# Appointment of Academic Administrators Procedures (AAA Procedures)

- **Related Documents:** Appointment of Academic Administrators Policy (AAA Policy); Rights and Obligations of Ryerson University Search Committee Members; Hiring Guide
- **Owner:** Vice-Provost, Faculty Affairs

## I. Procedures

## Part 1: Committees

1. **Committee Chair – Administrative Tasks**

   The senior administrator to whom the position reports shall be the Chair of the committee. The Chair is a non-voting member but may participate in discussions on an equal basis. The Chair is responsible for:

   a. Developing and forming a committee, including all procedures related to nominations, elections and appointments of committee members, be it for re-appointment of a current incumbent, vacant position or a position which will become vacant. Any unusual situations related to committee formation will be addressed in consultation with the VPFA.

   b. Where possible, achieving committee composition which advances the University's commitment to the institutional values in respect of equity, diversity and inclusion, and adding specific expertise when that is missing from committee members.

   c. Ensuring that elections of committee members are properly conducted as described in Section 3 below.

   d. Ensuring that all committee members are familiar with the process and materials under consideration. The Chair will work to create an environment in which any and all concerns can be fully addressed.

   e. Ensuring that all committee members have read and agreed to abide by the Rights and Obligations of Ryerson University Search Committee Members.

   f. Ensuring that deliberations of the committee are conducted in an atmosphere of mutual respect, and that no committee member is allowed to dominate the discussions or put undue pressure on their colleagues.

   g. Ensuring that meetings will be accessible, which involves considering individual accessibility needs and institutional standards. When possible, meetings will be held during typical workday hours.

h. Establishing specific procedures in consultation with the committee members. These procedures are to be consistent with this policy and other University policies, and may include such matters as:

    i. Confidentiality and record management
    ii. Attendance and quorum
    iii. Defining a majority
    iv. Input from the community and portfolio staff
    v. Key issues related to the portfolio
    vi. Selection criteria and rating/ranking methodology
    vii. Advertising and application requirements (internal, external, international)
    viii. Screening of resumes and short-listing of candidates
    ix. Interview process and questions
    x. Reference checks
    xi. Site visits, presentations and/or other components of the search and assessment process

i. When there is significant concern with respect to compliance with principles, confidentiality, conflict of interest or procedures, the Chair in consultation with the VPFA may take necessary steps to address the issue, including recusing a member(s) of the committee or striking a new committee.

j. It is the responsibility of the Chair to approach the appropriate Department Hiring Committee in order to ensure that an external candidate is academically qualified and acceptable to join the department/school of which they may ultimately become a member.

## 2. Committee Composition

a. Full details of committee composition for each of the positions are listed in Section II, Schedule One of this Procedure.

b. Committees are comprised of elected and appointed members.

c. There will be fair representation across a variety of departments within a Faculty/Division or across a variety of faculties for university-wide appointments.

d. With the exception of students, all committee members must be full-time employees past their probationary period.

e. Incumbents are not eligible to sit on search committees for their current positions.

## 3. Election and Appointment of Committee Members

a. Procedures for nomination and election of elected committee members will follow those normally used by Senate including secret ballot. Nominations should be open for at least three working days.

b. Nominations will be open for all eligible individuals in the appropriate unit. Each individual who is qualified to vote may vote for up to the number of committee member positions available to be filled.

c. In the letter seeking nominees for the committee and announcing the process, there will be acknowledgement of the University's values of equity, diversity and inclusion and commitments in ensuring these values in establishing the committee and conducting the search/review process.

d. Pre-tenure faculty members, tenured faculty members and limited-term faculty members may vote in electing tenured faculty members to a committee (except in the case of the committee for the Vice-Provost and Dean, and Associate Dean of the Yeates School of Graduate Studies, where voters are restricted to members of the Yeates School of Graduate Studies).

e. In the case of where not enough faculty members from a particular Faculty/Division are nominated as committee members, the Chair in consultation with the VPFA may determine that faculty members from other faculties/divisions may be elected to the committee.

f. If necessary, the Chair may appoint student members.

