



**Original Approval Date:** December 11, 2009  
**Most Recent Approval:** December 13, 2024  
**Amended:** n/a

**Parent Policy:** [Recruitment and Selection of Employees Policy \(Recruitment Policy\)](#)

## Vice-Presidential Review Procedure

<b>Office of Administrative Responsibility:</b>	Office of the President
<b>Approving Authority:</b>	Board of Governors

### Purpose

The University of Alberta (“University”) is committed to appointing the best-qualified candidates for its Vice-President employment opportunities and aspires to cultivate a community of **senior administrators** and **employees** supportive of access, belonging, and community, consistent with the mission set out in its Strategic Plan. By incorporating principles and practices that promote merit as well as access, belonging and community into its Vice-President review process, the University aims to foster a workplace that promotes competence and reflects diverse perspectives and addresses barriers faced by **persons historically underrepresented at the University**.

These principles and practices are designed to ensure that access to the University’s employment opportunities is equitable and inclusive by removing employment-related barriers - particularly those based on **protected grounds**. This will require periodic assessment of demographic, intellectual, and other aspects of **diversity** when contemplating a search. Committees must consider any diversity-related issues that exist with respect to the relevant employee group and must consider what steps it may reasonably take to address those issues.

The purpose of this procedure is to outline the steps to assess the performance of an incumbent Vice-President (a “VP”) of the University to determine eligibility and suitability for re-appointment. The review process seeks to ensure a comprehensive evaluation of each VP’s contributions, leadership, and alignment with the University’s goals, while taking into account the differing responsibilities and expectations associated with their roles.

Merit and performance will serve as the primary benchmarks throughout the review process, reflecting the commitment to uphold high standards of leadership and achievement. More specifically, this procedure:

- outlines:
  - the procedures for the election of **Academic Staff** to the Advisory Review Committee (“Committee”) established to review incumbent VPs holding Academic VP Positions;
  - the general review processes for incumbent VPs;
  - the measures for managing conflicts of interest; and
- describes how the recommendations by the Committee or the President to the Board of Governors (the “Board”) are made and considered.

## Definitions

The attached definitions table outlines the terms used in this procedure and any specific rules of interpretation that apply.

## Scope/Application

Compliance with this procedure extends to all academic, support and excluded staff, postdoctoral fellows, and academic colleagues as outlined and defined in the *Recruitment Policy (Appendix A and Appendix B: Definitions and Categories)*.

## Procedure

### 1. REQUEST FOR REVIEW

Incumbent VP’s shall advise the President in writing of their request for consideration of renewal for an additional term (each a “Reappointment Request”). Each Reappointment Request must be received by the President not less than 12 months prior to the end of the incumbent VP’s term. Exceptions to this deadline requirement may be granted at the discretion of the President, acting reasonably.

### 2. ACADEMIC VP POSITIONS

- a. Formation of a Committee: Within 45 days of receipt of a Reappointment Request from an incumbent VP holding an Academic VP Position, the President shall establish a Committee in accordance with the following procedures. The Office of the President is responsible for:
  - i. drawing together the Committee;
  - ii. to the extent possible, ensuring that Committee membership is inclusive of persons historically under-represented broad demographic and diversity;
  - iii. where necessary, appointing an additional member in consultation with the comprised Committee to ensure diversity (see the *Vice-Presidential Search and Review Procedures Appendix A*);
  - iv. making Committee members aware of their obligations under applicable University policy, in particular, the *Discrimination, Harassment and Duty to*

*Accommodate Policy*, and the **Action Plan**, all as may be amended from time to time; and

- v. providing Committee members with applicable resources, including but not limited to training offered by the Disclosure, Assurance and Institutional Research and Human Resource Services (HRS). Committee members are responsible for awareness of **equity**, anti-discrimination and bias, and knowledge of relevant policies and procedures.
- b. Composition of a Committee: The rules governing the composition of Committees are set out in *Vice-Presidential Search and Review Procedures Appendix A: Committees for Vice-Presidents Position Definitions and Eligibility*.
- c. General Responsibilities of Committee Members: Committee members are responsible for familiarizing themselves with:
  - i. the requirements of the position in question;
  - ii. principles and practices that promote access, belonging and community;
  - iii. concepts of bias awareness, and discrimination; and
  - iv. the obligations under applicable University policies and statements, in particular, the Discrimination, Harassment and *Duty to Accommodate Policy*, the **University's Employment Equity Statement** and the Action Plan, all as may be amended from time to time.

Committee members shall abide by the *Ethical Conduct and Safe Disclosure Policy*, in particular, with respect to management of **conflict** throughout the VP review process.

