



The Vice President Academic and Dean

Board Policy

Approving Authority: The Board of Governors

Established: June 11, 2020

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Office of Accountability: The Board of Governors

Administrative Responsibility: Office of the President

1. Policy Statement

This policy and the supplemental information contained below is intended to provide a framework for the evaluation, appointment and/or reappointment of the Vice President Academic and Dean ("VPAD") for St. Jerome's University (the "University") and shall be used to complement the St. Jerome's University Act 2000 (the "Act") and the University's Bylaw (the "Bylaw"). The VPAD normally serves as Vice President of the University.

2. Purpose and Scope

This policy applies to the evaluation, appointment, and reappointment processes for the VPAD and establishes the general responsibilities for the VPAD and the Vice President of the University.

3. Appointment and Reporting

At all material times, the authority to appoint and reappoint the VPAD rests with the President.

The authority to appoint and reappoint the VPAD as the Vice President of the University rests with the Board of Governors ("the Board").

The VPAD reports directly to the President and Vice Chancellor ("the President") in the day-to-day operations of the University.

4. Duties and Responsibilities of the VPAD

The VPAD's general duties and responsibilities are defined below and shall be carried out in light of the Board approved Mandate:

(a) serve as the chief academic officer of the University and, accordingly, provide leadership for

- the faculty and the University;
- (b) be responsible for all matters academic, including financial matters pertaining to the academic operations of the University;
 - (c) serve on appropriate major committees, and on other necessary University and University of Waterloo bodies;
 - (d) serve as Ex-officio Member and Vice Chair of the University's Senate Council;
 - (e) provide reports at regularly scheduled SJU Senate Council meetings;
 - (f) meet regularly with Academic Committee;
 - (g) serve on the University of Waterloo Senate when appointed by Senate Council;
 - (h) apply and adhere to University policies, the Academic Staff Association Collective Agreements, and prevailing practice where applicable;
 - (i) demonstrate intellectual and administrative abilities, a devotion to education and research and leadership qualities;
 - (j) demonstrate dedication to the Mission of the University as a public Roman Catholic liberal arts University;
 - (k) create an environment that supports the intellectual life within the University and to maintain the confidence and cooperation of their colleagues;
 - (l) balance the dual role of making independent judgments on overall University matters and representing the faculty members' points of view;
 - (m) be responsible for fostering a free and harmonious environment for academic activity;
 - (n) be responsible for promoting excellence in scholarship, research, and teaching;
 - (o) consult with members of the faculty to understand their views and ideas concerning various aspects of academic operations as well as providing them with adequate information concerning decisions regarding the academic operations;
 - (p) oversee faculty relationships with other units internally and externally to ensure that the relationships are collegial and support the University's overall objectives, and
 - (q) appoint an Associate Dean to assist in administering the University's academic operations.

As Vice President of the University the VPAD will have the additional outlined duties and responsibilities, and in accordance with the Act, the VPAD shall:

- (a) serve as a Member of the Board;
- (b) assist the President in the day-to-day operations of the University, and
- (c) in the absence of the President, perform the function of the President.

5. Term of Office

The VPAD shall be appointed for a term of four (4) years, and reappointment may be offered for a second four (4) year term.

6. The Mandate of the VPAD

The Mandate of the VPAD (the “Mandate”) shall reflect the Duties and Responsibilities provided for in section four (4) herein and shall provide guidance and actional items the VPAD should work to accomplish during the term in keeping with the University’s mission and the objectives outlined by the University’s Strategic Plan.

The President shall present the Mandate to the Board for approval prior to the commencement of the search process.

In preparing the Mandate, the President shall consult with the Board, the VPAD Evaluation Committee (VPADEC) or the VPAD Nominating Committee (VPADNC) (as applicable), Senate Council, senior administration, faculty, staff, students, and graduates, as deemed appropriate by the President.

7. End-of-Term Evaluation of the VPAD

Prior to the end of the VPAD’s first term, an end-of-term evaluation of the VPAD shall be conducted.

Subject to the terms of the VPAD’s contract, the VPAD shall meet with the President to confirm their willingness to be considered for reappointment.

Where the VPAD has indicated an intention not to be reappointed at the end of their first term, the President, in consultation with the Board, may elect not to proceed with an end-of-term evaluation and shall commence the process outlined for a new appointment, below.

Where the VPAD seeks reappointment, the President shall notify the Board of their desire to strike a VPAD Evaluation Committee.

7.1 VPAD Evaluation Committee (“VPADEC”)

The VPADEC shall be tasked with completing a comprehensive end-of-term evaluation of the VPAD which shall conclude with a recommendation to the President and Board whether to reappoint the VPAD to a second term.

