

The AAA Policy is officially known as ***Policy and Procedures Relating to Search Committees and Appointments in the Academic Administration and to the Development and Evaluation of the Performance of Academic Administrators.*** Hereafter it is simply called the AAA Policy.

## Background

In 1994 the Board of Governors first approved the AAA Policy. In 1999 the Board amended the Policy and Procedures to reflect some organizational changes in the University.

Since 1999 a number of new positions and some re-organisation of academic administration have necessitated additional procedural changes. The AAA Policy contains guidelines for creating new search committees for academic administrative positions not envisaged in the original Policy, and for modifying details of the composition under changed circumstances.

Below are links to the Policy itself, as well as to procedural changes created since 1999. The link from each listing below is to the actual text describing the new committee or the changed composition. In 2009 all additions/amendments have been further edited to update revised position titles; for example the Vice President, Academic, is now the Provost and Vice President, Academic.

1. [The AAA Policy, approved in 1994 and amended in 1999](#)

## New procedures:

2. [Dean of Graduate Studies 2001](#)
3. [Vice Provost Faculty Affairs 2004](#)
4. [Vice President Research & Innovation 2006](#)
5. [Associate Chief Librarian 2009](#)
6. [Dean – selection of RFA faculty representatives 2009](#)
7. [Vice Provost, Academic 2009](#)

**Policy and Procedures Relating to Search Committees and Appointments in the Academic Administration and to the Development and Evaluation of the Performance of Academic Administrators**

**APPROVED: February 28, 1994**

**AMENDED: April 26, 1999**

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## **PART I Search Committees and Appointments in the Academic Administration**

### **A. Basic Principles**

1. As provided in the Ryerson Polytechnic University Act, 1977, Section 6, and in the general By-Laws, Article XI, Section 3, appointments to positions in the academic administration are made by the Board on the recommendation of the President.
2. Appointments to the following positions in the academic administration shall be made on the advice of search committees: Vice President, Academic, Vice President, Faculty Affairs, Dean, Associate Dean, Chair/Director, Chief Librarian. Should positions with comparable responsibilities but with different titles be established, appointments to those positions shall also be made on the advice of search committees.
3. The committee structure and search process will reflect the values represented in Ryerson's policies on Employment Equity, Harassment Prevention, and Access.
4. A majority of each search committee shall be composed of persons elected to the committee. Each committee normally shall include at least one student representative whose program of studies is to be administered by the prospective appointee. All efforts will be made to achieve a search committee composition that reflects the composition of the Ryerson community at large in terms of gender, visible minority and aboriginal status, and disability.
5. The successful candidate should be acceptable to both a majority of the search committee and the administrator responsible for the position.

### **B. Procedures**

1. Initiatives leading to the formation of a search committee shall be taken by the administrator responsible for the position which is vacant, or will fall vacant. This includes ensuring that elections of members of search committees are properly conducted. This administrator shall be the chair of the search committee and a non-voting member<sup>1</sup>.

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<sup>1</sup> The Supplementary Procedures in Section C below define how the work of a search committee and the election of its members are to be conducted. Copies of both these Procedures and Supplementary Procedures should be provided to the members of every search committee.

