



**Procedures for the Search,  
Appointment, and Re-appointment of  
the President and Vice-Chancellor**

**University Policy No.:** GV0300  
**Classification:** Governance  
**Approving Authority:** Board of Governors  
**Effective Date:** May 2018  
**Supersedes:** July 2013  
**Last Editorial Change:** December 2020  
**Mandated Review:** May 2025

**Associated Procedures:**

[Procedures for Interim Executive Appointments](#)

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**PURPOSE**

- 1.00 Under sections 27(2) (f) and (g) of the *University Act*, the Board of Governors shall with the approval of Senate establish procedures for the recommendation and selection of the President and shall subsequently appoint the President. The following procedures determine the method by which the Board of Governors carries out that responsibility.

**PROCEDURES**

- 2.00 The normal length of a President's term is five years. When the Board receives notice that the position of President is vacant or will become so within 18 months, the Board will immediately notify all members of the university community and will arrange to convene an Appointment Committee. If necessary, the Board will appoint an Acting President to serve until such time as the new appointee takes office.

**Composition and Responsibilities of the Appointment Committee**

- 3.00 The University of Victoria is committed to equity and diversity. When establishing the Appointment Committee, constituencies should encourage a diverse representation from the university community including women, persons with disabilities, visible minorities, Indigenous peoples, people of all sexual orientations and gender identities and expressions, and others who may contribute to the further diversification of the University.
- 4.00 Given the Appointment Committee's responsibilities, it is desirable that elected committee members have knowledge of the university's governance and the nature of the President's role, demonstrated by experience such as service on the Senate, the Board of Governors, and/or university committees chaired by the President.
- 5.00 When striking the Appointment Committee, the University Secretary's Office will remind nominating bodies (in the call for nominations and in other communications):
- (a) to take steps to achieve diverse representation as called for in section 3.00;
  - and

- (b) of the desirability that Appointment Committee members be knowledgeable about the university's governance and the President's role, as set out in section 4.00.

6.00 The Appointment Committee (hereinafter referred to as "the Committee") shall be constituted as follows:

- (1) Chancellor
- (1) Chair of the Board of Governors
- (3) Members of the Board of Governors appointed by the Chair, two of whom will be members appointed by order in council and the third will be the member elected by the employees of the university
- (1) Nominee of the University of Victoria Students' Society
- (1) Nominee of the University of Victoria Graduate Students' Society
- (1) Vice-President elected by the Vice-Presidents
- (1) Dean of a faculty elected by the Deans
- (9) One Faculty member elected by and from each faculty other than the Faculty of Graduate Studies
- (1) Member of the Senate elected by and from the Senate
- (1) President of the Alumni Association or their nominee

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6.01 The Chair of the Committee shall be the Chair of the Board of Governors.

6.02 The Secretary of the Committee shall be the Secretary of the Board of Governors.

6.03 Where possible, alternates will be identified who may be asked to serve when a member needs to resign from the committee before it begins to interview candidates. Alternates cannot be added after this point as each member of the committee must be in a position to weigh the merits of each candidate prior to making a recommendation.

7.00 Deliberations of the Committee are confidential. The Committee shall keep a confidential summary record of its decisions and actions. Deliberations of the Committee concerning candidates including the incumbent shall not be recorded.

7.01 Only the Chair (or designate) may speak on behalf of the Committee.

7.02 A member of the Committee who has breached confidentiality shall be subject to sanction by the Chair, potentially including dismissal from the committee and forfeiture of constituency representation. Members of the Committee should respond to general questions on the Committee's progress by referencing procedural decisions of the Committee as recorded in the confidential summary record. At no point is it appropriate to reference opinions voiced at meetings.

- 8.00 Documentation received by the Committee during its deliberations is confidential. Personal information is managed and protected in accordance with the *Freedom of Information and Protection of Privacy Act*.
- 9.00 Members of the Committee shall be responsible for seeking information from their constituencies and keeping them advised of the process.
- 10.00 The Committee shall make regular reports on its progress to Senate and the Board of Governors.
- 11.00 The Committee shall discuss its Terms of Reference as approved by the Board of Governors.
- 12.00 The Committee shall acquaint itself with the requirements of the presidency through discussion and by meeting with the incumbent and others as needed and shall then establish criteria on which the candidates will be judged.
- 13.00 The Committee Chair shall determine if the incumbent wishes a further term; if so, the Committee shall proceed as outlined under section 16.00 of these Procedures.
- 14.00 After the appointment or reappointment is made, the Committee shall meet to evaluate the process and file a report with Senate and the Board of Governors, with recommendations for revisions to these procedures if necessary.

