

Policy # 1.2.8

Appointment of the Vice-President and Academic Dean Policy

Statement

- 1.1. The Vice-President and Academic Dean (referred to in this policy as the VPAD, or the “incumbent”) are appointed by the Board of Directors (the “Board”).
- 1.2. The VPAD shall normally hold office for an initial term not to exceed five years, and shall also hold a tenured appointment in the University. The term of the incumbent VPAD may be renewed once for a period not to exceed five years.
- 1.3. The term of office of the VPAD may be extended for one-year periods, for extenuating circumstances as determined by the Board. If exigencies require, the Board may appoint an Acting VPAD for a period of up to one year and, in extenuating circumstances, such appointment may be renewed by the Board for such term as the Board deems expedient, acting reasonably.
- 1.4. These guidelines shall apply both in the case of the search for a new VPAD, and in the case of consideration of an incumbent VPAD for renewal of the initial term.
- 1.5. For the purposes of these guidelines, “Special Circumstances” shall mean a situation in which either for whatever reason, the VPAD is unable or unwilling to finish their current term, or a recommendation is not made within the time allowed, as contemplated by Articles 4.2 and 5.1 of these guidelines. Should Special Circumstances occur, then these guidelines shall apply mutatis mutandis to the review or selection process (as appropriate) undertaken, except with respect to limitations of time as they appear in these guidelines. In the event of the occurrence of Special Circumstances, the reappointment or selection process (as appropriate) will proceed with all reasonable dispatch, bearing in mind the significance of the appointment to the University.

Advisory Committee

- 2.1 The Board shall make the appointment or re-appointment of the VPAD on the recommendation of the President after consultation with the VPAD Advisory Committee (the “Committee”). The Executive Committee of the Board shall instruct the President to establish the Committee. The Committee shall remain active until the successful candidate has taken office or until such time as it is discharged by an action of the Board, whichever shall occur first.
- 2.2 In carrying out its duties pursuant to these guidelines, the Committee shall at all times observe and respect the highest equitable standards, including standards with respect to bias, the

appearance of bias, and the fairness of its deliberations and investigations to all parties concerned. The Executive Committee of the Board shall have the responsibility of ensuring that the Committee's work is undertaken and completed in accordance with such standards, and shall have the power, acting reasonably, to take whatever corrective action it feels necessary should circumstances warrant, including (without limitation) the removal of members of the Committee. Without limiting the generality of the foregoing, the activities of the Committee will reflect the values represented in the University's Policies and Procedures.

- 2.3 Except in Special Circumstances, the President shall use their best efforts to establish the Committee not later than 12 months prior to the end of the incumbent VPAD's term. Any recommendation on renewal will generally be made no later than nine months prior to the end of the incumbent's term.
- 2.4 Committee shall ordinarily be composed of the following as members:
- a. The President, as chair of the Committee ex officio;
 - b. One Voting Member of the Board, elected by the Board;
 - c. One member of the non-academic staff, selected by the President;
 - d. One professional officer, selected by the President;
 - e. Three full-time faculty who sit on Academic Council elected by Academic Council;
 - f. One faculty member, selected by the President; and
 - g. One student who sits on Academic Council elected by Academic Council.
- 2.5 The University Secretary shall oversee the appointment process and the University Secretary or designate will serve as the non-voting secretary of the Committee. The Director of Human Resources will also be available as a resource to the Committee.
- 2.6 Quorum for Committee meetings shall consist of one-half of the members of the Committee plus one being present in person, by teleconference, or by videoconference, at least one of whom must be the President.

Procedures

- 3.1. The Committee shall determine its own procedures, subject to the following conditions:
- a. The Committee shall use its best efforts to consult widely with the University community and shall respect the requirement to communicate with the University community as it proceeds toward a recommendation.