2. A search committee shall give consideration to the pattern of development desired for the Department/School, Faculty/Division, or other academic organizational unit. Consultation with appropriate authorities within and outside the University in establishing the desired pattern of development is encouraged.
3. The chair and members of the search committee shall make an active commitment to Ryerson's policies on Equity, Harassment Prevention, and Access, in the following ways:
  - (a) In the letter seeking nominees for the search committee and announcing the search process, there will be acknowledgement of these policies and a commitment to full participation in both establishing the search committee and conducting the search process.
  - (b) Meetings will be held in accessible space and, when possible, during normal working hours. Where necessary because of timing or special needs related to disability, dependent care responsibilities etc., the Ryerson office undertaking the search will cover associated costs.
  - (c) All search committee members will be provided with a Human Rights Guide to Hiring which will be prepared by Ryerson's Human Resources Department. The chair of the search committee will provide meeting time to review this guide and discuss implications for the search process.
4. The chair of the search committee shall ensure 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.
5. Staff members who report directly to a dean or chair/director shall be given an opportunity to address the corresponding search committee at the stage of establishing criteria.
6. All vacancies shall be advertised internally. A decision to advertise externally shall be made by the chair after receiving the committee's advice. Advertising measures to encourage applications from women and disadvantaged or minority groups will be carried out with the assistance of the Employment and Educational Equity office. If the committee as a whole wishes to seek nominations it may consult with groups or individuals within or outside the University.
7. Information about the candidates and the deliberations of the search committee shall be confidential.
8. Once appointments to a search committee have been made and the committee has met once, no member may become a candidate.

9. The incumbent shall not be eligible to sit on the search committee for the position to be filled.
10. The search committee shall first agree on its own procedures, including such matters as defining a majority and defining a quorum.
11. The search committee shall recommend to the chair one person for an appointment. The decision of the search committee shall be by majority vote of its voting members.
12. In the event that a vote or sequence of votes fails to result in a majority for one of the candidates, the search committee shall continue to try to reach agreement.
13. Should the chair of the committee not agree with the recommendation of the voting members and subsequent agreement proves impossible, no recommendation shall be made. In this circumstance, except if the search is for the position of Vice President, Academic, or Vice President, Faculty Affairs, the academic administrator immediately senior to the chair of the committee shall become responsible for recommending a person for an appointment. Prior to making a recommendation, the senior administrator will consult with the voting members of the committee as a group. He or she will also consult with the chair of the committee. The person recommended for appointment by the senior administrator must come from the list of candidates interviewed. The recommendation may go forward only with the agreement of the majority of the committee.
14. If subsequent to 13 no recommendation can be made, a new search committee shall be struck.
15. If a search committee fails to recommend a person for the position of Vice President, Academic, or Vice President, Faculty Affairs, a new search committee shall be struck.

### **C. Supplementary Procedures**

1. The senior administrator designated as committee chair is responsible for all nominations, election, and appointment procedures. Any unusual situations will be addressed in consultation with the Vice President, Faculty Affairs.
2. With the exception of students, all elected members of search committees must be full-time Ryerson employees past their probationary period.
3. Probationary Faculty and Limited Term Faculty may vote in electing Tenured Faculty to search committees.

4. Procedures for nomination and election of elected committee members will follow those normally used by Ryerson's Academic Council including secret ballot. Nominations should be open for at least three days.
5. In cases where more than one election must be held to determine the membership of a search 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.
6. In the event that practical problems in these procedures result in failure to elect sufficient faculty or student members, the senior academic administrator, after consultation with representative faculty and/or students, may initiate ad hoc procedures for striking a properly composed committee; a written record of actions shall be provided to all relevant faculty and students before the start of committee work.
7. "Internal" advertising of vacancy means written notice throughout Ryerson, and means eligibility for consideration of any candidate who is already a full-time career Ryerson employee, but precludes the eligibility of all other persons. "External" advertising means coincident "internal" and "external" notice of vacancy and call for candidates. "External" notice and call will include at least one advertisement in a publication accessible to qualified candidates, e.g. a Toronto daily newspaper, an educational publication or appropriate professional publication.
8. In the event that the search committee chooses to advertise "internally", there shall be no consideration of external nominees or candidates unless there are no internal candidates or unless the committee by majority vote advises the senior academic administrator that none of the internal candidates can be recommended for appointment. In this event, the candidates, and the faculty and the students of the academic unit will be informed in writing prior to a new call for internal and external candidates, in which all candidates will be eligible for consideration.
9. Advice, actions, and recommendations of the committee may be developed through informal consensus or through formal motions and voting at the discretion of the committee, except that any determination of choice among "short list" candidates shall be by secret ballot. The committee shall elect two of its members to assist the chair in counting the ballots. Committees are advised to consider the use of preferential voting techniques if more than two candidates are under consideration.
10. All other committee procedures and determinations (such as the definition of a "majority" if it is to be greater than 51%) should be established and agreed to in advance.
11. Once applications have been received, members of search committees should declare all possible conflicts of interest.

