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MEMORANDUM

ATTENTION Senate **DATE** November 18, 2009
FROM Jon Driver, Vice-President, Academic and
Provost
RE: Revision of Deans Search Committee Policy – A13.05

During the 08-09 academic year, I chaired several search committees for new deans. In doing so, I became very familiar with the terms of the deans' search policy (A13.05). Informed by that experience, I propose amending the policy in certain respects:

- Allow the Vice-President, Academic to designate someone to chair a search committee
- Level the playing field for internal and external candidates at the time of initial appointment by requiring a simple majority on the ratification vote for internal candidates. The current requirement of 60% for ratification on reappointment remains in place
- Clarify the feedback process from the community

In my view, these relatively small changes will improve the search process for Deans.

Motion: That Senate approve and recommend to the Board of Governors the revision of A13.05, the policy regulating the search committees for Deans

SIMON FRASER UNIVERSITY
Policies and Procedures

Date
October 1, 1992
Revision Date
November 17, 2009

Number
A13.05
Revision No.
D

Search Committees for Deans

1. Search Committee for Faculty Dean

Members

Vice-President, Academic
(Or Designate)
Two Deans

Conditions

Chair

Selected by the Deans. (At least one must be a Faculty Dean. The incumbent Dean is excluded from membership.)

Four Faculty Members

Elected by and from the Faculty involved. No more than one faculty member from any department may be elected. At least two of the elected faculty must hold the rank of Associate Professor or Professor.

One Undergraduate Student

Selected from the Faculty involved by the Simon Fraser Student Society .

One Graduate Student

Selected from the Faculty involved by the Graduate Student Society.

One Member of the Support Staff
Up to Two Additional
Faculty Members

Elected by the support staff of the Faculty

Selected by the Vice-President, Academic to ensure appropriate gender representation.¹

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

No later than 10 months before the expiration of the Dean's term of office, the Vice-President, Academic shall initiate formation of a Dean's Search Committee. In the event the Dean 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 Search Committees.

Terms of Reference

1. Stage One:

The Committee shall review the incumbent's performance where that individual is eligible for and seeking re-appointment. The review will include meeting with the incumbent and broad consultation within the Faculty, with the Deans and Vice-Presidents, and with appropriate external constituents. If the committee is satisfied with the results of the review, it will recommend reappointment and a ratification vote will follow. This vote will require a 60% majority of the eligible votes cast.

2. Stage Two:

Where there is no incumbent eligible for and seeking re-appointment or where, as a result of a Stage One review, the Committee does not recommend the incumbent's re-appointment, the responsibilities of the Search Committee for a Faculty Dean shall include:

- a. deciding whether to include in its search persons external to the University;

- b. engaging in a search for potential candidates and examining their credentials;
- c. consulting during the search procedure with all available department chairs in the Faculty involved;
- d. receiving expressions, as early as possible in the search process, of opinions and preferences of faculty, staff and students in the Faculty involved with regard to the qualities to be sought in a successful candidate; similarly receiving opinions about the qualifications of shortlisted candidates and their performance during forums, seminars or other public presentations;
- e. consulting with the department(s) most nearly concerned with the academic discipline of any deanship candidate about the academic standing of the candidate;
- f. obtaining, in the case of a candidate from within the University, ratification by vote of the Faculty involved of the candidate to be recommended to the President. This vote will require a simple majority of the votes cast;
- g. obtaining, in the case of a candidate from outside the University an academic appointment under the terms of A 10.01 which requires a vote demonstrating support from within the academic unit;
- h. bringing to the President of the University within a reasonable period one or more recommendations for appointment to the position.

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 Dean's Search Committee 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.

2. Search Committee for the Dean of Graduate Studies

Members

Vice-President, Academic
(Or Designate)
Two Deans

Faculty Members (one from each Faculty)

Two Graduate Students

One Member of the Support Staff

Up to Two Additional Faculty Members

Conditions

Chair

Selected by the Deans. (At least one must be a Faculty Dean. The incumbent Dean of Graduate Studies is excluded from membership.)

