

POLICY 3.2.2012.B

SEARCH/APPOINTMENT REAPPOINTMENT OF SENIOR NON-ACADEMIC
ADMINISTRATIVE OFFICERS

NIPISSING UNIVERSITY

APPOINTMENT/REAPPOINTMENT POLICY AND PROCEDURES FOR NON-ACADEMIC VICE-PRESIDENTS

A. Introduction

B. General

C. Basic Principles

D. Procedures & Rules for Operation of the Search Committee

E. Composition of Search Committee

F. Role of the Search Firm

G. Compensation Agreement & Termination Clauses

H. Length of Term of Office

A. INTRODUCTION

The Nipissing University Act (1992) empowers the Board of Governors to appoint Non-Academic Vice-Presidents to the University. Such appointments will be in accordance with the Appointment/Reappointment Policy and Procedures for Non-Academic Vice-Presidents of Nipissing University as set out below.

B. GENERAL

The process by which appointments/reappointments of non-academic Vice-Presidents are made should be open and the procedures followed should be publicized widely within the University community. The individuals charged with making decisions on appointments/reappointments should be accountable and therefore provide a rationale for their decisions.

The composition and terms of reference for the Search Committee, as determined by the Board of Governors, are set out in this Appointment Policy and Procedures for Non-Academic Vice-Presidents of the University.

C. BASIC PRINCIPLES

The appointment of Non-Academic Vice-Presidents shall be made on the recommendation of the Chair of the Search Committee to the Board of Governors together with a written report of the Search Committee.

The following principles should apply to the Search Committee:

1. The Principal should be involved in the selection of the subordinate; and
2. The constituencies most directly involved should be adequately represented; and
3. Consultation from informed parties outside the University community may be sought; and
4. The confidentiality of the search process shall be maintained and respected by all involved. Confidentiality requirements for Search Committee members extend beyond the conclusion of the search process; they are deemed to be permanent.

The committee structure and search process shall reflect the values represented within Nipissing University's culture, ensure equity and preserve the dignity and rights of all individuals as delineated in our Harassment and Discrimination policy. All Search Committee members will be provided with a copy of the Harassment and Discrimination policy.

The University is committed to providing equal employment opportunities to all individuals regardless of age, sex, disability, ethnic origin, race or any other grounds as stipulated in the Ontario Human Rights Code.

The University will undertake positive steps to promote the full participation and integration of women, visible minorities, aboriginal people and persons with disabilities.

A majority of the search committee shall be composed of persons elected to the committee. All efforts will be made to achieve a search committee composition that is gender balanced and reflects the composition of the Nipissing University community.

D. PROCEDURES & RULES FOR OPERATION OF THE SEARCH COMMITTEE

1. Wherever possible, the Search Committee shall be established at least six (6) months prior to the end of the term of office, resignation or retirement of the current incumbent.
2. Where a body such as the Board of Governors or Senate is responsible for the election of persons to a Search Committee, that body shall determine the method of electing its representatives with the goal to work expeditiously.
3. Initiatives leading to the formation of the Search Committee shall be taken by the President, who shall be the Chair of the Search Committee. This includes ensuring that elections of members of the Search Committee are properly conducted. With the exception of the Board of Governor members, all elected members of the Search Committee must be full-time Nipissing University employees who have completed their probationary period. Faculty members shall be tenured members.
4. 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.
5. The Chair shall ensure that all committee members are familiar with the process, procedures and materials under consideration. The Chair shall provide to each of the committee members a copy of this Appointment Policy and Procedures for Non-Academic Vice-Presidents of Nipissing University. The Chair will also work to create an environment in which any and all concerns can be fully addressed.
6. Following the first meeting of the Search Committee, the Chair shall notify the University Community of the names of the members of the Committee for information purposes.

7. Where a member of the Search Committee consents to be a candidate for the position under consideration, she/he shall cease to be a member of the Committee. A Search Committee member must declare their candidacy at or before the closing date for applications.
8. Where a member of the Search Committee ceases to be a member of the Committee for any reason, a successor shall be chosen in the same manner as the person withdrawing, unless the first interview has been conducted, in which case the seat shall remain vacant.
9. All Non-Academic Vice-President openings will be advertised both internally and externally. The proper placement of internal and external advertising will be the responsibility of the President. The complete advertisement will be available on the University's website.
10. Once applications have been received, members of the Search Committee shall declare all possible conflicts of interest. In the event of a perceived conflict of interest that could compromise or be seen to compromise the member's judgment of the candidates, she/he shall disclose the nature of that conflict to the committee in sufficient detail to enable the committee to determine whether the member must resign from the committee.
11. All applications shall be reviewed and considered under a set of criteria established by the Search Committee and a short list of candidates shall be interviewed.
12. The Search Committee shall meet in camera and their deliberations shall be strictly confidential. A member who has breached confidentiality shall be subject to sanction by the Chair up to and including dismissal from the Committee and forfeiture of constituency representation.
13. All members of the Search Committee shall have one vote, excluding the Chair. However, in the case of a tie vote, the Chair will vote. The ex-officio member of the Search Committee (Director, Human Resources) shall be non-voting. However, if a member of the Search Committee is absent for an interview of one of the candidates, they shall not participate in the voting or deliberation process as each voting committee member must be in a position to weigh the merits of each candidate prior to making a recommendation.
14. Advice, actions, and recommendations of the Search Committee should be through formal motions and voting. The determination of choice among "short list" candidates shall be by secret ballot. The Search Committee shall elect two of its members to assist the Chair in counting the ballots.
15. The Search Committee may invite, for formal consultation, person(s) not associated with the University but who, in the opinion of the Search Committee, is in a

position to offer wise or expert advice on the appointment of the Non-Academic Vice-President.