12. A member who leaves a search committee before the first interview may be replaced. No replacement will be made after interviews have begun.
13. The senior academic administrator shall communicate and emphasize throughout the process the principles of ethical and considerate behaviour for all persons participating in search committee work. Particular emphasis shall be placed on confidentiality; its breach should result in the committee's decision to discharge any member disclosing confidential information.

## **D. Composition of Search Committees**

### **1. Vice President, Academic**

Twelve persons. Three faculty members/librarians elected from the faculty/librarians at large, no more than one member per Faculty/Division. Two chairs/directors elected by and from the chairs/directors. One dean elected by and from the deans. Two students elected by and from the students on Academic Council. Three appointees<sup>2</sup> of the President. President as Chair.

### **2. Vice President, Faculty Affairs**

Twelve persons. Three faculty members/librarians/counsellors elected from the faculty/librarians/counsellors at large, no more than one member per Faculty/Division. The electorate voting to elect these three committee members consists of all faculty members, librarians, counsellors and CUPE 3904 UNIT 1 members who are on a full load sessional or half sessional appointment. One chair/director/Continuing Education program director elected by and from this group. One senior administrative director elected by and from the senior administrative directors. One staff member elected by and from staff members in the management and confidential group. Two staff members elected by and from staff members who are not in the management and confidential group. One dean elected by and from the deans. Two appointees<sup>2</sup> of the President, one of whom shall be a student; President as Chair.

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<sup>2</sup> In seeking qualified search committee members, the chair of the search committee is obliged to attempt to use his/her appointed positions to achieve a search committee which reflects, in terms of designated groups, the Ryerson community at large.

**3. Dean**

Ten persons. Four tenured faculty members elected by and from the Faculty/Division<sup>3</sup>. Two chairs/directors elected by and from the chairs/directors of the Faculty/Division<sup>4</sup>. Three appointees<sup>5</sup> of the Vice President, Academic, at least one of whom shall be a student. Vice President, Academic as Chair<sup>6</sup>.

**4. Chair/Director**

Ten persons. Five tenured faculty members elected by and from the Department/School<sup>7</sup>. Two students elected by and from the students of the Department/School or currently taught by the Department in the case of a service department<sup>8</sup>. Two appointees<sup>9</sup> of the Dean. Dean as Chair.

**5. Chief Librarian**

Twelve persons. Four librarians elected by and from the librarians. One library staff member elected by and from the library staff<sup>10</sup>. One student elected by and from the students on Academic Council. Two tenured faculty members elected by and from the faculty members on Academic Council, no more than one member per

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- 3 The electoral procedure is important. Each department/school shall have the right to nominate one candidate, and the faculty as a whole shall vote for up to four candidates. The exception is the Faculty of Business as presently constituted where the School of Business Management may nominate two candidates.
- 4 Where there are not two chairs/directors available to serve on the committee, one or more additional faculty members shall be elected.
- 5 In seeking qualified search committee members, the chair of the search committee is obliged to attempt to use his/her appointed positions to achieve a search committee which reflects, in terms of designated groups, the Ryerson community at large.
- 6 It is the responsibility of the Vice President, Academic as chair of the search committee to consult with the appropriate DAC in order to ensure that an external candidate is academically qualified and acceptable to join the department/school of which he/she may ultimately become a member.
- 7 In the case of a department/school unable to provide enough faculty members, the Dean in consultation with the Vice President, Faculty Affairs shall establish a search committee consistent with the principles of search and composition evident in this document. In this situation the most important principle is that a majority of the committee's voting members shall be elected faculty members. Therefore, if necessary, faculty members from other departments/schools may be elected to the search committee.
- 8 If necessary, the chair of the search committee may appoint the students.
- 9 The librarians and staff member elected to the search committee must be full-time Ryerson employees past their probationary period.
- 10 The librarians and staff member elected to the search committee must be full-time Ryerson employees past their probationary period.

