

Simon Fraser University

Memorandum

S.99-41

*As amended  
by Senate  
May 17/99*

**To:** Senate  
**From:** Marilyn Bowman  
Vice-Chair of Senate  
**Date:** May 4, 1999  
**Subject:** Search Committees for Vice-Presidential Appointments

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The following matter has been considered by the Senate Committee on Agenda and Rules which submits the following motion to Senate:

MOTION: "that Senate approve and recommend approval to the Board of Governors, as set forth in S.99-41, the composition, terms of reference and search procedures for Vice-Presidential appointments"

*Marilyn Bowman*

**SUBJECT: SEARCH COMMITTEES FOR VICE-PRESIDENTS<sup>1</sup>**

**A. SEARCH COMMITTEE COMPOSITION<sup>2</sup>**

**1. SEARCH COMMITTEE FOR VICE PRESIDENT, ACADEMIC**

**MEMBERS**

**CONDITIONS**

President

Chair

One Vice President

Selected by the Vice Presidents.  
(The Vice President, Academic is excluded from membership.)

Three Deans<sup>3</sup>

Selected by the Deans.

Five Faculty Members

One faculty member to be elected by and from the respective faculties.

*Undergraduate Student - Elected by + from undergraduate student body*  
~~Two Students~~

~~Selected by the Student Society,  
preferable one undergraduate and  
one graduate student.~~

*Graduate Student - Elected by and from graduate student body*  
President of the Faculty Association  
(or designate)

One Director who reports  
to the Vice President, Academic

Selected by and from the Directors  
reporting to the Vice President,  
Academic

<sup>1</sup> In this policy, "Vice President" includes associate vice presidents.

<sup>2</sup> For all the search committees referred to in this policy, the election of faculty will be conducted in accordance with the procedures for electing faculty to Senate; the election of staff will be conducted in accordance with the procedures for electing a staff member to the Board of Governors; voting eligibility for part-time faculty and staff shall be determined by reference to Senate paper S98-71, motions 1 and 3.

<sup>3</sup> May include the University Librarian. Two of the three must be faculty deans.

One member of the  
Support Staff

Elected by and from the Support  
Staff reporting within the Vice  
President Academic portfolio

President of the Alumni Association  
(or designate)

President of the Student Society  
(or designate)

Up to two additional *faculty*  
members

Selected by the President to ~~ensure~~ *mitigate*  
~~appropriate~~ *under-* representation from the  
equity designated groups.<sup>4</sup>

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<sup>4</sup> e.g While appropriate gender representation will be expected to vary, search committees should have at least 20% of their members from each gender.

## 2. SEARCH COMMITTEE FOR THE VICE PRESIDENT, RESEARCH

### MEMBERS

### CONDITIONS

President, or designate

Chair

One Vice President

Selected by the Vice Presidents.<sup>5</sup>  
(The Vice President, Research is  
excluded from membership.)

Two Deans<sup>6</sup>

Selected by the Deans

Five Faculty Members

One faculty to be elected by and  
from the respective faculties

Two Graduate Students

~~Elected by and from graduate~~ student body  
~~Selected by the Student Society~~

President of the Faculty Association  
(or designate)

One member of the Support Staff

Elected by and from the support  
staff of the faculties and units  
reporting within the Vice  
President, Research portfolio.

President of the Alumni Association  
(or designate)

President of the Student Society  
(or designate)

<sup>5</sup> If this <sup>is</sup> search for the combined position of Vice President, Research/Dean of Graduate Studies, and if the President does not designate the Vice President, Academic to chair the search, the Vice President Academic shall be the Vice President who serves on the search committee.

<sup>6</sup> May include the University Librarian. At least one must be a faculty dean.

Up to Two Additional *faculty*  
members

Selected by the Vice President,  
Academic to ~~ensure appropriate~~ *mitigate under-*  
representation from the equity  
designated groups.<sup>7</sup>

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<sup>7</sup> e.g. While appropriate gender representation will be expected to vary, search committees should have at least 20% of their members from each gender.

### 3. SEARCH COMMITTEE FOR THE ASSOCIATE VICE PRESIDENT ACADEMIC

#### MEMBERS

#### CONDITIONS

Vice President, Academic,  
or designate

Chair

Two Deans

Selected by the Deans<sup>8</sup>

Three Faculty Members

Elected by the faculty members  
jointly.

Undergraduate Student  
~~Two Students~~

- Elected by and from undergraduate student body  
Selected by the Student Society,  
preferably one undergraduate and  
one graduate student.

Graduate Student -  
President of the Faculty Association  
(or designate)

- Elected by and from graduate student body

One member of the Support Staff

Elected by and from the Support  
Staff of the faculties and units  
reporting within the Associate  
Vice President, Academic  
portfolio.

Up to Two Additional *faculty*  
Members

Selected by the Vice President,  
Academic to ~~ensure appropriate~~ *mitigate under-*  
representation from the equity  
designated groups.<sup>9</sup>

<sup>8</sup> This may include the University Librarian. One must be a Faculty Dean.