16. The Search Committee may provide opportunity for relevant groups and/or individuals (e.g. Nipissing University Student Union, University Management Group, union executives, Senate executives, etc.), as determined by the Search Committee, to meet with the short-listed candidates. Such meetings will be conducted as part of the confidential search process, and any groups and/or individuals invited to take part must agree to abide by the confidentiality requirements of the search process. The relevant groups and/or individuals shall be given five (5) working days to provide feedback to the Search Committee on their meetings with the candidates.
17. The Search Committee shall ensure that interview questions are based on pre-established job-related criteria including core competencies. The Committee shall acquaint itself with the requirements of the position through discussion, meeting with the incumbent and others, if required, and shall then establish criteria on which the candidates will be judged. Behavioural and situational questions shall be asked of all short-listed candidates.
18. The Search Committee shall recommend to the Chair one person for the appointment. The candidate recommended for appointment must come from the list of candidates interviewed. The recommendation may go forward only with the agreement of the majority of the committee. Majority vote is defined as 51%.
19. The Search Committee's recommendation shall include a report describing the procedures followed, the number of candidates considered and the recommendation for appointment.
20. If the Chair of the Search Committee cannot agree with the recommendation of the committee and subsequent agreement proves impossible, no recommendation shall be made.
21. If the Search Committee fails to make a recommendation for a candidate, the search will be deemed a failed search and a new Search Committee shall be struck.
22. Documentation, including the Search Committee's recommendation and report, shall be kept in Human Resources for twelve (12) months.
23. On those matters not set out above, the Search Committee shall establish its own procedures.

E. COMPOSITION OF SEARCH COMMITTEE

The composition of the Search Committee for the Non-Academic Vice-Presidents shall include a Chair and nine (9) voting members as follows:

- (a) the President & Vice-Chancellor (or designate), who shall be Chair (in the case of a tie vote, the Chair will vote);
- (b) one (1) Vice-President (appointed by the President);
- (c) one (1) Dean, Associate Dean or designate (appointed by the President);
- (d) three (3) tenured faculty, (with one from each faculty) elected by the Senate;
- (e) one (1) regular full-time administrator, elected by the administrative staff;
- (f) one (1) regular full-time support staff, elected by the support staff; and
- (g) two (2) external members of the Board of Governors, elected by the Board of Governors, preferably one being the Chair of the Audit & Finance Committee.

Total (10) Committee Members/(9) Voting members

The Director of Human Resources will be an ex-officio member of the Search Committee and non-voting.

F. ROLE OF THE SEARCH FIRM

The President will decide whether a search firm/consultant should be retained for searches for Non-Academic Vice-Presidents and may seek advice from the Search Committee on this matter.

If a search firm is deemed warranted, the lead search consultant will provide services that may include, but are not limited to, the following:

- becoming involved in the pre-search stage of the process;
- drafting, formatting and placement of the advertisement;
- reviewing the existing responsibilities and expectations of the position;
- preparing materials for the committee;
- assisting in the drafting of interview questions;
- suggesting presentation topics and candidate presentations to various constituent groups of the University;
- assisting in conducting the interviews;
- providing advice on negotiating the terms and conditions of employment for the recommended candidate;

- conducting post-search follow-up with the successful candidate; and
- conducting 360 degree reference checks, ensuring all information/comments are attributed to the individuals who made them so that appropriate importance/weight/significance can be given to the references.

All references shall be in the form of a written report. The consultant and/or the Director, Human Resources will speak with all individuals the Search Committee wishes or deems appropriate to contact to ensure that all relevant information regarding the candidates is received by the Search Committee. The feedback/references received from the individual(s) the Search Committee asked the consultant or Director, Human Resources to contact shall also be in the form of a written report. The committee will fully consider and weigh the significance of all references and information in order to make the best decision for Nipissing University.

The search firm and lead consultant are a support service and shall not have a vote on the Search Committee.

Whether or not a search firm is deemed warranted, procedures as set out in Section D will continue to apply.

G. COMPENSATION AGREEMENT & TERMINATION CLAUSES

The President will negotiate a compensation package with the prospective appointee following best practices and guidelines provided by the Director, Human Resources. She/he shall make known to her/him any policy and procedures with respect to the term of the appointment. The President shall provide the candidate a formal written offer describing the terms and conditions of employment. If the appointee accepts the terms of the agreement, the appointee must complete, sign and have the document witnessed. The compensation agreement will contain language with regard to termination of the appointment prior to the end of the five year term.

Termination language/clauses will address resignation, termination with cause and termination without cause.

H. LENGTH OF TERM OF OFFICE

The term of appointment shall be a five-year term of office. At the conclusion of each five-year term of office, if the incumbent wishes to seek a subsequent term, the President will conduct a full review of the qualifications and performance of the incumbent in the context of the job description.

If the President is satisfied that the incumbent has fulfilled all of their responsibilities at an acceptable level, made progress toward stated goals, and is making significant contributions to the University as defined by their administrative duties and

responsibilities, the incumbent will be appointed to a subsequent term not to exceed five years.

If the President cannot give a positive recommendation for renewal, an open search will be conducted, and the Appointment Policy and Procedures for Non-Academic Vice-Presidents shall be instituted.

Approved by the Executive Committee, acting on behalf of the Board
April 5, 2012

Resolution 2012-04-02:

Moved by P. Belanger, seconded by T. Bachelder that the Executive Committee, acting on behalf of the Board of Governors, approve the revisions to former Appointment Policy and Procedures for the Vice-President Finance and Administration, now entitled, Policy 3.2.2012B Search/Appointment/Reappointment of Senior Non-Academic Administrative Officers dated April 2012.

CARRIED