Faculty/Division. One dean elected by and from the deans. Two appointees<sup>11</sup> of the Vice President, Academic. Vice President, Academic as Chair.

#### **6. Associate Dean**

The senior administrator responsible for the position to be filled shall establish and chair an appropriate ten person search committee. The committee shall have six elected members and three appointees<sup>10</sup> of the Chair. At least four of the elected members shall be tenured faculty members elected by and from the faculty members of the Faculty/Division. At least one of the appointees shall be a student.

#### **7. Other Positions in the Academic Administration**

The search committee for any position with a different title but comparable responsibilities that may be established in the future shall consist of ten persons and be chaired by the senior administrator responsible for the position. Seven committee members shall be elected by and from appropriate constituencies and two members shall be appointed<sup>10</sup> by the Chair.

### **E. Length of Term of Office**

1. The terms of office for the Vice President, Academic, the Vice President, Faculty Affairs, the Deans, and the Chief Librarian shall normally be and not exceed five years. The term of office for Chairs/Directors shall normally be from three to five years and not exceed five years. The specific term for each individual Chair/Director will be recommended by the search committee recommending the appointment. In accordance with the principles and procedures described above, the process of forming a search committee shall be initiated at least nine months prior to the conclusion of the term of office.
2. On the recommendation of the appropriate senior administrator, after consultation with the appropriate constituency, a term of office may be extended for one year.
3. On the recommendation of the appropriate senior administrator, after consultation with the appropriate constituency, an interim appointment of not more than one year may be made.
4. The concept of term of office confirms that the University regards a single term as appropriate to the office. Under circumstances appropriate to "the pattern of development desired" for the unit, an incumbent may be recommended for a second

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11 In seeking qualified search committee members, the chair of the search committee is obliged to attempt to use his/her appointed positions to achieve a search committee which reflects, in terms of designated groups, the Ryerson community at large.

appointment, after the normal search procedures have been undertaken. An incumbent will not be appointed to a third successive term.

## **PART II Development and Evaluation of the Performance of Academic Administrators**

### **A. Overall Procedures**

In what follows the Chair/Director is the responsibility of the Dean; the Dean and the Chief Librarian are the responsibility of the Vice President, Academic. The Vice President, Academic and the Vice President, Faculty Affairs are the responsibility of the President.

1. When an administrator begins his/her term of office, his/her senior administrator shall open a file. Thereafter, all documents which bear directly on the individual's performance shall be placed in the file. The individual shall be provided with a copy of everything in the file.

The individual shall have the right to respond in writing to any document in the file and to have such a response appended to the document. The file will remain active for the duration of the administrator's term of office. Six months after the conclusion of the term of office the file will be enclosed in a sealed envelope and placed in the individual's personnel file. The envelope is not to be opened by anyone except the Vice President, Faculty Affairs or the Executive Director of Human Resources.

2. As soon as possible, preferably prior to confirmation of appointment by the Board of Governors, the responsible administrator shall meet with the prospective new appointee to develop a mutual understanding as to the nature, scope and limits of his/her duties and responsibilities. This understanding is to be matter of record. It is to be reviewed annually by the administrator and responsible administrator. In the case of a Chair/Director this mutual understanding will include specific recommendations made by the search committee.
3. It is important, particularly during the first two or three years of an administrator's term, that there be frequent exchange between the two administrators following the development of the mutual understanding referred to in 2 above if mutual expectations are to develop in clarity and usefulness. Such meetings should contribute to the development of both administrators and should increase the effectiveness of our academic administration at both levels.
4. The performance of an academic administrator shall be evaluated by the responsible administrator prior to the end of the first, second, and third year in office. The basis on which evaluation is to be made is performance with respect to the understanding referred to in 2 above and feedback obtained from faculty members, staff members

and students including but not limited to the feedback obtained following the procedures outlined in Section B below. The evaluation shall be discussed with the individual and a written record shall be deposited in the file.