Elected by and from the respective Faculties with at least two of the members holding the rank of Associate Professor or Professor.

Selected by the Graduate Student Society

Elected by the support staff of the Dean of Graduate Studies Office.

Selected by the Vice-President, Academic to ensure appropriate gender representation.¹

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

No later than 10 months before the expiration of the Dean's term of office, the Vice-President, Academic shall initiate formation of the Search Committee for the Dean of Graduate Studies. In the event the Dean 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. Stage One:

The Committee shall review the incumbent's performance where that individual is eligible for and seeking re-appointment. The review will include meeting with the incumbent and broad consultation within 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 will recommend reappointment.

2. Stage Two:

Where there is no incumbent eligible for and seeking re-appointment or where, as a result of a Stage One review, the Committee does not recommend the incumbent's re-appointment, the responsibilities of the Search Committee for the Dean of Graduate Studies shall include:

- a. deciding whether to include in its search persons outside the University;
- b. engaging in a search for potential candidates and examining their credentials;
- c. consulting during the search procedure with all available department chairs and chairs of graduate program committees;
- d. receiving expressions, as early as possible in the search process, of opinions and preferences of faculty, staff and students with regard to the qualities to be sought in a successful candidate; similarly receiving opinions about the qualifications of shortlisted candidates and their performance during forums, seminars or other public presentations;
- e. consulting with the department(s) most nearly concerned with the academic discipline of any candidate about the academic standing of the candidate;
- f. bringing to the President of the University within a reasonable period one or more recommendations for appointment to the position.

3. When an external candidate is being recommended as Dean, an academic appointment under the terms of A 10.01 is required, which requires a vote demonstrating support from within the academic unit;

4. 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 Dean of Graduate Studies shall undertake once more the responsibilities outlined above.

5. Any person who is a candidate for the position shall not be a member of the Search Committee.

6. If a member of the Search Committee leaves the Committee, the Vice-President, Academic

may appoint a replacement.

3. Search Committee for the Dean of Continuing Studies

Members

Vice-President, Academic
(Or Designate)
Two Faculty Deans
Two Program Directors, Continuing Studies

Three Faculty Members
One Student

One Member of the Support Staff

Community Person

Conditions

Chair

Selected by the Deans
Elected by and from the Program Directors,
Continuing Studies

Appointed by the President
Selected jointly by the SFSS and the
Graduate Student Society

Elected by the support staff in Continuing
Studies

Appointed by the President from a list of not
more than five persons submitted by the
executive of the Alumni Association.

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

In making appointments to the Committee, the President shall ensure appropriate gender representation.¹

No later than 10 months before the expiration of the Dean's term of office, the Vice-President, Academic shall initiate formation of the Search Committee for the Dean of Continuing Studies. In the event the Dean 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. Stage One:

The Committee shall review the incumbent's performance where that individual is eligible for and seeking re-appointment. The review will include meeting with the incumbent and broad consultation within 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 will recommend reappointment.

2. Stage Two:

Where there is no incumbent eligible for and seeking re-appointment or where, as a result of a Stage One review, the Committee does not recommend the incumbent's re-appointment the responsibilities of the Search Committee for the Dean of Continuing Studies shall include:

- a. deciding whether to include in its search persons outside the University;
- b. engaging in a search for potential candidates and examining their credentials;
- c. consulting as early as possible during the search procedure with staff in Continuing Studies with regard to the qualities to be sought in a successful candidate; similarly receiving opinions about the qualifications of shortlisted candidates and their performance during forums, seminars or other public presentations;
- d. bringing to the President of the University within a reasonable time one or more

recommendations for appointment as Dean of Continuing Studies.

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 Dean of Continuing Studies 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.

4. Search Committee for the Dean of Library Services/University Librarian

Members

Vice-President, Research
Two Deans

Four Faculty Members

One Graduate Student

One Undergraduate Student
Two Librarians

One Member of the Support Staff

Up to two additional persons

Conditions

Chair

Selected by the Deans. (At least one must be a Faculty Dean. The incumbent Dean is excluded from membership.)