#### **Search Procedures of the Committee**

- 15.00 The Committee shall proceed as follows:
  - 15.01 During the search and selection process, the Committee should acquaint itself with human rights requirements and university equity and diversity policies, include equity issues in its consideration of criteria for the position, and take steps to widen the pool of qualified applicants to include women, persons with disabilities, visible minorities, Indigenous people, people of all sexual orientations and gender identities and expressions, and others who may contribute to the further diversification of the University. Postings for the positions, both internal and external shall include the current equity statement. The Committee should familiarize itself with best practices for conducting fair and equitable search processes.
  - 15.02 If an incumbent President does not wish to be considered, or if after completing the review under section 16.00 the Committee determines not to recommend the incumbent for a further term, the Committee shall invite members of the university community to suggest possible candidates and shall advertise the position. The Committee Chair may engage a search consultant to assist in the search.
  - 15.03 The Committee shall not normally give any substantive consideration to the suitability of any person for the position unless the Committee shall have received clear evidence that that person has agreed to be considered as a candidate by the Committee.

- 15.04 The Committee shall gather relevant information about the candidates and normally shall develop a long short list and conduct confidential interviews with these candidates as well as check references and other sources of information.
- 15.05 The Committee shall then select a short list of not more than four candidates. It shall arrange for those candidates to meet with the Board of Governors, Vice Presidents, Deans and University Librarian, Associate Vice-Presidents and Chief Information Officer, and any others deemed appropriate by the Committee in light of the candidates' schedules, the requirement for confidentiality, and any need for additional input to inform the Committee's deliberations.
- 15.06 In the case of an external candidate, the Committee shall consult the relevant departmental Appointments Committee and the Faculty Advisory Committee about the proposed academic appointment.
- 15.07 The Chair (or designate) or the search consultant shall contact references in confidence. Information provided in references shall be summarized and forwarded to the Committee in anonymous form, unless the Chair decides to seek one or more references' permission to attribute their comments to them by name or position when the comments are shared in confidence with the Committee.
- 15.08 The Committee shall reach a decision on a recommendation to the Board of Governors by simple majority vote.
- 15.09 The Committee shall meet with the Board of Governors and present its report. The report shall contain a recommendation for action and shall include a rationale for the Committee's choice.

#### **Reappointment Procedures of the Committee**

- 16.00 If, after reviewing the criteria established for the position, the incumbent elects to stand for a consecutive term, the Committee shall determine whether or not to recommend the appointment by performing the following steps:
- 16.01 The past performance of the incumbent shall be assessed in the context of the future direction of the institution. Material to be examined by the Committee shall include:
- an updated curriculum vitae;
  - the criteria established as part of the search process;
  - the criteria and objectives established for the President at the time of the first appointment;
  - the evaluations carried out by the Board of Governors;
  - any goals and objectives set by the Board of Governors for the incumbent;
  - references provided in accordance with section 16.07; and
  - the results of consultation with individuals and constituency groups.

In addition, the incumbent shall be invited by the Committee to provide a self-assessment which should include a statement of past and projected

stewardship in the context of the criteria established for continuation in the position.