- d. Procedure for the Election of Committee Members: Elections for Committee members will be managed by the Office of the University Secretary using a process that is fair and transparent. The electorate for any such elections consists of the elected faculty representatives who serve on GFC on a "representation by population" basis and the academic staff representatives appointed to serve on GFC.
- e. Input and Consultation:
  - i. The University community will be canvassed by the Committee for their views on:
    - 1. the characteristics desirable in the incumbent VP being reviewed;
    - 2. the priorities of the particular VP portfolio;
    - 3. current issues and future directions of the particular VP portfolio;
    - 4. leadership qualities; and
    - 5. consideration of equity and the demographic diversity of the senior administrative team.

Input from the University community will normally be sought through targeted methods to bring the review to the attention of all Academic Staff, non-academic staff, and students. Staff in the current portfolio will also be asked for their input. When input from the internal community is sought, a position description and/or a position profile will be included.

- ii. The Committee may also wish to seek input from external communities.
- iii. The Committee shall seek input specifically from groups not represented among Committee membership. Committee members may bring perspectives from their constituencies to the attention of the Committee.

f. Confidentiality and Committee Practice:

- i. Each Committee may identify certain aspects of their discussions as appropriate for public discussion.
- ii. The President should ensure that the Committee:
  - 1. documents practices for ensuring the fair and equitable assessment of the incumbent VP; and
  - 2. makes evaluations supported by evidence and that the incumbent VP's strengths and weaknesses are evaluated fairly and consistently.

g. Recommendation:

- i. The Committee will compile a report summarizing the findings of the review. This report will include both qualitative and quantitative assessments of the incumbent VP's performance and the Committee shall deliver such report to the President.
- ii. The President will review the Committee's findings and make a formal recommendation regarding reappointment to the Board Human Resources and Compensation Committee ("BHRCC"). The recommendation may be:
  - 1. **Re-appointment for an additional term:** If the incumbent VP has performed satisfactorily and demonstrated continued value to the University.
  - 2. **No-reappointment:** If the incumbent VP's performance is deemed unsatisfactory or misaligned with the University's future goals.
- iii. Upon receiving the President's recommendation, the BHRCC will conduct its own review of the recommendation and the accompanying report.
  - 1. **If the BHRCC accepts the President's recommendation:**
    - a. *for reappointment:* The BHRCC will recommend to the Board that the incumbent VP be reappointed for a subsequent term, as

determined by the Board and in alignment with applicable University policies.

- b. *for no reappointment*: The incumbent VP will be informed of the decision not to renew the appointment, and a transition plan will be established to manage the search for a successor.

**2. If the BHRCC rejects the President's recommendation:**

a. *in the case of a rejected reappointment recommendation*:

- i. If the President recommends reappointment, but the BHRCC does not accept it, the BHRCC must provide the President with written reasons for its decision.
- ii. The BHRCC and the President will engage in discussions to explore alternative recommendations (e.g., extending the review period, setting performance benchmarks for a limited-term re-appointment, or initiating a search for a new candidate).
- iii. The incumbent VP will be informed of the decision, and the University will initiate an appropriate transition strategy (if necessary).

b. *in the case of a rejected no-reappointment recommendation*:

- i. If the President recommends no reappointment, but the BHRCC disagrees, the BHRCC may instruct the President to reconsider their recommendation or extend the incumbent VP's term temporarily to allow for further review.
- ii. The BHRCC's decision will be final after consultation with the President.

- iv. In the event that the BHRCC makes a recommendation to the Board that the incumbent VP be reappointed for a subsequent term, the process for consideration of a recommendation set out at sub-section 2.g.iii. shall also be applied by the Board with such modifications as are necessary to appropriately reflect its application by the Board. Any references to the BHRCC shall be read as references to the Board, and adjustments may be made where required to ensure the process aligns with the Board's role and responsibilities.

**3. NON-ACADEMIC VP POSITIONS**

- a. *Assessment by the President*: Within a reasonable period of time following receipt of a Reappointment Request from an incumbent VP holding a Non-Academic VP Position, the President will conduct an assessment of such VP's performance and, based on this evaluation, will make a recommendation to the BHRCC regarding the potential

re-appointment. This process will consider such VP's contributions to the University's strategic goals and overall effectiveness in their role. The final decision on re-appointment will rest with the Board. The President may conduct such consultations as they deem necessary or appropriate in connection with the assessment of the VP for potential re-appointment.

- b. Recommendation: BHRCC and the Board will consider the recommendation of the President and make their respective decisions in accordance with the process set out at sub-sections 2.g.iii. and iv.

#### 4. COMPENSATION AND BENEFITS

In making their recommendation to BHRCC, whether pursuant to sub-section 2.g.ii. or 3.a., the President, after consulting with the Board Chair and the Chair of the BHRCC, will also make a recommendation regarding the compensation and benefits with respect to the reappointment.

