents as well.</p> <p>All of the Deans of the UBC Vancouver Faculties have expressed support for removing fixed term lengths for Administrative Vice-Presidents for the reasons set out in the Call for Comments, and expressed support for adding provisions to codify the practice of ongoing annual performance reviews of each Administrative VP and provisions requiring comprehensive institutional reviews of each Administrative VP’s portfolio on a five-year basis as these requirements reflect good governance practice.</p>	N/A
2.	<p><b>Assurance Regarding Performance Accountability</b></p> <p>A staff member from the Vice-President, Research and Innovation Office expressed concern that removal of fixed terms and term limits removes a method in which poor performance, including ongoing poor relations with employees, can be held to account. Accordingly, the staff member has suggested that the Proposal include staff members from the applicable Administrative VP’s portfolio in the annual and 5-year review processes to ensure that the Administrative VPs are held accountable to the employees that are working within their portfolio.</p>	<p>The codification into the Policy of the annual performance reviews and the full administrative and leadership review of the Administrative VP portfolios every five years will ensure that performance is managed appropriately. The Policy Development Committee did not consider it appropriate to prescribe requirements for annual reviews and believes that current annual review practices for all employees should continue to be managed in accordance with HR guidance, as is already well understood by supervisors for their direct reports. The details regarding the conduct of the 5-year performance reviews, including best practices with respect to consultation, are appropriately addressed in guidance that the Vice-President, Human Resources will provide pursuant to the proposed section 4.3 of the Policy. The Vice-President, Human Resources has confirmed that this will, indeed, be addressed in the guidance issued by her office.</p>


## Proposed Amendments to Administrative VPs Policy (AP14) – Community Consultation Summary

No.	Comment	Committee Response
3.	<p><b>Concerns with Proposal</b></p> <p>A staff member from Conferences &amp; Accommodation suggests that the Proposal should not be implemented for the reasons set out below and indicates that the Proposal should have noted the potential benefits of term limits to better inform the community.</p> <p><i>Reasons for not proceeding with Proposal:</i></p> <ul style="list-style-type: none"> <li>• “Highly unlikely that a President would have the time or inclination to provide a robust annual performance review of Administrative VPs. It takes a substantial amount of time and effort to manage an under-performer’s reformation and the impact of the unsavory process on the working relationship can be significantly negative. Why burden a President with so much process. Cleaner and simpler to not extend an appointment after 5 years.</li> <li>• The proposed comprehensive institutional review of each Administrative VP’s portfolio on a five-year basis would entail significant time and effort if done well. Given that most VPs are extended for a second 5 yr term, the proposal could create more work than the status quo.</li> <li>• Some legacy knowledge is retained by those reporting to VPs to share with incoming VPs.</li> <li>• The claim that “each search is expensive and requires UBC to divert resources from other UBC activities” seems dubious. Would UBC really divert resources? Maybe from marginal initiatives...</li> <li>• The President is new to UBC and should NOT have to consider a proposal to remove term limits from some of his reports so soon.”</li> </ul>	<ul style="list-style-type: none"> <li>• The proposed amendment to include the annual performance review codifies an existing practice into the Policy. Accordingly, it is not something that would impose new obligations on the President. Performance concerns are addressed as appropriate through performance development processes and in accordance with applicable employment agreement terms. It is not recommended that under-performance only be addressed every five years.</li> <li>• If the proposed amendment regarding the removal of terms is not implemented, there would still be a comprehensive institutional review of the Administrative VP and their portfolio should the Administrative VP wish to have their term extended. The extension process also results in a significant amount of work, time, and effort with the added disadvantages as outlined in the Call for Comments.</li> <li>• While it is true that some legacy knowledge is retained by those reporting to VPs which can be shared with incoming VPs, this exercise requires resources and time which would be reduced by the proposed amendments to remove terms and term limits.</li> <li>• Searches are time-consuming, expensive, and pull people away from their roles. There are search firm costs and timing requirements for searches. Representation from numerous stakeholder groups is required on Advisory Committees and it can be challenging finding individuals who wish or are able to make the required time commitment. Searches require an estimated time commitment of 25-40 hours per Advisory Committee member. This includes time for preparation, panel interviews, job profile development, debriefs, etc. With Advisory Committees ranging from a minimum of 10-14 members, this results in total time commitments ranging from an estimated 250 hours to 560 hours per search.</li> <li>• The President is on the Policy Development Committee for the Administrative VPs Policy and is supportive of the proposal to remove term limits.</li> </ul>
4.	<p><b>Support for Amendment of Advisory Committee Composition and Suggestion Regarding Additional Amendment</b></p>	<p>The Advisory Committees are advisory in nature and accordingly generally operate by consensus. In rare circumstances in which consensus is not reached, the members can utilize the voting system to determine the</p>