5. Serious shortcomings in the performance of an administrator, whether identified during one of the evaluations referred to in 4 above or at any other time, must be discussed with the administrator and recorded in writing. Where appropriate, the written statement will include recommendations on how the individual can improve his/her performance.
6. As any problems discussed as per 5 above are overcome, such successes shall be recorded by the responsible administrator. If, however, significant problems persist, the responsible administrator shall follow the procedure outlined in Section C below.

## **B. Procedures for Faculty, Staff and Student Input During Performance Evaluation of Academic Administrators**

### **1. General**

- a) The primary purpose of performance evaluation is to maintain and increase the effectiveness of academic administration through providing feedback on administrative performance and, where appropriate, recommendations for improvement. These evaluations only apply to the responsibilities of the administrative position, excluding the individual's teaching and teaching-related activities as a faculty member.
- b) It is believed that the usefulness of these performance evaluations can be increased through the availability of the perceptions and advice of the faculty members who are administratively accountable to the administrator being evaluated. It is further believed that input from staff members and students can also be valuable in this regard. To avoid any situations where conflict of interest or employment status normally could arise, unless otherwise specified, these procedures involve only tenured faculty members and staff members who are past their probationary period.
- c) Nothing in these procedures is intended to preclude any informal communication or processes that can contribute constructively to the effectiveness of an academic administrator's role.
- d) These procedures apply only to the performance evaluations of Chairs/Directors, Deans, Associate Deans, and the Chief Librarian. They do not limit the President's discretion in processes for his/her performance evaluation of Vice Presidents, but experience with these procedures may suggest appropriately comparable approaches.

## 2. Chairs/Directors

- a) The Dean will invite and encourage each tenured faculty member of the Department/School to provide the Chair/Director (copied to the Dean) with a written assessment of the Chair's/Director's administrative performance together with any suggestions for improvement. The Dean's letter to faculty members will include an outline of the responsibilities of the Chair/Director as described in postings and advertisements soliciting nominations and applications. A copy of the recommendations made by the Search Committee referred to in Section II A.2, above, will also be provided. In assessing the Chair's/Director's performance, faculty members should be guided but not limited by the following criteria:
  - i) A Chair/Director should display management competence.
  - ii) A Chair/Director should be instrumental in preserving the integrity of the academic policies and practices of the Department/School.
  - iii) A Chair/Director should be an adequate facilitator of academic planning.
  - iv) A Chair/Director should communicate effectively with faculty members, staff members and students.
- b) The Dean will ask the faculty members of the Department/School who had been elected by their colleagues to the Search Committee that recommended the incumbent's appointment to meet with their tenured Departmental colleagues as a group in order to obtain the collective sense of the Department/School concerning the Chair's/Director's administrative performance. The Dean will make the arrangements for this meeting and send out individual notices to the Department's/School's tenured faculty members. The Department's/School's collective sense is to be summarized in writing and forwarded to the Chair/Director (copied to the Dean).
- c) On receipt of the summary of the Department's/School's collective sense of the Chair's/Director's administrative performance, the Dean shall attend a meeting of the tenured faculty members of the Department/School scheduled by the Chair/Director. During this meeting the Dean, the Chair/Director and the faculty members will discuss the contents of the summary.
- d) The meeting described in c) immediately above must take place when the Chair's/Director's first year in office is being evaluated. After subsequent years in office, such a meeting will take place only at the request of the Dean, or the Chair/Director, or a majority of the tenured faculty members of the Department/School.