Elected jointly by and from the faculty of the University, except that a Faculty cannot have more than one faculty representative.

Selected by the Graduate Student Society.

Selected by the SFSS.

Elected by the Librarians. [At least one shall be a Librarian Administrator.]

Elected by the support staff of the Library.

Selected by the Vice-President, Research to ensure appropriate gender¹ or disciplinary representation.

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

The term of appointment shall normally be five years. An individual may be re-appointed through the process described in this document.

No later than 10 months before the expiration of the Dean's term of office, the Vice-President, Research shall initiate formation of the Search Committee for the Dean of Library Services. In the event the Dean 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. Stage One:

The Committee shall review the incumbent's performance where that individual is eligible for and seeking re-appointment. The review will include meeting with the incumbent and broad consultation within the University, with the Senate Library Committee, with the Deans and

Vice-Presidents, and with appropriate external constituents. If the committee is satisfied with the results of the review, it will recommend reappointment.

2. Stage Two:

Where there is no incumbent seeking re-appointment or where, as a result of a Stage One review, the Committee does not recommend the incumbent's re-appointment the responsibilities of the Search Committee for the Dean of Library Services shall include:

- a. deciding whether to include in its search persons outside the University;
- b. engaging in a search for potential candidates and examining their credentials;
- c. receiving expressions, as early as possible in the search process, of opinions and preferences of faculty, students and library personnel;
- d. consulting with all available Deans, Vice-Presidents, department chairs and Librarian Administrators during the search procedure;
- e. consulting with the Senate Library Committee;
- f. obtaining, in the case of a candidate from within the Library, ratification by vote of the Librarians and Librarian Administrators of the Library;
- g. bringing to the President of the University within a reasonable period one or more recommendations for appointment to the position.

3. When an external candidate is being recommended as Dean of Library Services, an appointment compatible with the terms of A12.03 is required.
4. If the President does not find it possible to recommend to the Board of Governors the appointment of a candidate recommended by the Search Committee, the President shall so inform the Committee, and shall supply an explanation of the decision. In such an event, the Committee shall undertake once more the responsibilities outlined above.
5. Any person who is a candidate for the position shall not be a member of the Search Committee.
6. If a member of the Search Committee leaves the Committee, the Vice-President, Research may appoint a replacement.

Interpretation

Questions of interpretation or application of this policy or its procedures shall be referred to the President, whose decision shall be final.

In this policy, the term "incumbent" shall be interpreted to mean a person who was originally appointed in accordance with the procedures specified in this policy.

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

Approved by the Board of Governors: May 28, 1998, September 25, 2007, March 26, 2009.



SIMON FRASER UNIVERSITY
Policies and Procedures

Date
October 1, 1992

Number
A13.05

Revision Date
March 26, 2009

Revision No.
C

Search Committees for Deans

1. Search Committee for Faculty Dean

Members	Conditions
Vice-President, Academic	Chair
Two Deans	Selected by the Deans. (At least one must be a Faculty Dean. The incumbent Dean is excluded from membership.)
Four Faculty Members	Elected by and from the Faculty involved. No more than one faculty member from any department may be elected. At least two of the elected faculty must hold the rank of Associate Professor or Professor.
One Undergraduate Student	Selected from the Faculty involved by the Simon Fraser Student Society (Undergraduate).
One Graduate Student	Selected from the Faculty involved by the Graduate Student Society.
One Member of the Support Staff	Elected by the support staff of the Faculty
Up to Two Additional Faculty Members	Selected by the Vice-President, Academic to ensure appropriate gender representation. ¹

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

No later than 10 months before the expiration of the Dean's term of office, the Vice-President, Academic shall initiate formation of a Dean's Search Committee. In the event the Dean 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 Search Committees.

Terms of Reference

1. Stage One:

The Committee shall review the incumbent's performance where that individual is eligible for and seeking re-appointment. The review will include meeting with the incumbent and broad consultation within the Faculty, with the Deans and Vice-Presidents, and with appropriate external constituents. If the committee is satisfied with the results of the review, it will recommend reappointment and a ratification vote will follow.