## Proposed Amendments to Administrative VPs Policy (AP14) – Community Consultation Summary

No.	Comment	Committee Response
	<p>The Deans of the UBC Vancouver Faculties support the proposal to require that the Vice-President, Human Resources be a member of all Advisory Committees (except when the Vice-President, Human Resources is the subject of the search) in order for the Advisory Committee to have the benefit of valuable subject-matter expertise. However, the Deans suggest that a possible amendment would be to include the Vice-President, Human Resources as a non-voting member of the Advisory Committee with the discretion provided to the President to amend the mandate to a voting member of the Advisory Committee as appropriate. This suggestion would ensure the benefits of the subject-matter expertise and would reduce the risk that one Vice-President would have an inordinate level of influence on all Administrative VP searches (other than for the position of Vice-President, Human Resources).</p> <p>The Deans of the UBC Vancouver Faculties support the proposal to remove members of the Board of Governors from the Advisory Committees and indicate that this part of the proposal is necessary.</p>	<p>recommendations to be made to the President. The President then has the discretion whether or not to proceed with the advice from the Advisory Committee. Given the manner in which the Advisory Committees operate, one member's vote does not yield an inordinate amount of influence. However, having a vote and being counted in quorum provides the Vice-President, Human Resources with the same opportunity to contribute to the Advisory Committee as other members.</p> <p><i>The Policy Development Committee recommends re-inserting one member of the Board of Governors on the Advisory Committee subject to the caveat that the Governor will be recused from the Board of Governors' consideration of the President's recommendations made pursuant to section 3.4 of the Policy.</i></p>
5.	<p><b>Drafting Suggestion</b></p> <p>One of the Legal Counsel in the OUC has suggested deleting the first sentence in the Background &amp; Purposes section of the Policy because reference to the Academic Administrators Appointment Policy is not necessary.</p>	<p><i>The Policy Development Committee supports this suggestion and recommends deleting the first sentence in the Background &amp; Purposes section of the Policy.</i></p>

*\*In addition to the feedback set out in this summary table, the Executive Committee of the Board of Governors provided input, which has been considered by the Policy Development Committee.*

 <p><b>The University of British Columbia Board of Governors</b></p>	<p><b>Policy No.:</b> <b>AP14</b></p>
<p><b>Long Title:</b> Appointment of Administrative Vice-Presidents</p>	
<p><b>Short Title:</b> <b>Administrative VPs Policy</b></p>	

**Background & Purposes:**

~~The Board of Governors has established the Academic Administrators Appointment Policy, which applies to Academic Vice-Presidents.~~ The purpose of this Policy is to establish the selection processes for the appointment of Administrative 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 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 Vice-President, Human Resources shall support the **Advisory Committee** throughout the selection process, including the engagement of consultants, providing training on cultural sensitivity and unconscious bias, and other support as appropriate.

3.3 The Vice-President, Human Resources shall support the President in making a recommendation to the Board of Governors, by providing guidance on compensation and other terms and conditions of the appointment, including Public Sector Employers' Council guidelines and approval processes.

3.4 The President's recommendation will be considered by the Board of Governors, which must approve the appointment and which has the authority to establish the terms and conditions for any such appointment.

#### 4. Performance Reviews

- 4.1 The President will conduct annual reviews to provide regular feedback to each **Administrative Vice-President**.
- 4.2 In addition, where an **Administrative Vice-President** is approaching five years in the position, the President will undertake a full administrative and leadership review of the portfolio, and will undertake such full review every fifth year thereafter.
- 4.3 Prior to initiating a 5-year review of an **Administrative Vice-President**, the President will consult with the Vice-President, Human Resources, or, where the Vice-President, Human Resources is the subject of the review, such other person as the President may select, for guidance on best practices for performance reviews.
- 4.4 Where a review results in concerns regarding the performance of an **Administrative Vice-President**, the President will address the concerns as appropriate through performance development processes and in accordance with the terms of the **Administrative Vice-President's** employment agreement.
- 4.5 The President will provide regular updates to the Board of Governors highlighting the outcomes of the 5-year reviews.