- e) In order to try to obtain a collective sense of student perceptions of the Chair's/Director's administrative performance, the Dean will contact in writing the students on Departmental Council and ask them to meet with the students of the Department/School. In the case of a service department the Dean will find an appropriate means to contact students taught by the Department. Subsequent student feedback may be provided collectively or individually or both collectively and individually. In any case, written comments together with any suggestions for improvement should be sent to the Chair/Director (copied to the Dean).
- f) The Dean will invite and encourage each post probationary staff member of the Department/School to provide the Chair/Director (copied to the Dean) with written comments on the Chair's/Director's administrative performance together with any suggestions for improvement.
- g) The Dean will ask the post probationary staff members of the Department/School to meet as a group in order to obtain the collective sense of the staff concerning the Chair's/Director's administrative performance<sup>12</sup>. The staff's collective sense is to be summarized in writing and forwarded to the Chair/Director (copied to the Dean).
- h) At the request of the Dean, or the Chair/Director, or a majority of the post probationary staff members, the Dean shall attend a meeting of the post probationary staff members of the Department/School scheduled by the Chair/Director. During this meeting the Dean, the Chair/Director and the post probationary staff members will discuss the contents of the summary of the staff's collective sense of the Chair's/Director's administrative performance.
- i) The Dean's subsequent evaluation of the Chair's/Director's administrative performance, including the use or interpretation of feedback from faculty members, staff members and students, will be the sole responsibility of the Dean and will be confidential to the Chair/Director, the Dean, and the Dean's administrative superiors.

### **3. Deans**

- a) Prior to evaluating a Dean, the Vice President, Academic will invite and encourage each tenured faculty member of the Dean's Faculty (including Chairs/Directors, whether probationary or tenured faculty members) and each post probationary staff member who reports directly to the Dean, to provide the Dean (copied to the Vice President, Academic) with a written evaluation of the Dean's administrative performance together with any suggestions for improvement.

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<sup>12</sup> If it is not practical to hold such a meeting because the Department/School has too few post probationary staff members, then they will be invited to join the tenured faculty members in the meeting described in b) above instead.

- b) The Vice President, Academic will ask the two Chairs/Directors originally elected to serve on the Search Committee that recommended the Dean's appointment to meet with the other Chairs/Directors of that Faculty. These two Chairs/Directors having discussed the Dean's administrative performance, with their colleagues, will forward in writing to the Dean (copied to the Vice President, Academic) a summary of the collective sense of the group. The Vice President, Academic will then attend a regularly scheduled meeting of the Dean and Chairs/Directors to discuss the contents of this summary.
- c) The limited number of tenured faculty members with administrative accountability to the Dean of Continuing Education precludes direct use of the feedback processes described in a) and b) immediately above. Therefore, the Vice President, Academic will use alternative processes (such as inviting written comment from, and holding meetings with, Continuing Education Program Directors and Subject Area Coordinators) which in the Vice President, Academic's judgement would offer helpful feedback.
- d) The Vice President, Academic's subsequent evaluation of a Dean's administrative performance, including the use and interpretation of feedback from faculty members and staff members, will be the sole responsibility of the Vice President, Academic and will be confidential to the Dean, the Vice President, Academic and the Vice President, Academic's administrative superiors.

#### **4. Associate Deans, Chief Librarian**

The responsible administrator will seek feedback from appropriate constituencies using procedures that parallel those used in the performance evaluation of a Chair/Director or a Dean.

#### **C. Procedures to Deal with Persistent Unsatisfactory Performance**

1. The responsible administrator shall inform the individual that his/her efforts to follow the recommendation for more effective performance have not been deemed to be satisfactory. He/she shall discuss these problems with the individual and provide, in writing, specific and detailed recommendations as to his/her expectations for the resolution of the problem. As a recorded problem is satisfactorily corrected, the recognition that the earlier criticism is no longer valid shall be recorded.
2. If a significant problem as defined in 1 above remains, a formal written warning shall be sent to the individual.
3. If the individual's performance continues to be unsatisfactory after the above steps have been taken to correct it, then the responsible administrator shall recommend, in

writing, to his/her senior that the appointment be terminated. A copy of this recommendation shall go to the individual.