7.2 When Constituted

At least twelve (12) months prior to the end of the initial term of the current VPAD. In consultation with the Board, the President shall constitute a VPADEC which shall be charged with undertaking the end-of-term evaluation process outlined herein.

7.3 Composition of the VPADEC

The VPADEC shall be composed of the following individuals who shall be entitled to vote on the decisions of the VPADEC:

- (a) the President (Chair);
- (b) two (2) Members at Large of the Board;
- (c) three (3) full-time faculty members, at least one (1) of whom has tenure, elected by Senate Council;
- (d) one (1) contract academic staff (CAS) member elected by CAS members who have taught a course at SJU in the past year;
- (e) one (1) member of the University's staff elected by staff members of the University, and
- (f) one (1) student of the University as appointed by the Executive of the SJU Students' Union.

The President, in their sole discretion, may elect to fill any vacancy that may arise on the VPADEC. Any vacancy that may arise in the VPADEC shall be filled by another member of the same representative group, provided however, that the President may elect not to fill any vacancy where, in their sole discretion, filling the vacancy is not advisable.

7.4 Role of the Chair of the VPADEC

The President shall be the Chair and a voting member of the VPADEC.

The Chair of the VPADEC shall be the official and only spokesperson of the VPADEC and shall, when appropriate, provide the Board, the University community, and the public with updates on the progress of the VPADEC's work.

7.5 Elements of the End-of Term Evaluation

As part of the end-of-term evaluation, the VPADEC shall consider:

- (a) the VAPD's progress towards achieving the Mandate;
- (b) the VPAD's self-assessment;
- (c) the President's recommendation, and
- (d) and feedback from stakeholders to be consulted in a manner to be determined by the VPADEC.

7.6 Solicitation of Feedback from Stakeholders

The end-of-term evaluation of the VPAD should involve consultation with a wide variety of stakeholders in order to solicit fulsome feedback.

In particular, and without limiting the generality of the foregoing, feedback from the following stakeholders shall be sought in a manner to be determined by the VPADEC:

- (a) Individuals who directly report to the VPAD;
- (b) Members of the Board;
- (c) SJU Faculty;

- (d) SJU Senate Council, which may provide a motion endorsing the reappointment of the VPAD;
- (e) SJU contract academic staff;
- (f) SJU staff;
- (g) SJU students, and
- (h) a selection of other knowledgeable stakeholders representing the broader University of Waterloo community, including individuals from the Faculty of Arts, and the affiliated university colleges.

The feedback received should be provided to the VPADEC in writing and shall be strictly confidential and shall be shared only with the VPADEC and the Board.

7.7 Confirmation of Reappointment

Following the conclusion of the end-of-term evaluation, the VPADEC will determine a recommendation as to whether to reappoint the VPAD to a second term. As the VPAD reports to the President, the final decision regarding the recommendation for the reappointment of the VPAD shall rest with the President. Following which the President will confirm their decision with the Board, and at which point the Board may elect to reappoint the VPAD as Vice President of the University.

7.8 Confidentiality

The VPADEC shall maintain the confidentiality of the end-of-term evaluation process, including, at all times, the obligation to maintain confidentiality over feedback and information received from stakeholders and the incumbent VPAD. All VPADEC members shall ensure that confidential information is not disclosed during or at any time after the end-of-term evaluation process is concluded.

8. Procedures for Appointment of a New VPAD

Where the incumbent VPAD is not reappointed at the end of their first term, if the incumbent has died, resigned or has been removed, or within twelve (12) months of the end of their second term, the President shall, in consultation with the Board, constitute a VPAD Nominating Committee ("VPADNC") to assist in the recruitment of a new VPAD.

8.1 VPAD Nominating Committee ("VPADNC")

The VPADNC shall be charged with assisting the President in recruiting a new VPAD.

8.2 Composition of the VPADNC

The VPADNC shall be composed of the following individuals who shall be entitled to vote on the decisions of the VPADNC:

- (a) the President (Chair);
- (b) two (2) Members at Large of the Board;

- (c) three (3) full-time faculty members, at least one (1) of whom has tenure, elected by Senate Council;
- (d) one (1) contract academic staff (CAS) member elected by CAS members who have taught a course at SJU in the past year;
- (e) one (1) member of the University's staff elected by staff members of the University, and
- (f) one (1) student of the University as appointed by the Executive of the SJU Students' Union.

The VPADNC shall invite the following individuals to consult in the search process, in a manner to be determined by the VPADNC in its sole discretion:

- (a) The Chair of the Board;
- (b) St. Jerome's University Director, Student Affairs.
- (c) One (1) member from Academic Committee selected by Academic Committee, and
- (d) The Dean of the Faculty of Arts or their designate.