#### 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 Administrative VPs Policy**  
**Definitions and Other Interpretation Rules**

**1. Definitions**

In the Administrative VPs Policy, 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 the Academic Administrators Appointment Policy.
- b. ***“Administrative Vice-Presidents”*** means all Vice-Presidents other than those who are *Designated Senior Academic Administrators as defined in the Academic Administrators Appointment Policy.*
- c. ***“Advisory Committee”*** means an advisory committee to the President as defined in the Procedures associated with this Policy.



## PROCEDURES ASSOCIATED WITH THE ADMINISTRATIVE VPS 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 Administrative VPs Policy.

### 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
<u>Members</u>	<u>1</u>	<u>Person appointed by the Chair from the members of the Board of Governors</u> <u>*(such person will be recused from the Board of Governors' consideration of the President's recommendation pursuant to section 3.4 of the Policy)</u>	<u>Chair</u>
<b>Members</b>	1	Vice-President, Human Resources, except when the Vice-President, Human Resources position is the subject of the search	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 UBC Vancouver	AMS Council
	4	Persons, at least 2 of whom report directly to the <b>Administrative Vice-President</b> , 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 <b>Advisory Committee</b> (for clarity, not including the Additional Members) for every two Additional Members appointed by the Chair	Chair and Members of <b>Advisory Committee</b>
	N/A	One student selected by the Chair and Members of the <b>Advisory Committee</b> (for clarity, not including the Additional Members) for every two Additional Members appointed by the Chair	Chair and Members of <b>Advisory Committee</b>

## 2. Selection of **Advisory Committee** Members

2.1 **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.

2.2 **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 UBC 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.

2.3 In making appointments to an **Advisory Committee**, including replacement appointments under Section 3 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.

## 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 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 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.

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 by 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. Remuneration

5.1 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.

 <p><b>The University of British Columbia Board of Governors</b></p>	<p><b>Policy No.:</b> <b>AP14</b></p>
<p><b>Long Title:</b> Appointment <del>and Extension of Appointment</del> of Administrative Vice-Presidents</p>	
<p><b>Short Title:</b> <b>Administrative VPs Policy</b></p>	

**Background & Purposes:**

~~The Board of Governors has established the Academic Administrators Appointment Policy and Academic Administrators Extension Policy, 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.~~

3.2 The Vice-President, Human Resources shall support the **Advisory Committee** throughout the selection process, including the engagement of consultants, providing training on cultural sensitivity and unconscious bias, and other support as appropriate.

3.3 ~~4.2 If the incumbent and the~~ The Vice-President ~~wish to consider extending the appointment,~~ Human Resources shall support 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,~~ by providing guidance on compensation and other terms and conditions of the appointment, including Public Sector Employers' Council guidelines and approval processes.

3.4 ~~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 must approve the appointment and which has the authority to ~~extend~~ establish the terms and conditions for any such appointment.

#### 4. Performance Reviews

4.1 The President will conduct annual reviews to provide regular feedback to each **Administrative Vice-President**.

4.2 In addition, where an **Administrative Vice-President** is approaching five years in the position, the President will undertake a full administrative and leadership review of the portfolio, and will undertake such full review every fifth year thereafter.

4.3 Prior to initiating a 5-year review of an **Administrative Vice-President** ~~and to establish,~~ the terms and conditions for any such extension President will consult with the Vice-President, Human Resources, or, where the Vice-President, Human Resources is the subject of the review, such other person as the President may select, for guidance on best practices for performance reviews.

~~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. Where a review results in concerns regarding the performance of an **Administrative Vice-President**, the President will address the concerns as appropriate through performance development processes and in accordance with the terms of the **Administrative Vice-President's** employment agreement.~~

[4.5 The President will provide regular updates to the Board of Governors highlighting the outcomes of the 5-year reviews.](#)

## 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 Administrative VPs Policy

### Definitions and Other Interpretation Rules

#### 1. Definitions

In the Administrative VPs Policy, 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 the Academic Administrators Appointment Policy.
- b. **“Administrative Vice-Presidents”** means all Vice-Presidents other than those who are *Designated Senior Academic Administrators* [as defined in the Academic Administrators Appointment Policy.](#)
- 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 the Academic Administrators Appointment Policy.~~



## PROCEDURES ASSOCIATED WITH THE ADMINISTRATIVE VPS 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 Administrative VPs Policy.