4. Where possible, the senior administrator shall review in detail the recommendation with the individual concerned. If the senior administrator confirms the recommendation, he/she shall then recommend to the Board a date for the termination of the individual's appointment. Normally the termination date will coincide with an appropriate day in the academic calendar, the most appropriate day being the last day of the academic year.
5. Following such termination, the normal procedure is return to the faculty. However, where special circumstances make it appropriate, an alternative suitable interim appointment may be offered which the individual may accept, provided his/her ultimate right to return to the faculty remains intact.

**Procedural modification of:**

**Policy and Procedures Relating to Search Committees and Appointments in the Academic Administration and to the Development and Evaluation of the Performance of Academic Administrators**

**APPROVED: February 28, 1994**

**AMENDED: April 26, 1999**

**Composition of Search Committee for Dean of Graduate Studies - June 2001**

**Title edit - October 2009**

**Dean of Graduate Studies**

Ten persons. Six tenured faculty members, which will include no more than two Graduate Program Directors, all elected by and from the School of Graduate Studies<sup>1</sup>. Three appointees<sup>2</sup> of the Provost and Vice President, Academic, at least one of whom shall be a graduate student. Provost and Vice President, Academic as Chair<sup>3</sup>.

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<sup>1</sup>The members of the School of Graduate Studies shall have the right to nominate candidates, and the members of the School of Graduate Studies as a whole shall vote for up to four faculty candidates and up to two Graduate Program Director candidates. A two-part ballot will be used, with nominated Graduate Program Directors and nominated faculty who are School of Graduate Studies members listed separately. On each part of the ballot, the candidate receiving the most votes will serve; the candidate receiving the next highest number of votes, and who is also from a Faculty different from the first selected candidate, shall also serve. The next two elected candidates will be those remaining School of Graduate Studies member nominees with the next highest numbers of votes and who are from Faculties different from the already selected members such that the four elected members will all be from different Faculties. In the event that there are not candidates from all Faculties, then the individual not yet selected who has the highest number of votes shall serve.

<sup>2</sup>In seeking qualified search committee members, the chair of the search committee is obliged to attempt to use his/her appointed positions to achieve a search committee which reflects, in terms of designated groups, the Ryerson community at large.

<sup>3</sup>It is the responsibility of the Provost and Vice President, Academic as chair of the search committee to consult with the appropriate DAC in order to ensure that an external candidate is academically qualified and acceptable to join the department/school of which he/she may ultimately become a member.

**Procedural modification of:**

**Policy and Procedures Relating to Search Committees and Appointments in the Academic Administration and to the Development and Evaluation of the Performance of Academic Administrators**

**APPROVED: February 28, 1994**

**AMENDED: April 26, 1999**

**Composition of Search Committee for Vice Provost, Faculty Affairs  
Created 2004**

Ten persons:

- 3 faculty/librarians/counsellors, excluding Chairs/Directors, elected by and from faculty/librarian/counsellor members of the RFA who are not Chairs/Directors, and no more than one per Faculty/Division
- 2 Chairs/Directors, elected by and from Chairs/Directors, from separate Faculties
- 1 Human Resources representative
- 1 Dean elected by and from Deans
- 2 Provost appointees<sup>1</sup> (student not required)
- Provost as Chair<sup>2</sup>

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<sup>1</sup>In seeking qualified search committee members, the chair of the search committee is obliged to attempt to use his/her appointed positions to achieve a search committee which reflects, in terms of designated groups, the Ryerson community at large.

<sup>2</sup>It is the responsibility of the Provost and Vice President, Academic as chair of the search committee to consult with the appropriate DAC in order to ensure that an external candidate is academically qualified and acceptable to join the department/school of which he/she may ultimately become a member.