g. The candidate receiving the most votes will serve; subsequent candidates will be chosen from the list in the order of most votes as long as their Faculty/Division/Department/School is not already represented. In the event that there are not candidates from a minimum number of Faculties/Divisions/Departments/Schools, then the selection will proceed in a similar manner so as to minimize the potential for one to dominate.

h. In cases where more than one election must be held to determine the membership of a committee, all the elections shall be held simultaneously or as close to each other as practically possible. In any event, none of the election results shall be announced until all elections have been held.

i. In the event that an insufficient number of faculty or student members are nominated, the Chair shall issue a second call for nominations for the positions that remain vacant and hold a subsequent election following the procedures described above.

j. In the event that there remain vacancies after the second election, the Chair, after consultation with the nominated/appointed faculty and/or student committee members, may initiate ad hoc procedures for striking a fully

composed committee; a written record of actions to strike a fully composed committee shall be provided to all committee members before the start of committee work.

4.  **Replacement of Committee Members**

    a.  Where a committee member ceases to be a committee member for any reason, a successor will be chosen in the same manner as the member withdrawing, unless in the judgment of the Chair the selection process is so far advanced that a new appointment to the committee would be inappropriate, in which case the seat will remain vacant.

    b.  If a student member of a committee ceases to be a student at the University but remains willing and able to continue to serve as a committee member, the Chair may permit the student to continue to serve or may appoint a replacement student member at their discretion.

    c.  Should a committee member elected or appointed from one constituency experience a change in their main employment role, the Chair shall decide whether the member remains on the committee, considering such matters as community representation and the potential for conflict of interest. Faculty members on the committee who assume a Chair/Director role of a Department/School are normally excluded from this consideration.

## Part 2: Reviews and Searches

1.  **General Procedures**

    a.  At the initiative of the Chair, a committee will be developed and formed in accordance with the provisions of the AAA policy and procedures for re-appointment of a current incumbent, a new position, a vacant position or a position which will become vacant.

    b.  Committees should reference the material in the University's [Hiring Guide](#). The Hiring Guide provides committees with best practice advice, information and steps in making strategic hiring decisions consistent with the values and principles of the University.

    c.  At the initiative of the Chair, a committee may have a resource person(s) assigned to it from Human Resources, the Office of the VPFA, and/or from the office of the committee's Chair to support the committee in the discharge of its responsibilities.

    d.  A committee may need to be disbanded in situations where there has been significant loss of membership, a conflict or perceived conflict arises, a breach of policy compromises the process, or other similar events which frustrate the committee process occur. When the Chair identifies a concern that could lead

to disbanding a committee, the Chair will discuss and receive input from the committee before determining whether disbandment is necessary.

## 2. Review Committee Procedures

a. At the beginning of the final year of an academic administrator's first term, the senior administrator responsible for the position will ask the incumbent whether they wish to be reappointed to a second term.

b. If the answer is yes, the incumbent will formalize this in writing with the senior administrator. The committee will be deemed the "review" committee and follow the procedures listed in this section, Review Committee Procedures. If the answer is no, the incumbent retains the right to reapply later during a search process; the committee will be deemed the "search" committee and follow the Search Committee Procedures in Section 3 below.

c. The review committee will conduct an assessment of the incumbent's performance and prospects for future performance. This will include:

    i. The committee will review the job specifications against which the incumbent was selected, summaries of previous performance evaluations completed by the senior administrator, and any other material that the Chair or the incumbent wishes to bring to the attention of the committee.

    ii. Input will be sought from direct reports, peers, colleagues and other appropriate members of the University community regarding:

        a) Incumbent's performance
        b) Priorities of the portfolio
        c) Current issues and future direction of the portfolio

d. Submissions may be made in writing to the appropriate office as determined by the Chair. The committee will make every effort to ensure confidentiality; anonymous comments will not be considered.

e. The committee will provide the incumbent with an anonymized summary of the submissions for review and comment.

f. The incumbent will provide a self-evaluation of their performance to the committee members.