- b. Proceedings of the Committee shall be in camera. Members of the Committee shall hold in confidence all information discussed by the Committee. The requirement for confidentiality shall survive the discharge of the Committee.
- c. When the Committee is discharged, all records associated with the work of the Committee shall be the responsibility of the University Secretariat. Each Committee member shall provide all such records to the University Secretariat at the earliest opportunity, and no copies shall be made or retained. The University Secretary shall ensure that all confidential records associated with the work of the Committee are destroyed immediately after the successful candidate takes office.
- d. In the event that a Committee member ceases to serve for any reason, a replacement shall be elected or selected (as the case may be) by the same process and from the same constituency as the member withdrawing, except in the case where the work of the Committee has progressed to the point where the Committee decides, in its discretion acting reasonably, that the election or selection of a replacement is inappropriate.

Reappointment Process

- 4.1. The President shall ensure that any incumbent Vice-President and Academic Dean has a 360-performance review completed which includes their direct reports between 18 months and 15 months prior to the end of their term.
- 4.2. The President shall communicate with the incumbent to determine if they wish to be considered for reappointment.
- 4.3. The President shall determine if the incumbent is eligible to stand for reappointment based on past performance reviews.
- 4.4. If the President determines the incumbent is eligible to stand for reappointment, the following process shall be undertaken:
 - a. The President shall begin the process by meeting with the VPAD to discuss the review process.
 - b. Input from members of the University community will be solicited by the committee on the skills, priorities, and future challenges a Vice-President and Academic Dean will need to focus on in their next term. As deemed appropriate by the committee, this input may be collected by:
 - i. a survey in which the committee has access to the raw data
 - ii. and an opportunity for King's community members to submit written input
 - c. The Committee shall meet with the incumbent to discuss the incumbent's plans if they were to be reappointed.

- d. After the Committee has formulated its recommendation to the President, the President shall meet in confidence with the VPAD to review the general findings of the Committee and the nature of the recommendation to be made to the Board.
- e. The Committee shall use its best efforts to provide a recommendation on reappointment to the President no later than nine months before expiration of the incumbent's term of office. The President shall carry the Committee's recommendation forward to the Board. In the event that the Committee cannot reach a recommendation within the time allowed, then the Board shall be advised, and the Board may either grant an extension of time or strike a new committee pursuant to these guidelines.
- f. Upon conclusion of the search, the Committee Chair shall report back to Academic Council on how community input informed the process.

Search Process

- 5.1. In the event that either the incumbent does not seek reappointment, the incumbent is not eligible for reappointment, or the Board decides against reappointment, then acting on the recommendation of the President, the Executive Committee of the Board shall determine if the search is to be comprehensive (external), or whether it should be limited to an internal search.
- 5.2. In the case of a comprehensive search and upon the direction of the Executive Committee of the Board, the University may engage the services of a highly qualified executive search consultant, specializing in senior-level institutional searches to assist the Committee in its work. The Committee shall undertake a search for a new VPAD in accordance with the following process.
- 5.3. The Committee shall solicit input from the University community concerning the skills, priorities, and future challenges a Vice-President and Academic Dean will need to focus on in their next term. As deemed appropriate by the committee, this input may be collected by:
 - i. a survey in which the committee has access to the raw data
 - ii. and an opportunity for King's community members to submit written input
- a. The position shall be widely advertised through such media and at such times as the committee may decide in its discretion, inviting applications and nominations. The Committee shall be free to approach individuals to request that they allow their names to stand for the position.
- b. The Committee shall establish its own procedures for assessing candidates consistent with the issues, challenges and desired characteristics and attributes that have been identified in the profile and shall interview selected candidates.
- c. The Board will request the Committee to provide through the President a ranking of a minimum of two finalists both of whom have been fully vetted by the Committee and have been deemed by the Committee to be qualified and able to provide strong leadership.

The elected directors are then able to compare and contrast the candidates with respect to qualifications', vision and fit for the institution and select the best leader

- d. In the event that the Committee cannot reach a recommendation within the time allowed, then the Board shall be advised, and the Board may either grant an extension of time or strike a new committee pursuant to these guidelines. Upon conclusion of the search, the Committee Chair shall report back to Academic Council on how community input informed the process.