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**APPROVED: February 28, 1994**

**AMENDED: April 26, 1999**

**Composition of Search Committee for Vice President Research and Innovation  
Created 2005**

- four elected from tenured faculty members/career librarians (three of whom must be members of the School of Graduate Studies). No more than two of the four elected members may be from the same Faculty (or the Library);
- one Academic Director/Chair, elected by and from the Academic Directors/Chairs;
- one Dean, elected by and from the Deans;
- one graduate student, elected by and from Ryerson University graduate students
- three appointees by the President, one of whom shall be an undergraduate student
- President serves as Chair of the Search Committee

(11 total)

**Procedural modification of:**

**Policy and Procedures Relating to Search Committees and Appointments in the Academic Administration and to the Development and Evaluation of the Performance of Academic Administrators**

**APPROVED: February 28, 1994**

**AMENDED: April 26, 1999**

**Composition of Search Committee for Associate Chief Librarian  
Created 2009**

Ten persons:

- 3 librarians (past probationary period) elected by and from Professional Librarians
- 2 tenured faculty members elected by and from Senate
- 1 Student elected by and from Senate
- 1 Library staff member elected (past probationary period)
- 2 appointees of the Chair
- Chief Librarian as Chair and non-voting member

(10 total)

# **Policy and Procedures Relating to Search Committees and Appointments in the Academic Administration and to the Development and Evaluation of the Performance of Academic Administrators**

**APPROVED: February 28, 1994**

**AMENDED: April 26, 1999**

**Footnote 1 and Provost's title revised October 2009**

### **3. Dean**

Ten persons. Four tenured faculty members elected by and from the Faculty/Division<sup>1</sup>. Two chairs/directors elected by and from the chairs/directors of the Faculty/Division<sup>2</sup>. Three appointees<sup>3</sup> of the Provost and Vice President, Academic, at least one of whom shall be a student. The Provost and Vice President, Academic as Chair<sup>4</sup>.

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<sup>1</sup> The electoral procedure is important. RFA faculty members of the Faculty may nominate candidates, and the 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 Department/School is not already represented, such that the four elected members will all be from different Departments/Schools. In the event that there are not candidates from at least four (4) Departments/Schools, then the selection will proceed in a similar manner so as to minimize the potential for one Department/School to dominate.

<sup>2</sup> Where there are not two chairs/directors available to serve on the committee, one or more additional faculty members shall be elected.

<sup>3</sup> In seeking qualified search committee members, the chair of the search committee is obliged to attempt to use his/her appointed positions to achieve a search committee which reflects, in terms of designated groups, the Ryerson community at large.

<sup>4</sup> It is the responsibility of the Provost and Vice President, Academic, as chair of the search committee, to consult with the appropriate DAC in order to ensure that an external candidate is academically qualified and acceptable to join the department/school of which he/she may ultimately become a member.

**Procedural modification of:**

**Policy and Procedures Relating to Search Committees and Appointments in the Academic Administration and to the Development and Evaluation of the Performance of Academic Administrators**

**APPROVED: February 28, 1994**

**AMENDED: April 26, 1999**

**Composition of Search Committee for Vice Provost, Academic  
Created 2009**

Ten persons:

- 3 faculty members/librarians elected by and from faculty/librarians members of the RFA who are not Chairs/Directors, no more than one per Faculty/Division
- 2 Chairs/Directors, elected by and from Chairs/Directors, from separate Faculties
- 1 Dean elected by and from Deans
- 1 students elected by and from Senate students
- 2 appointees<sup>1</sup> of the Provost and Vice President Academic
- Provost as Chair<sup>2</sup>

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<sup>1</sup>In seeking qualified search committee members, the chair of the search committee is obliged to attempt to use his/her appointed positions to achieve a search committee which reflects, in terms of designated groups, the Ryerson community at large.

<sup>2</sup>It is the responsibility of the Provost and Vice President, Academic as chair of the search committee to consult with the appropriate DAC in order to ensure that an external candidate is academically qualified and acceptable to join the department/school of which he/she may ultimately become a member.