2. Stage Two:

Where there is no incumbent eligible for and seeking re-appointment or where, as a result of a Stage One review, the Committee does not recommend the incumbent's re-appointment, the responsibilities of the Search Committee for a Faculty Dean shall include:

- a. deciding whether to include in its search persons outside the Faculty involved;
- b. engaging in a search for potential candidates and examining their credentials;

- c. consulting during the search procedure with all available department chairs in the Faculty involved;
 - d. receiving expressions, as early as possible in the search process, of opinions and preferences of faculty and students in the Faculty involved;
 - e. consulting with the department(s) most nearly concerned with the academic discipline of any deanship candidate about the academic standing of the candidate;
 - f. obtaining, in the case of a candidate from within the Faculty, ratification by vote of the Faculty involved of the candidate to be recommended to the President;
 - g. bringing to the President of the University within a reasonable period one or more recommendations for appointment to the position.
3. Ratification votes at both Stage One and Stage Two require a 60% majority of eligible votes cast.
 4. When an external candidate is being recommended as Dean, an academic appointment under the terms of A 10.01 is required.
 5. 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 Dean's Search Committee shall undertake once more the responsibilities outlined above.
 6. Any person who is a candidate for the position shall not be a member of the Search Committee.
 7. If a member of the Search Committee leaves the Committee, the Vice-President, Academic may appoint a replacement.

2. Search Committee for the Dean of Graduate Studies

Members	Conditions
Vice-President, Academic	Chair
Two Deans	Selected by the Deans. (At least one must be a Faculty Dean. The incumbent Dean of Graduate Studies is excluded from membership.)
Faculty Members (one from each Faculty)	Elected by and from the respective Faculties with at least two of the members holding the rank of Associate Professor or Professor.
Two Graduate Students	Selected by the Graduate Student Society
One Member of the Support Staff	Elected by the support staff of the Dean of Graduate Studies Office.
Up to Two Additional Faculty Members	Selected by the Vice-President, Academic to ensure appropriate gender representation. ¹

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

No later than 10 months before the expiration of the Dean's term of office, the Vice-President, Academic shall initiate formation of the Search Committee for the Dean of Graduate Studies. In the event the Dean 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. Stage One:

The Committee shall review the incumbent's performance where that individual is eligible for and seeking re-appointment. The review will include meeting with the incumbent and broad consultation within 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 will recommend reappointment.

2. Stage Two:

Where there is no incumbent eligible for and seeking re-appointment or where, as a result of a Stage One review, the Committee does not recommend the incumbent's re-appointment the responsibilities of the Search Committee for the Dean of Graduate Studies shall include:

- a. deciding whether to include in its search persons outside the University;
 - b. engaging in a search for potential candidates and examining their credentials;
 - c. consulting during the search procedure with all available department chairs and chairs of graduate program committees;
 - d. receiving expressions, as early as possible in the search process, of opinions and preferences of faculty and students;
 - e. consulting with the department(s) most nearly concerned with the academic discipline of any candidate about the academic standing of the candidate;
 - f. bringing to the President of the University within a reasonable period one or more recommendations for appointment to the position.
3. When an external candidate is being recommended as Dean, an academic appointment under the terms of A 10.01 is required.
 4. 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 Dean of Graduate Studies shall undertake once more the responsibilities outlined above.
 5. Any person who is a candidate for the position shall not be a member of the Search Committee.
 6. If a member of the Search Committee leaves the Committee, the Vice-President, Academic may appoint a replacement.

3. Search Committee for the Dean of Continuing Studies

Members

Vice-President, Academic
Two Faculty Deans
Two Program Directors, Continuing Studies
Three Faculty Members
One Student

Conditions

Chair
Selected by the Deans
Elected by and from the Program Directors,
Continuing Studies
Appointed by the President
Selected jointly by the SFSS and the Graduate
Student Society

One Member of the Support Staff
Community Person

Elected by the support staff in Continuing Studies
Appointed by the President from a list of not more than five persons submitted by the executive of the alumni Association.