g. The committee will meet with the incumbent to review the assessments and to discuss the incumbent's vision and priorities in respect of a renewed appointment.

h. Having due regard for the information listed in (c) to (g) above, the committee renders its own judgment and makes a recommendation to the Chair

providing supporting arguments and sufficient rationale as to whether the incumbent should be reappointed. If the input received is clearly positive or clearly negative regarding the incumbent but the committee is making a recommendation that is contrary to the feedback (e.g., the committee recommends reappointment when the feedback received was clearly negative), then the committee's recommendation must clearly address this inconsistency and provide specific rationale as to why the recommendation should be accepted.

i.  If the Chair disagrees with the recommendation of the committee regarding reappointment of the incumbent, the Chair will provide their rationale to the committee and instruct the committee to reconsider its recommendation.

j.  The Chair has the following two options after the committee reconsiders its original recommendation:  (a) agree with the committee's reconsidered recommendation; or (b) reject the reconsidered recommendation, conclude the review committee's work and commence a search process, whereby the review committee will be deemed the "search" committee (see next section on procedures for a search committee).

k.  If the Chair agrees with the committee's recommendation that an incumbent should be reappointed, the recommendation shall go to the President (or to the Board of Governors in the case of a Provost search) for approval. Upon approval, the committee's work concludes and the appropriate office begins the appointment process.

l.  During a review committee process, the incumbent at any point can determine that they no longer want to be considered for reappointment by informing the Chair in writing. The incumbent retains the right to reapply later during a search process.

## 3.  Search Committee Procedures

When there is no incumbent seeking reappointment, a new position has been created, a review committee is deemed a search committee or a new appointment to the position is required, a search process is initiated.

If the search process was preceded by a reappointment review process, the review committee becomes the search committee; otherwise a search committee is formed.

a.  The search committee:

   i.    Reviews the position description;
   ii.   Recommends the qualifications and experience required;
   iii.  Seeks candidates;
   iv.   Screens applications;
   v.    Interviews selected candidates; and

        vi.     Conducts other assessments.

b. The committee as a whole may consult with any person who is not a member of the committee, and where appropriate, with groups of faculty, staff, alumni and students on the subject of how they see the position and what characteristics they think the appointee should have. This consultation does not involve any performance assessment of a candidate.

c. The committee makes a recommendation to the Chair as to who should be appointed to the position. The recommendation of the candidate shall be made by a majority vote of the voting members of the search committee. Should it not be possible to reach a majority recommendation, the search shall be declared failed and a new search committee shall be struck. Except in the circumstances of interim appointments (described in the AAA Policy, Section II: Scope and Application) or an extension (described in the AAA Policy, Section IV: Policy - Part 5 Term of Appointment), there will be no appointments in the absence of a positive recommendation from the search committee.

d. If the Chair disagrees with the recommendation of the committee, the Chair may ask the committee to reconsider the recommendation. If the committee is unable to provide another recommendation, the Chair may authorize (or seek authorization for) one of the following three options: (i) for internal searches, an external search; (ii) for external searches, another external search; (iii) may declare the search failed.

e. If no candidate can be found who is acceptable to the committee, the Chair, and the President, the Chair may declare a failed search.

f. After a failed search, a new search committee may be struck.

g. If the Chair agrees with the committee's recommendation of a candidate, the recommendation shall go to the President (or to the Board of Governors in the case of a Provost search) for approval. Upon approval, the committee's work concludes and the appropriate office begins the appointment process.

## 4. Advertising Positions

All vacancies shall be advertised internally for a search process (if a committee is reviewing an incumbent's performance because they are seeking a second term as described above in Section 3, then the position does not need to be advertised).

"Internal" advertising of a vacancy means there will be written notice throughout the University including on the Ryerson Career website. It also means that the candidate pool includes any full-time career University employee who is eligible for consideration including Ryerson Faculty Association members (all tenured

faculty members, librarians and counselors past their probation period). Internal advertising precludes the eligibility of all other individuals.

"External" advertising means concurrent internal and external notice of vacancy and call for candidates. A decision to advertise externally is subject to budgetary approval and shall be made by the Chair after receiving the committee's advice.