- 16.02 When the incumbent advises the Committee of an intention to seek reappointment, the Committee shall determine the timing of secret ballots of the regular faculty and the regular staff on the acceptability of the incumbent for reappointment. The ballots may be conducted either prior to proceeding with the Presidential assessment or once the assessment has been completed. In either case, the Committee shall provide as much information as possible to allow for an informed opinion, including the criteria established under section 12.00, the incumbent's curriculum vitae, and other relevant documentation. The Committee shall remind those voting that the secret ballots are intended to help inform the Committee's recommendation and are not a ratification vote. The results for each of the two groups shall be reported in confidence to the Committee and to the incumbent. The incumbent will be given the option of making a public presentation to the university community prior to the Committee conducting the ballots.
- 16.03 Under normal circumstances, a review should take no longer than two months. During the period of the assessment, care must be taken by the Committee to ensure that the ability of the incumbent to discharge the duties and responsibilities of the position is not undermined by the process. It should be carried out thoroughly, but expeditiously.
- 16.04 At a minimum, the incumbent must be advised of: the measures to be used under section 16.01 for assessment; the individuals and constituency groups the Committee plans to consult; and the schedule for each stage of the process.
- 16.05 The Committee shall gather relevant information about the incumbent from the individuals reporting to the incumbent as well as constituency groups on campus; also, the campus and general community should be encouraged to approach members of the Committee in confidence. All information gathered or received should be solicited in the context of the criteria established for continuation in the position and should be provided by Committee members to the Committee or to the Committee Chair or Secretary in context.
- 16.06 Written submissions intended for the Committee shall be given to the Secretary of the Committee for dissemination to the Committee. Submissions will normally be forwarded to the Committee with the author's name. In exceptional circumstances, an author's name may be withheld if they so request and the Chair determines that there are appropriate grounds for doing so.
- 16.07 The Chair (or designate) shall contact references in confidence from a reference list developed in consultation with the incumbent. Information provided in references shall be summarized and forwarded to the Committee in anonymous form, unless the Chair decides to seek one or more references' permission to attribute their comments to them by name or position when the comments are shared in confidence with the Committee.

- 16.08 When all relevant information, including the result of the secret ballot, has been received, the Committee shall schedule an interview with the incumbent. Prior to the interview, the incumbent shall be given the results of the secret ballots.
- 16.09 The Committee shall review all evidence and reach a decision on a recommendation to the Board of Governors on reappointment by simple majority vote.
- 16.10 The Committee shall meet with the Board of Governors and present its report on the reappointment process. The report shall contain a recommendation for action and shall include a rationale for that recommendation. If the Board decides to offer reappointment to the incumbent and the incumbent accepts the reappointment, the results of the secret ballot shall be published.
- 16.11 Once the Board has approved the reappointment, and the incumbent has accepted, there shall be a meeting between the Chair of the Board, the Chancellor, and the President to discuss any issues arising from the reappointment process as they relate to the mandate for the next term.

#### **AUTHORITIES AND OFFICERS**

Approving Authority: Board of Governors

Designated Executive Officer: Chair of the Board of Governors

#### **RELEVANT LEGISLATION**

[\*University Act\*](#)

[\*Freedom of Information and Protection of Privacy Act\*](#)

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## Procedures for Interim Executive Appointments

**Procedural Authority:** Board of Governors    **Effective date:** October 2017  
**Procedural Officer:** President                    **Supersedes:** November 2016  
**Last Editorial Change:** March 2021

### Parent Policies:

[University of Victoria Procedures for the Search, Appointment, or Reappointment of the President and Vice-Chancellor \(GV0300\)](#)

[University of Victoria Procedures for the Appointment and Reappointment of the Vice-President Academic and Provost \(GV0305\)](#)

[University of Victoria Procedures for the Appointment and Reappointment of the Vice-President Research and Innovation \(GV0310\)](#)

[University of Victoria Procedures for the Appointment and Reappointment of the Vice-President Finance and Operations \(GV0315\)](#)

[University of Victoria Procedures for the Appointment and Reappointment of the Vice-President External Relations \(GV0320\)](#)

[University of Victoria Procedures for the Appointment of the University Secretary \(Registrar\) \(GV0325\)](#)

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### PURPOSE

- 1.00. To assign decision making authority and operational responsibility when the University President, a Vice-President, or the University Secretary is unable to fulfill their responsibilities due to illness, vacation, absence or other events.

### DEFINITIONS

- 2.00. For the purposes of these Procedures:

**“Interim Executive Officer”** means an individual who has been appointed to fulfill the decision making functions and duties of an Executive during a planned or unplanned absence of up to three months, where the incumbent retains the position and yet is unable to fulfill their responsibilities and duties.