The President, in their sole discretion, may elect to fill any vacancy that may arise on the VPADNC. Any vacancy that may arise in the VPADNC shall be filled by another member of the same representative group, provided however, that the President may elect not to fill any vacancy where, in their sole discretion, filling the vacancy is not advisable.

8.3 Role of the Chair of the VPADNC

The President shall be the Chair and a voting member of the VPADNC.

The Chair of the VPADNC shall be the official and only spokesperson of the VPADNC and shall, when appropriate, provide the Board, the University community, and the public with updates on the progress of the VPADNC's work.

8.4 Conflicts

Where any member of the VPADNC seeks to become a candidate for VPAD, the member shall resign from the VPADNC immediately.

In the event of a conflict of interest or a commitment that could compromise a member's judgment of any candidate, the member shall disclose the nature of the conflict to the VPADNC in sufficient detail to enable the VPADNC to determine whether the member shall be removed from the VPADNC. Where the VPADNC is not unanimous in its determination of a conflict that merits the removal of a member, the President shall, in their sole discretion, determine the matter.

8.5 Nomination of a New VPAD

8.5.1 Commencement of Nomination Process

If the incumbent VPAD is not recommended for reappointment at the end of their first term, or if

they are nearing the end of a second term, or if the incumbent has died, resigned or has been removed, the President, in consultation with the Board, shall:

- (a) Strike the VPADNC;
- (b) Establish and approve a budget for the recruitment process, and
- (c) Direct and instruct the Human Resources department to assist in the nomination process as required and directed.

The President may, in consultation with the Board, procure the services of an Executive Search Consultant. The procurement of such services shall be undertaken in discussion with the Human Resources department within the guidelines and policies of the University and in alignment with Executive Search and Human Resources best practice.

8.5.2 Assessment Criteria

The VPADNC shall develop a structure and criteria by which the applications from nominees are assessed and measured, which shall align with the Mandate, the duties and responsibilities of the role outlined above, and other relevant parameters as directed by the President.

The VPADNC shall consider equity and diversity in the assessment and nomination process.

The VPADNC shall value a variety of disciplinary expertise in the nomination process.

8.5.3 Confidentiality

The VPADNC shall maintain the confidentiality of the nomination process, including, at all times, the obligation to maintain confidentiality over candidate applications and information. All VPADNC members shall ensure that confidential information is not disclosed during or at any time after the nomination process is concluded.

The nomination process is open, which provides only that a short list of candidates for the position will be asked to consult with Senate Council, staff, students, and the Board as part of the nomination process.

At all times, the VPADNC and those the VPADNC consults shall be expected to respect the confidentiality of the candidate.

8.5.4 Consultations

The VPADNC shall consult with the Senate Council, University staff, students, and the Board in the VPAD nomination process by arranging for a presentation by those candidates that are short-listed for nomination.

Following the presentation, Senate Council shall be provided with an opportunity for an informal meeting with the candidate.

Senate Council, University staff, students, and the Board will be given the opportunity to provide

feedback to the VPADNC regarding the short-listed candidates following their presentations.

When the VPADNC arrives at a recommendation, the President shall consult with Senate Council by obtaining a motion from Senate Council endorsing or not endorsing the appointment of the candidate selected by the VPADNC.

8.6 Confirmation of Appointment

Following the evaluation of all applications for the position, and submissions from the community, the VPADNC shall present a recommendation for the preferred candidate to the President. As the VPAD reports to the President, the final decision regarding the recommendation for the appointment shall rest with the President. The President will then consult with Senate Council to obtain its motion as outlined above. Following which the President will confirm their decision with the Board, at which point the Board may elect to appoint the VPAD as Vice President of the University.

The President, in consultation with the Board, shall appoint the VPAD or further instruct the VPADNC.

The Chair of the VPADNC shall notify unsuccessful candidates of the Board's determination.

9. Interim Appointments

Where the position of VPAD becomes vacant during a term, howsoever such vacancy is caused, the President shall have the sole discretion to appoint an acting or interim VPAD. Provided, however, that the President shall consult with the Board and Senate Council as to such acting or interim appointment.

The appointment of an acting or interim VPAD shall be for a term only as long as required for the process provided for in section 8 for the appointment of a new VPAD and will normally not exceed a term of two (2) years.

10. Contract Negotiations

The President shall negotiate all terms of the contract for the VPAD, either on reappointment or a new appointment, in consultation with the Chair of the Board, including salary, terms of reference, and work within the University's renewal, tenure and promotion policies with regard to the candidate's consideration for tenure.

The Human Resources department, the University's legal counsel, and the Board Executive Committee will support the President in the negotiation and execution of the employment contract to ensure compliance with University policy, applicable labour law, and government directives.