Advertising and search measures to encourage applications from diverse communities will be carried out with the assistance of the Office of Equity, Diversity and Inclusion, and Human Resources.

## 5. Engaging an Executive Search Firm

If the Chair wishes to engage an executive search firm to assist the committee with its activities, the selection of such a firm shall be carried out in compliance with the University's procurement policies.

## II.  Schedule One – Committee Composition

| Committee for Provost & Vice-President Academic | | |
|---|---|---|
| Source/Composition | # of members | (S)elected by |
| President (Chair) | 1 | Ex Officio |
| Tenured faculty members/career librarians, with no more than one member per Faculty/Division, and at least one must be a Chair/Director | 6 | Faculty/Librarians [election] |
| Dean or Vice-Provost | 1 | Deans and Vice-Provosts |
| Student from the Senate | 1 | Students on Senate |
| Presidential appointees | 3 | President |
| Total | 12 | |

Faculty and librarian members of the RFA may nominate candidates, and all faculty and librarians as a whole shall vote for up to six candidates. The first committee member to be selected will be the Chair/Director of a Department/School with the most votes.  That Chair/Director shall be the faculty member representative for her/his Faculty.  In cases where no Chair/Director is nominated, there will be no elected Chair/Director on the committee.  Thereafter, the remaining candidates will be tenured faculty members or librarians chosen from the list in the order of most votes as long as their Faculty/Division is not already represented, such that the elected members will all be from different Faculties/Divisions. In the event that there are not candidates from at least six (6) Faculties/Divisions, then the selection will proceed in a similar manner so as to minimize the potential for one Faculty/Division to dominate.

The librarians and staff members elected or appointed to the search committee must be full-time University employees past their probationary period.

| Committee for Vice-President, Research & Innovation | | |
|---|---|---|
| Source/Composition | # of members | (S)elected by |
| President (Chair) | 1 | Ex Officio |
| Tenured faculty members/career librarians, with no more than one member per Faculty/Division | 6 | Faculty/Librarians [election] |
| Deans or Associate Deans (responsible for research) | 2 | Deans |
| Presidential appointees, one of whom shall be a graduate student | 3 | President |
| Total | 12 | |

Faculty and librarian members of the RFA may nominate candidates, and all faculty and librarians as a whole shall vote for up to six candidates. The candidate receiving the most votes will serve; subsequent candidates to a total of six (6) will be chosen from the list in the order of most votes as long as their Faculty/Division is not already represented, such that the elected members will all be from different Faculties/Divisions. In the event that there are not candidates from at least six (6) Faculties/Divisions, then the selection will proceed in a similar manner so as to minimize the potential for one Faculty/Division to dominate.

The librarians and staff members elected or appointed to the search committee must be full-time University employees past their probationary period.

| Committee for Vice-Provost, Faculty Affairs | | |
|---|---|---|
| **Source/Composition** | **# of members** | **(S)elected by** |
| Provost (Chair) | 1 | Ex Officio |
| Tenured faculty members, career librarians/counsellors, with no more than one member per Faculty/Division | 5 | Faculty/Librarians/ Counsellors [election] |
| Dean or Vice-Provost | 1 | Deans and Vice-Provosts |
| Assistant Vice-President, Human Resources | 1 | Ex Officio |
| Provost appointees | 2 | Provost |
| **Total** | **10** | |

Members of the RFA (faculty, Librarians and Counsellors) may nominate candidates, and all RFA members as a whole shall vote for up to five candidates. The candidate receiving the most votes will serve; subsequent candidates to a total of five (5) will be chosen from the list in the order of most votes as long as their Faculty/Division is not already represented, such that the elected members will all be from different Faculties/Divisions. In the event that there are not candidates from at least five (5) Faculties/Divisions, then the selection will proceed in a similar manner so as to minimize the potential for one Faculty/Division to dominate.