**“Executive”** means the President, the Vice-Presidents and the University Secretary, as per s. 8 of the Procedures of the Board;

## **JURISDICTION**

3.00. Under the *University Act*, s. 27(2), the Board has the power:

*(f) with the approval of the senate, to establish procedures for the recommendation and selection of candidates for president, deans, librarians, registrar and other senior academic administrators as the board may designate;*

*(g) subject to section 28, to appoint the president of the university, deans of all faculties, the librarian, the registrar, the bursar, the professors, associate professors, assistant professors, lecturers, instructors and other members of the teaching staff of the university, and the officers and employees the board considers necessary for the purpose of the university, and to set their salaries or remuneration, and to define their duties and their tenure of office or employment;*

*(h) if the president is absent or unable to act, or if there is a vacancy in that office, to appoint an acting president;*

4.00. In the Procedures of the Board, s. 11, the Board delegated to the President or the appropriate Vice-President its authority to make appointments to all positions except the President, Vice-Presidents, University Secretary and Director of Internal Audit.

5.00. The Presidential Appointment Procedures state in s. 2.00: "*If necessary, the Board will appoint an acting President...*"

6.00. The vice-presidential appointment procedures state in s. 2.00: "*If necessary, the Board will appoint an acting Vice-President ...*"

7.00. The University Secretary appointment procedure states in s. 2.00: "*If necessary, the Board will appoint an Acting University Secretary...*"

## **SCOPE**

8.00. This Procedure applies to all members of the Executive.

## **PROCEDURES**

9.00. When a member of the Executive is, or is going to be, unable to fulfill their responsibilities due to illness, vacation, absence or other events, an Interim Executive Officer will be named. Normally, the Interim Executive Officer will be named prior to the departure of the incumbent.

9.01 In the case of the President:

- (a) the Vice-President Academic and Provost will be named as Interim President;



- (b) If the Vice-President Academic and Provost is unable to serve as Interim President, then the Vice-President Research and Innovation will be named as Interim President;
- (c) If the Vice-President Research and Innovation is unable to serve as Interim President, then the Vice-President Finance and Operations will be named as Interim President; and
- (d) If the Vice-President Finance and Operations is unable to serve as Interim President, then the Vice-President External Relations will be named as Interim President.

9.02 In the case of a Vice-President or the University Secretary, the President will approve the Interim Executive Officer appointment.

9.03 If the President becomes incapacitated, the Board Chair will approve the appointment of an Interim President after consulting with the Board Vice-Chair. This appointment is subject to ratification by the Board of Governors at the earliest opportunity.

10.00. As Interim Executive Officer, the appointed individual takes on the decision making functions and authorities of the incumbent. It is the responsibility of the office of the Executive to ensure compliance with university policy, procedures and processes when granting delegation of authority (such as signing authority).

11.00. Interim Executive Officer appointments may be made for up to three months. In cases where an appointment is needed for more than three months, the procedures for appointing an Acting Executive as per the relevant policies and procedures will apply – see sections 5.00 to 7.00 above.

12.00. Interim Executive Officer appointments will ordinarily occur as a result of vacation coverage or other short term absences and will therefore **not** attract additional compensation. In the extraordinary circumstances where a longer term appointment is necessary:

- a. the Interim Executive Officer may be compensated in accordance with the compensation plan and salary range associated with the Executive position,
- b. such compensation to be approved by:
  - i. the President for individuals appointed as Interim Executive Officers, other than the President;
  - ii. the Board Chair for individuals appointed as interim President.

- 13.00. The office of the Executive who will be or is absent will, as appropriate, inform other offices and bodies within and (if applicable) outside the university of the Interim Executive Officer appointment.

#### **RELEVANT LEGISLATION**

[University Act, RSBC 1996, c 468.](#)

#### **RELATED POLICIES AND DOCUMENTS**

[University of Victoria Procedures of the Board \(2015\)](#)

[University of Victoria Procedures for the Search, Appointment, or Reappointment of the President and Vice-Chancellor \(GV0300\)](#)

[University of Victoria Procedures for the Appointment and Reappointment of the Vice-President Academic and Provost \(GV0305\)](#)

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