

A. Background & Purpose

Given the necessity for strong university administration and leadership, it is essential for Dalhousie to appoint administrators of the best quality possible. In all cases, it is understood that the Board of Governors retains the sole power of appointment. It is important, however, for appointment decisions



- a. President and Vice Presidents: full Board
  - b. Associate Vice Presidents, Deans, University Librarian: Board Academic and Student Affairs Committee
  - c. Assistant Vice Presidents: President
  - d. Associate Deans, Assistant Deans, School Directors, Heads and Chairs, Vice President Academic and Provost
3. Term appointments are required for the position of President and any other senior administrative position whose responsibilities are academic in nature. All other senior administrative appointments shall not be accompanied by an academic appointment and shall be on terms set out in a letter or contract of employment. The latter requirement shall not preclude the negotiation of an academic appointment coincident with the negotiation of the senior administrative employment contract terms, provided that the appropriate processes for making such appointments are followed.
  4. Any new classification or general type of senior administrative position must be approved in advance by the Board. Such approval shall identify:
    - a. whether the position shall carry a term appointment based on the criteria set out in section D3;
    - b. the general reporting structure for the position; and
    - c. who shall approve appointments made to such positions on behalf of the Board.
  5. Incumbents of term appointments may be considered for reappointment following a favourable review of both their performance and the structure and function of their office by a review committee.
  6. Incumbents shall not participate in the search processes related to their position. If requested by the applicable committee, however, the incumbent may provide information relating to the functions of the position.
  7. In the event of an unscheduled vacancy of a senior administrative position, an acting appointment may be made for a period not to exceed one year
    - a. In the case of the President Vice Presidents by the Board
    - b. In the case of all other senior administrative appointments above the level of Associate Dean, by the President; and
    - c. In the case of Faculty based senior administrative appointments, by the inisb1 Tf 0 Tc 0 Tw 0.7ctaseir



In the case of an unfavourable review, in all cases but the President, the review committee becomes the search committee.

4. Conflicts of Interest Where a search committee or review committee member is unable to discharge his or her responsibilities under this Policy due to a potential conflict of interest, as defined by the University Policy on Conflict of Interest, he or she will be replaced by the Chair



8. Meetings with University Community For all positions except the President, the search committee deems it desirable and all of the shortlisted candidates agree, the search committee may arrange for the candidates to meet members of interested groups within the university community. Feedback from these meetings will be provided to the search committee in confidence.
9. Recommendation The search committee shall recommend a candidate for the position to the chair of the search committee who shall in turn make a recommendation to the Board or its delegate in accordance with section 2.0 of the Policy. In the event that the chair of the search committee rejects the recommendation of the search committee and puts forward a different candidate, the Board or delegate shall be asked of the nature and basis of the search committee's recommendation together with the reason for rejecting the recommendation and the basis for the alternate recommendation.
10. Failed search In the event of a failed search, the chair of the search committee shall have the discretion to strike a new search committee or to continue with the existing search committee.
11. Appointment offers Offers of appointment shall be made to the successful candidates in accordance with the Board Document Execution and Signing Authority Policy.

## F.2 Review Procedures- Term Appointments (Excluding Faculty based senior administrative positions)

1. Applicability of this Procedure This Procedure F.2 applies to all senior administrative positions that have term appointments, but excluding Faculty based senior administrative positions.
2. Review Committee Where it is determined under section F.1.1 that a review committee is required, the review committee shall be established in the same manner as the search committee, as set out in sections F.1.4 and F.1.5.
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5. Stakeholder consultationThe review committee shall invite informed opinion in relation to the areas identified for evaluation from members of the broader community who are relevant to the scope of the responsibilities of the position including:

- a. Senate officers;
- b. Board members
- c. Other senior administrators
- d. Student leaders
- e. Faculty and staff from all campuses including the organizations that represent them, if relevant and

f. Individuals from the broader community who are relevant to the scope of the responsibilities of the position including:

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### F.3 Search Procedures—Appointments that are not Term Appointments

1. Applicability of this Procedure This Procedure applies to all senior administrative positions that are not term appointments, but excluding Faculty-based senior administrative positions.
2. Search Committee Chair The chair of the search committee shall be the person to whom the senior administrative position in issue reports. The chair shall be a voting member except when necessary to break a tie vote. The chair of the search committee shall determine the committee membership in accordance with section F.3.3.
3. Search Committee Membership The search committee shall include representation from the following constituencies, all of whom shall be voting members:
  - a. Board member(s)
  - b. Member(s) appointed by Senate
  - c. Other senior administrator(s) appointed by the President
  - d. Other administrator(s) appointed by the President
  - e. Other members of the University Community who would be able to provide an informed perspective relevant to the scope of responsibilities for the position in issue (such as students, alumni) where applicable to the position.
4. Process for search The chair of the search committee shall determine the process that will be followed in the search.

6. Recommendation:The search committee shall recommend a candidate for the position to the chair of the search committee who in turn shall make a recommendation to the Board or its delegate in accordance with section 2D of the Policy. In the event that the chair of the search committee rejects the recommendation of the search committee and puts forward a different candidate, the Board or delegate shall be advised of the nature and basis of the search committee's recommendation together with the reason for rejecting the recommendation and the basis for the alternate recommendation.
7. Failed search In the event of a failed search, the chair of the search committee shall have the discretion to strike a new search committee or to continue with the existing search committee.
8. Appointment offers Offers of appointment will be made to the successful candidate in accordance with the Board Document EmA2]TJ -0.004 Tc (in)2htR6-9.3(n)-0./(m)-9.S(s)-8.5(i)-3.gn(d)-0.

## SENIOR ADMINISTRATIVE APPOINTMENTS POLICY AND PROCEDURES

### Addendum

Addition of Position Classifications of Provost, ~~Vice~~ Provost and Assistant Vice ~~Provost~~ (Section D. 4.)

(Approved by the Board of Governors: October 21, 2014)

WHEREAS Section D. 4. ~~of~~ the Senior Administrative Appointments Policy and Procedures (“the Policy”) provides that any new classification or general type of senior administrative position must be approved in advance by the Board.

AND WHEREAS Section D. 4. of the Policy also ~~states~~ <sup>requires</sup> that such approval shall identify

- a) whether the position shall carry a term appointment based on the criteria set out in the Policy;
- b) the general reporting structure for the position; and c) who shall approve appointments made to such positions on ~~behalf~~ of the Board.

NOW THEREFORE BE IT RESOLVED:

1. THAT the Board, on the recommendation of the Governance and Human Resources Committee, approve the new senior administrative position classification of Provost such position to be a term appointment reporting to the President, with appointments to such positions to be approved by the Board.
2. AND THAT the Board, on the recommendation of ~~the~~ Governance and Human Resources Committee, approve the new senior administrative position classification of ViceProvTd [(P7(o)19.)/e9m(o)19.Governance and Human

Committee, approve the new senior administrative position classification of Provost such position to be an administrative appointment without reporting to the ViceProvost, with appointments to such positions to be approved by the Provost.

SENIOR ADMINISTRATIVE APPOINTMENTS POLICY AND PROCEDURES

Addendum2

Addition of Position Classification of Senior Assistant Vice Provost (Section D. 4.)

(Approved by the Board of Governors June 28 2016)

NOW THEREFORE BE IT RESOLVED:

THAT the Board of Governors, on the recommendation of the Governance and Human Resources Committee, approve the new senior administrative position classification of Senior Assistant Vice Provost; such position to be an administrative appointment without term reporting to the Vice Provost, with appointments to such positions to be approved by the Provost.