<sup>9</sup> e.g. While appropriate gender representation will be expected to vary, search committees should have at least 20% of their members from each gender.

#### 4. SEARCH COMMITTEE FOR VICE PRESIDENT FINANCE AND ADMINISTRATION

##### MEMBERS

##### CONDITIONS

President or designate

Chair

One Vice President

Selected by the Vice Presidents  
(The Vice President Finance and Administration is excluded from membership.)

Two Deans<sup>10</sup>

Selected by the Deans

Two Faculty Members

Elected from the faculty members jointly

Two Directors of Administrative Units

Selected by the Administrative Directors who report to the Vice President Finance and Administration

One employee group representative

Selected by the Employees' Council

Two members of the Support Staff

Elected by and from the support staff reporting within the Vice President Finance and Administration portfolio

President of the Student Society (or designate)

Up to Two additional Members

Selected by the President to  
~~ensure appropriate~~  
mitigate under -

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<sup>10</sup> May include the University Librarian. At least one must be a faculty dean.

representation from the equity designated groups.<sup>11</sup>

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<sup>11</sup> e.g. While appropriate gender representation will be expected to vary, search committees should have at least 20% of their members from each gender.



## 5. SEARCH COMMITTEE FOR VICE PRESIDENT, UNIVERSITY ADVANCEMENT

### MEMBERS

President, or designate

One Vice President

Two Deans<sup>12</sup>

Two Faculty Members

One employee group representative

Two members of the Support Staff

President of the Faculty Assoc.  
(or designate)  
President of the Student Society  
(or designate)

President of the Alumni Association  
(or designate)

Up to Two additional Members

### CONDITIONS

Chair

Selected by the Vice Presidents  
(The Vice President University Advancement is excluded from membership)

Selected by the Deans

Elected from the faculty members jointly

Selected by the Employees' Council

Elected by and from the support staff reporting within the Vice President University Advancement portfolio

Selected by the President to ~~ensure appropriate~~ <sup>mitigate</sup> under-representation from the equity designated groups.<sup>13</sup>

<sup>12</sup> May include the University Librarian. At least one must be a faculty dean.

<sup>13</sup> e.g. While appropriate gender representation will be expected to vary, search committees should have at least 20% of their members from each gender.

## **B. SEARCH COMMITTEE PROCEDURES**

### **1. GENERAL**

- (a) The Search Procedure shall usually begin no later than 12 months prior to the expected date of the appointment.
- (b) The Registrar shall be responsible for conducting elections for Search Committees.
- (c) A quorum shall be 60% of the membership of the committee.
- (d) All members of a Search Committee are expected to maintain in confidence the information discussed by the committee, except where the committee subsequently agrees otherwise.
- (e) If a member of the Search Committee, by invitation of the Committee, becomes a candidate for the position being searched, s/he shall resign from the Committee.
- (f) In the event of a perceived conflict of interest that could compromise or be seen to compromise the member's judgment of the candidate(s), s/he shall disclose the nature of that conflict to the committee in sufficient detail to enable the committee to determine whether the member should resign from the committee.
- (g) If a member of a Search Committee leaves the Committee, the Chair may appoint a replacement.

### **2. TERMS OF REFERENCE**

- (a) Where the Vice President has a term appointment, the President or Vice President, Academic, as appropriate, shall first decide, following appropriate consultation, whether, s/he is willing to consider re-appointment of the incumbent and then determine whether the incumbent is willing to consider reappointment. If the response to either of these questions is in the negative, the search

process will begin without delay. If the response to both questions is positive, the Search Committee shall review the incumbent's performance. The review will include meeting with the incumbent and broad consultation across the university, with the Deans and Vice Presidents, and with appropriate external constituents. If the committee is satisfied with the results of the review, it may recommend reappointment.

(b) Where there is no incumbent seeking reappointment or where the incumbent has not been recommended for reappointment, the responsibilities of the Search Committee for a Vice President shall include:

- (i) inviting the University community to an open meeting to present their views on what qualities the committee should look for in a candidate;
- (ii) developing a job description for the position;
- (iii) calling for nominations and applications and determining whether or not it will advertise for the position and include in the search persons from outside Simon Fraser University;
- (v) encourage applications from the equity designated groups.
- (vi) keeping a record of the search process;
- (vii) drawing up a shortlist and interviewing the top-ranked candidates;
- (viii) establishing whether the names of the shortlisted candidates will be made public;
- (ix) establishing such further operational procedures, as it may require
- (x) bringing to the President within a reasonable period of time one or more recommendations for appointment to the position.

The Search Committee is advisory to the President.

(c) If the President does not find it possible to recommend to the Board of Governors the appointment of a candidate recommended by the Committee, the President shall so inform the committee, and shall supply an explanation of the decision. In such an event the Vice

President's Search Committee shall again undertake the responsibilities outlined above.

### **3. APPOINTMENT OF A VICE PRESIDENT**

(a) The appointment of a Vice President requires the approval of the Board of Governors.