The librarians and staff member elected to the search committee must be full-time University employees past their probationary period.

| Committee for Vice-Provost, Academic | | |
|---|---|---|
| Source/Composition | # of members | (S)elected by |
| Provost (Chair) | 1 | Ex Officio |
| Tenured faculty members/career librarians, with no more than one member per Faculty/Division | 5 | Faculty/Librarians [election] |
| Dean or Vice-Provost | 1 | Deans and Vice-Provosts |
| Students on Senate | 1 | Students on Senate |
| Provost appointees | 2 | Provost |
| **Total** | **10** | |

Faculty and librarian members of the RFA may nominate candidates, and all faculty and librarians as a whole shall vote for up to five candidates. The candidate receiving the most votes will serve; subsequent candidates to a total of five (5) will be chosen from the list in the order of most votes as long as their Faculty/Division is not already represented, such that the elected members will all be from different Faculties/Divisions. In the event that there are not candidates from at least five (5) Faculties/Divisions, then the selection will proceed in a similar manner so as to minimize the potential for one Faculty/Division to dominate.

The librarians and staff members elected or appointed to the search committee must be full-time University employees past their probationary period.

| Committee for Vice-Provost & Dean of Yeates School of Graduate Studies | | |
| --- | --- | --- |
| Source/Composition | # of members | (S)elected by |
| Provost (Chair) | 1 | Ex Officio |
| Tenured faculty members who are members of YSGS with no more than one member per Faculty | 3 | Faculty members of YSGS, excluding Graduate Program Directors [election] |
| Graduate Program Directors | 2 | Graduate Program Directors [election] |
| Dean or Vice-Provost | 1 | Deans and Vice-Provosts |
| Graduate student | 1 | Graduate students [election] |
| Provost appointees | 2 | Provost |
| **Total** | **10** | |

Graduate Program Director refers to those faculty members who are responsible for a graduate program under different titles such as Graduate Program Director, Associate Chair of Graduate Studies, etc.

Faculty members who are members of YSGS (YSGS faculty) may nominate candidates, and all YSGS faculty as a whole shall vote for up to three candidates. The candidate receiving the most votes will serve; subsequent candidates to a total of three (3) will be chosen from the list in the order of most votes as long as their Faculty is not already represented, such that the elected members will all be from different Faculties. In the event that there are not candidates from at least three (3) Faculties, then the selection will proceed in a similar manner so as to minimize the potential for one Faculty to dominate.

Where there are not two Graduate Program Directors available to serve on the committee, one or more additional faculty members shall be elected.

| Committee for Deans of Faculties | | |
|---|---|---|
| Source/Composition | # of members | (S)elected by |
| Provost (Chair) | 1 | Ex Officio |
| Tenured faculty members in that Faculty, with no more than one member from each Department/School | 4 | Faculty members in that Faculty, excluding Chairs/Directors [election] |
| Chairs/Directors in the Faculty | 1 | Chairs/Directors in that Faculty [election] |
| Dean or Vice-Provost | 1 | Deans and Vice-Provosts |
| Career staff member in that Faculty | 1 | Career Staff [election] |
| Provost appointees, one of whom shall be a student | 2 | Provost |
| Total | 10 | |

RFA members of the Faculty may nominate candidates and vote for up to four (4) candidates. The candidate receiving the most votes will serve; subsequent candidates to a total of four (4) will be chosen from the list in the order of most votes as long as their Department/School is not already represented, such that the elected members will all be from different Departments/Schools. In the event that there are not candidates from at least four (4) Departments/School, then the selection will proceed in a similar manner so as to minimize the potential for one Departments/School to dominate.

Where there are not any Chair/Director available to serve on the committee, one additional faculty member shall be elected.