### 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	<del>2</del> 1	Person appointed by the Chair from the members of the Board of Governors <u>*(such person will be recused from the Board of Governors' consideration of the President's recommendation pursuant to section 3.4 of the Policy)</u>	Chair
	1	<u>Vice-President, Human Resources, except when the Vice-President, Human Resources position is the subject of the search</u>	<u>Chair</u>
	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 <del>the University of British Columbia</del> UBC Vancouver	AMS Council
	4	Persons, at least 2 of whom report directly to the <b>Administrative Vice-President</b> , 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 <b>Advisory Committee</b> (for clarity, not including the Additional Members) for every two Additional Members appointed by the Chair	Chair and Members of <b>Advisory Committee</b>
N/A	One student selected by the Chair and Members of the <b>Advisory Committee</b> (for clarity, not including the Additional Members) for every two Additional Members appointed by the Chair	Chair and Members of <b>Advisory Committee</b>

## 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:~~

<b>For the Extension of an Administrative Vice President</b>			
<b>Position</b>	<b>#</b>	<b>Source/Composition</b>	<b>Selected by:</b>
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 <b>Administrative Vice President</b> , appointed by the Chair	Chair
Additional Members	N/A	Such other person(s) as the Chair may choose to appoint	Chair



	N/A	<del>One faculty member selected by the Chair and Members of the <b>Advisory Committee</b> (for clarity, not including the Additional Members) for every two Additional Members appointed by the Chair</del>	Chair and Members of <b>Advisory Committee</b>
	N/A	<del>One student selected by the Chair and Members of the <b>Advisory Committee</b> (for clarity, not including the Additional Members) for every two Additional Members appointed by the Chair</del>	Chair and Members of <b>Advisory Committee</b>

## 2. ~~3.~~ Selection of *Advisory Committee* Members

2.1 ~~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.

2.2 ~~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~~ [UBC](#) 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.

2.3 ~~3.3~~ In making appointments to an *Advisory Committee*, including replacement appointments under ~~Article 4~~ [Section 3](#) 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.

## 3. ~~4.~~ Replacement of *Advisory Committee* Members

3.1 ~~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.

3.2 ~~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.

3.3 ~~4.3~~ If a replacement member is not appointed, the **Advisory Committee** may complete its work notwithstanding the vacancy.

#### 4. ~~5.~~ Procedure for Advisory Committee

4.1 ~~5.1~~ The Chair of the Advisory Committee will be responsible for calling meetings.

4.2 ~~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**.

4.3 ~~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.


#### 5. ~~6.~~ Term and Remuneration

5.1 ~~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.

 <p><b>The University of British Columbia Board of Governors</b></p>	<p><b>Policy No.:</b> <b>AP14</b></p>
<p><b>Long Title:</b> Appointment and Extension of Appointment of Administrative Vice-Presidents</p>	
<p><b>Short Title:</b> <b>Administrative VPs Policy</b></p>	

**Background & Purposes:**

The Board of Governors has established the Academic Administrators Appointment Policy and Academic Administrators Extension Policy, 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 Administrative VPs Policy

### Definitions and Other Interpretation Rules

#### 1. Definitions

In the Administrative VPs Policy, 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 the Academic Administrators Appointment 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 the Academic Administrators Appointment Policy.



**PROCEDURES ASSOCIATED WITH THE  
ADMINISTRATIVE VPS 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 Administrative VPs Policy.*

**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:

<b>For the Appointment of an Administrative Vice-President</b>			
<b>Position</b>	<b>#</b>	<b>Source/Composition</b>	<b>Selected by:</b>
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 <b>Administrative Vice-President</b> , 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 <b>Advisory Committee</b> (for clarity, not including the Additional Members) for every two Additional Members appointed by the Chair	Chair and Members of <b>Advisory Committee</b>

	N/A	One student selected by the Chair and Members of the <b>Advisory Committee</b> (for clarity, not including the Additional Members) for every two Additional Members appointed by the Chair	Chair and Members of <b>Advisory Committee</b>
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## 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 <b>Administrative Vice-President</b> , 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 <b>Advisory Committee</b> (for clarity, not including the Additional Members) for every two Additional Members appointed by the Chair	Chair and Members of <b>Advisory Committee</b>

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