#### 5. CONFLICTS OF INTEREST

- a. Any person engaged in making a recommendation or decision pursuant to this procedure must consider potential conflicts of interest. To this end, Committee members will be asked to complete conflict of interest declarations, and any identified real or perceived conflicts of interest must be managed in accordance with the University's *Conflict Policy* and its associated procedures, subject to sub-section 5.b.
- b. Where a conflict within a Committee can be managed, the President shall be notified and the management of it shall be approved by the President, in consultation with Faculty Relations. Where a conflict within a Committee cannot be managed to the satisfaction of the President, the nominee may be disqualified and replaced in accordance with sub-section 2.a.iii.

#### 6. TIMELINES FOR THE REVIEW PROCESS

- a. Notification: Not less than 12 months prior to the end of the incumbent VP's term.
- b. Formation of a Committee:<sup>1</sup> Within 45 days of notification.
- c. Completion of Committee Consultations and Deliberations: Within 60 days of the formation of the Committee.
- d. Submission of the Report of the Committee: Within 90 days of the formation of the Committee.
- e. Submission of the Recommendation of the President:
  - i. Within 120 days of the formation of the Committee for a VP holding an Academic VP Position; or
  - ii. Within 60 days of notification for a VP holding a Non-Academic VP Position.

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<sup>1</sup> For Academic VPs

The President may, in their sole discretion, acting reasonably, adjust the prescribed timelines for completing the VP review process.

## Definitions

<i>Any definitions listed here apply to this policy document only with no implied or intended institution-wide use.</i>	
<b>Academic Staff</b>	A member of the Academic Staff, as set out in Category A of the <i>Recruitment Policy (Appendix A) Definitions and Categories of Academic Staff, Postdoctoral Fellows, Academic Colleagues and Excluded Academic Staff</i> .
<b>Academic VP Position</b>	Provost and Vice-President (Academic) Vice-President (Research and Innovation) Vice-President (International and Enterprise)
<b>Action Plan</b>	The then current action plan prepared and released by the Office of the Vice-Provost, Access, Belonging and Community.
<b>Conflict</b>	Conflict of interest, conflict of commitment, or institutional conflict as defined in the University of Alberta Conflict Policy – Conflict of Interest and Commitment and Institutional Conflict Policy.
<b>Diversity</b>	In the context of this policy, diversity refers to the demographic and identity difference and variety within the University’s workforce, including that based on the protected grounds. More broadly, within the University, diversity also encompasses difference or variety in education, ideas, perspectives, opinions, heuristics, disciplines, methodologies, epistemologies, faculties, skills, and learning opportunities.
<b>Employee(s)</b>	A person employed by the University and defined under <i>Recruitment Policy (Appendix A) Definition and Categories of Academic Staff, Postdoctoral Fellows, Academic Colleagues and Excluded Academic Staff</i> or the <i>Recruitment Policy (Appendix B) Definition and Categories of Support Staff</i> .
<b>Equity/Equitable</b>	In the context of this policy, equity is about fair access to employment and the opportunity to succeed in this domain. Employment equity principles, policies, and practices promote or facilitate access, representation, opportunities, and meaningful participation of persons historically under-represented.
<b>Non-Academic VP Position</b>	Vice-President (University Services, Operations and Finance) Vice-President (External Relations)

<b>Persons historically under-represented</b>	Women, Indigenous persons (First Nations, Métis, Inuit), members of visible minority groups, persons with disabilities, persons who identify with under-represented sexual orientations, gender identity or expression.
<b>Protected Grounds</b>	Refers to those grounds set out and defined in the Alberta Human Rights Act and in the University’s Discrimination, Harassment and Duty to Accommodate Policy (UAPPOL) which are: race, religious beliefs, colour, gender, gender identity, gender expression, physical disability, mental disability, age, ancestry, place of origin, marital status, source of income, family status, sexual orientations or political beliefs.
<b>Senior Administrators</b>	President, Vice-Presidents, Deputy Provosts, Associate Vice-Presidents, Vice-Provosts, Deans, Directors and Chairs.
<b>University Employment Equity Statement</b>	“The University of Alberta is committed to an equitable, diverse, and inclusive workforce. We welcome applications from all qualified persons. We encourage women; First Nations, Métis and Inuit; members of visible minority groups; persons with disabilities; persons of any sexual orientations or gender identity and expression; and all those who may contribute to the further diversification of ideas and the University to apply.”

**Related Policy Documents (UAPPOL)**

- [Discrimination, Harassment and Duty to Accommodate Policy](#)
- [Recruitment Policy \(Appendix A\) Definition and Categories of Academic Staff, Postdoctoral Fellows, Academic Colleagues and Excluded Academic Staff](#)
- [Vice-Presidential Search and Review Procedures Appendix A: Committees for Vice-Presidents Position Definitions and Eligibility](#)

*For questions surrounding policy document interpretation or implementation, please contact the Office of Administrative Responsibility.*

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