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

In making appointments to the Committee, the President shall ensure appropriate gender representation.¹

No later than 10 months before the expiration of the Dean's term of office, the Vice-President, Academic shall initiate formation of the Search Committee for the Dean of Continuing Studies. In the event the Dean 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. Stage One:

The Committee shall review the incumbent's performance where that individual is eligible for and seeking re-appointment. The review will include meeting with the incumbent and broad consultation within 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 will recommend reappointment.

2. Stage Two:

Where there is no incumbent eligible for and seeking re-appointment or where, as a result of a Stage One review, the Committee does not recommend the incumbent's re-appointment the responsibilities of the Search Committee for the Dean of Continuing Studies shall include:

- a. deciding whether to include in its search persons outside the University;
 - b. engaging in a search for potential candidates and examining their credentials;
 - c. consulting during the search procedure with all available Program Directors in Continuing Studies;
 - d. bringing to the President of the University within a reasonable time one or more recommendations for appointment as Dean of Continuing Studies.
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 Dean of Continuing Studies 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.
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4. **Search Committee for the Dean of Library Services/University Librarian**

Members	Conditions
Vice-President, Research	Chair
Two Deans	Selected by the Deans. (At least one must be a Faculty Dean. The incumbent Dean is excluded from membership.)
Four Faculty Members	Elected jointly by and from the faculty of the University, except that a Faculty cannot have more than one faculty representative.
One Graduate Student	Selected by the Graduate Student Society.
One Undergraduate Student	Selected by the SFSS.
Two Librarians	Elected by the Librarians. [At least one shall be a Department Head or Associate University Librarian.]
One Member of the Support Staff	Elected by the support staff of the Library.
Up to two additional persons	Selected by the Vice-President, Research to ensure appropriate gender ¹ or disciplinary representation.

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

The term of appointment shall normally be five years. An individual may be re-appointed through the process described in this document.

No later than 10 months before the expiration of the Dean's term of office, the Vice-President, Research shall initiate formation of the Search Committee for the Dean of Library Services. In the event the Dean 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. Stage One:

The Committee shall review the incumbent's performance where that individual is eligible for and seeking re-appointment. The review will include meeting with the incumbent and broad consultation within the University, with the Senate Library Committee, with the Deans and Vice-Presidents, and with appropriate external constituents. If the committee is satisfied with the results of the review, it will recommend reappointment.

2. Stage Two:

Where there is no incumbent seeking re-appointment or where, as a result of a Stage One review, the Committee does not recommend the incumbent's re-appointment the responsibilities of the Search Committee for the Dean of Library Services shall include:

- a. deciding whether to include in its search persons outside the University;
- b. engaging in a search for potential candidates and examining their credentials;
- c. receiving expressions, as early as possible in the search process, of opinions and preferences of faculty, students and library personnel;
- d. consulting with all available Deans, Vice-Presidents, department chairs and Librarian Administrators during the search procedure;
- e. consulting with the Senate Library Committee;
- f. obtaining, in the case of a candidate from within the Library, ratification by vote of the Librarians and Librarian Administrators of the Library;
- g. bringing to the President of the University within a reasonable period one or more recommendations for appointment to the position.

3. When an external candidate is being recommended as Dean of Library Services, an appointment compatible with the terms of A12.03 is required.

4. If the President does not find it possible to recommend to the Board of Governors the appointment of a candidate recommended by the Search Committee, the President shall so inform the Committee, and shall supply an explanation of the decision. In such an event, the Committee shall undertake once more the responsibilities outlined above.
5. Any person who is a candidate for the position shall not be a member of the Search Committee.
6. If a member of the Search Committee leaves the Committee, the Vice-President, Research may appoint a replacement.

Interpretation

Questions of interpretation or application of this policy or its procedures shall be referred to the President, whose decision shall be final.

In this policy, the term "incumbent" shall be interpreted to mean a person who was originally appointed in accordance with the procedures specified in this policy. (Interpretation by President J.P. Blaney, April 4th, 2000)

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

Approved by the Board of Governors: May 28, 1998, September 25, 2007, March 26, 2009