(b) Where an external candidate is appointed as Vice President Academic, Vice President Research or Associate Vice President Academic, it will also require an academic appointment for the person being appointed.

(c) For the Vice President, Academic, the Vice President Research and the Associate Vice President, Academic, the normal term of office is five years. *Normally this term may be renewed only once.*

(d) In the event that a vice presidential vacancy occurs at short notice, the President or Vice President Academic, as appropriate, may recommend an interim appointment of an acting vice president which would normally not exceed 12 months.

VICE-PRESIDENT, ACADEMIC AND PROVOST SEARCH COMMITTEE

<u>Members</u>	<u>Conditions</u>	<u>Name</u>
President	Chair	
Vice-President	Selected by the President	
Dean Dean Dean	Selected by the Deans	
Faculty Member (Applied Sciences) Faculty Member (Arts) Faculty Member (Business Administration) Faculty Member (Education) Faculty Member (Science)	Elected by and from respective Faculties	
Student (Undergraduate)	Elected by and from undergraduate student body	
Student (Graduate)	Elected by and from graduate student body	
President, Faculty Association <i>(or designate)</i>		
President, Student Society <i>(or designate)</i>		
<i>President, Alumni Association (or designate)</i>		
<i>Employee</i>	<i>Elected by and from full-time employees who are not faculty members</i>	

The Search Committee will establish its operating procedures.

VICE-PRESIDENT, RESEARCH AND DEAN, GRADUATE STUDIES  
SEARCH COMMITTEE

<u>Members</u>	<u>Conditions</u>	<u>Name</u>
President	Chair	
Provost and Vice-President, Academic		
Dean Dean	Selected by the Deans	
Faculty Member (Applied Sciences)	Elected by	
Faculty Member (Arts)	and	
Faculty Member (Business Administration)	from	
Faculty Member (Education)	respective	
Faculty Member (Science)	Faculties	
Graduate Student Graduate Student	Elected by and from Graduate student body	
President, Faculty Association (or designate)		
President, Student Society (or undergraduate designate)		
University Librarian (or designate)		
President, Alumni Association (or designate)		
Employee	Elected by and from full-time employees who are not faculty members	

A quorum shall be 60% of the membership of the Committee.

No later than 10 months before the expiration of the term of office, the President shall initiate formation of the Search Committee. In the event the incumbent leaves the position prior to the expiration of the term of office, a search committee shall be constituted as soon as possible.

The Registrar shall be responsible for conducting elections for the search committee.

### Terms of Reference

The search committee will establish its operating procedures.

When an external candidate is recommended for the position, an academic appointment is required.

Any person who is a candidate for the position shall not be a member of the search committee.

If a member of the search committee leaves the committee, the President may appoint replacement.

**SEARCH COMMITTEE FOR ASSOCIATE VICE-PRESIDENT, ACADEMIC**

15.

**Members****Conditions**

Vice-President, Academic

Chair

Two Deans

Selected by the Deans  
(At least one must be a Faculty Dean)

Three Faculty Members

Elected by and from faculty members jointly

Two Students

Selected by the Student Society, preferably one undergraduate and one graduate student

One Director Who Reports To The  
Associate Vice-President, AcademicSelected by and from the Directors  
reporting to the Associate Vice-PresidentPresident, Faculty Association  
(or designate)

Up To Two Additional Faculty Members

Selected by the Vice-President, Academic  
to ensure appropriate gender representation<sup>1</sup>

A quorum shall be 60% of the membership of the Committee.

No later than 10 months before the expiration of the Associate Vice-President's term of office, the Vice-President, Academic shall initiate formation of the Search Committee for the Associate Vice-President, Academic. In the event the Associate Vice-President, Academic leaves the position prior to the expiration of the term of office, a Search Committee shall be constituted as soon as possible.

The Registrar shall be responsible for conducting elections for the Search Committee.

**Terms of Reference**

1. Responsibilities of the Search Committee for the Associate Vice-President, Academic shall include:
  - a) deciding whether to include in its search persons outside the University;
  - b) engaging in a search for potential candidates and examining the credentials;
  - c) bringing to the President of the University within a reasonable time one or more recommendations for appointment as Associate Vice-President, Academic.
2. When an external candidate is being recommended as Associate Vice-President, Academic, an academic appointment under the terms of AC 1 is required.
3. If the President does not find it possible to recommend to the Board of Governors the appointment of a candidate recommended by the Committee, the President shall so inform the Committee, and shall supply an explanation of the decision. In such an event, the Search Committee for the Associate Vice-President, Academic shall undertake once more the responsibilities outlined above.
4. Any person who is a candidate for the position shall not be a member of the Search Committee.
5. If a member of the Search Committee leaves the Committee, the Vice-President, Academic may appoint a replacement.

<sup>1</sup> While appropriate gender representation will be expected to vary, search committees should have at least 20% of their members from each gender.

Membership and terms of reference approved by Senate at its meeting of September 9, 1991 and approved by the Board of Governors on September 24, 1991.