The staff member elected to the search committee must be a full-time University employee past their probationary period.

| Committee for Dean of Continuing Education | | |
|---|---|---|
| Source/Composition | # of members | (S)elected by |
| Provost (Chair) | 1 | Ex Officio |
| Dean or Vice-Provost | 1 | Deans and Vice-Provosts |
| CE Program Directors | 2 | CE Program Directors [election] |
| CE Academic Coordinators | 2 | CE Academic Coordinators [election] |
| CE student | 1 | CESAR |
| Provost appointees, with at least one member selected from tenured faculty members | 3 | Provost |
| **Total** | **10** | |

The members elected or appointed to the search committee must be full-time University employees past their probationary period.

| Committee for Associate Deans of Faculties | | |
|---|---|---|
| **Source/Composition** | **# of members** | **(S)elected by** |
| Dean (Chair) | 1 | Ex Officio |
| Tenured faculty members in that Faculty | 4 | Faculty members of that Faculty, excluding Chairs and Directors [election] |
| Chair/Director in that Faculty | 1 | Chairs/Directors of that Faculty [election] |
| Graduate student in that Faculty | 1 | Graduate students of that Faculty [election] |
| Undergraduate student in that Faculty | 1 | Undergraduate students of that Faculty [election] |
| Decanal appointees, one of whom shall be a career staff member in that Faculty | 2 | Dean |
| **Total** | **10** | |

RFA members of the Faculty may nominate candidates and vote for up to four (4) candidates. The candidate receiving the most votes will serve; subsequent candidates to a total of four (4) will be chosen from the list in the order of most votes as long as their Department/School is not already represented, such that the elected members will all be from different Departments/Schools. In the event that there are not candidates from at least four (4) Departments/School, then the selection will proceed in a similar manner so as to minimize the potential for one Departments/School to dominate.

Where there are not any Chair/Director available to serve on the committee, one additional faculty member shall be elected.

The staff member appointed to the search committee must be a full-time University employee past their probationary period.

| Committee for Associate Dean of Graduate Studies | | |
|---|---|---|
| Source/Composition | # of members | (S)elected by |
| Vice-Provost & Dean, YSGS | 1 | Ex Officio |
| Tenured faculty members who are members of YSGS, with no more than one member per Faculty | 4 | Faculty members of YSGS, excluding Graduate Program Directors [election] |
| Graduate Program Directors* | 2 | Graduate Program Directors [election] |
| Graduate student | 1 | Graduate students [election] |
| Decanal appointees | 2 | Vice-Provost & Dean, YSGS |
| **Total** | **10** | |

Graduate Program Director refers to those faculty members who are responsible for a graduate program under different titles such as Graduate Program Director, Associate Chair of Graduate Studies, etc.

Faculty members who are members of YSGS (YSGS faculty) may nominate candidates, and all YSGS faculty as a whole shall vote for up to four candidates. The candidate receiving the most votes will serve; subsequent candidates to a total of four (4) will be chosen from the list in the order of most votes as long as their Faculty is not already represented, such that the elected members will all be from different Faculties. In the event that there are not candidates from at least four (4) Faculties, then the selection will proceed in a similar manner so as to minimize the potential for one Faculty to dominate.

Where there are not two Graduate Program Directors available to serve on the committee, one or more additional faculty members shall be elected.

| Committee for Chief Librarian | | |
|---|---|---|
| Source/Composition | # of members | (S)elected by |
| Provost (Chair) | 1 | Ex Officio |
| Career librarians, of whom at least one should be a Library Department Head | 4 | Librarians [election] |
| Tenured faculty | 1 | Faculty members [election] |
| Career library staff member (past probationary period) | 1 | Library Staff [election] |
| Dean or Vice-Provost | 1 | Deans and Vice-Provosts |
| Provost appointees, one of whom shall be a student | 2 | Provost |
| **Total** | **10** | |

The librarians and staff members elected or appointed to the search committee must be full-time University employees past their probationary period.

| Committee for Associate Chief Librarian | | |
|---|---|---|
| Source/Composition | # of members | (S)elected by |
| Chief Librarian (Chair) | 1 | Ex Officio |
| Career librarians, of whom at least one should be a Library Department Head | 4 | Librarians [election] |
| Tenured faculty | 1 | Faculty members [election] |
| Career library staff members (past probationary period) | 2 | Library Staff [election] |
| Appointees of the Chief Librarian, one of whom shall be a student | 2 | Chief Librarian |
| **Total** | **10** | |

The librarians and staff members elected or appointed to the search committee must be full-time University employees past their probationary period.