

5.4

Review and Reappointment of Academic Administrators

Post-secondary institutions should establish procedures for the regular performance evaluation of academic administrators, providing for collegial participation appropriate to the position. Academic staff associations should negotiate strong collective agreement provisions for collegial review and reappointment processes that include the right of academic staff to participate in review and reappointment committees. All academic staff should be informed of and given opportunities to provide input during these processes.

For President and Vice-President (Academic) review, all members of the board and senate should be solicited for input. Procedures and criteria for the review of administrators' performance should be developed with input from:

- academic staff
- students
- non-academic staff
- the academic staff association

Procedures and criteria should be articulated in collective agreement-compliant policies approved by both the senate and board. Criteria should include demonstrated success in supporting sound, collegial governance.

Review procedures should include provisions for removing an administrator from their administrative role before completion of their normal term for reasons of just cause (among others: gross misconduct, harassment, interference with academic freedom). If administrators hold concurrent academic appointments, these should be viewed separately, under the same provisions and with the same protections that apply to all academic staff.¹

Reappointment should follow a comprehensive review process that is open, transparent and allows for the effective involvement of academic staff as well as students and non-academic staff.

The President and the Vice-President (Academic) should be reappointed only with the approval of both the senate and the board, in an open and transparent process.

A reappointment should be made on the recommendation of a reappointment committee, which should be a joint committee of the board and senate and include effective representation of academic staff as well as student and non-academic staff.

Checklist: Review and Reappointment

Criteria	Comments
Institution has formal policy and procedures for annual review of the performance of all academic administrators, up to and including the President.	
The key requirements of policy and procedures have been negotiated by or have the approval of the academic staff association and are incorporated in the collective agreement.	
Policy, procedures and criteria were established collegially and are approved by both the board and senate.	
Policy and procedures are subject to regular open review, as part of the normal policy and procedure review cycle.	
Policy and procedures are readily available on the institution website.	
Reappointment processes are initiated 12 to 18 months before the end of the appointment, providing enough time for a thorough review and for a new search process, should reappointment not be granted.	
Review committees include effective representation of academic staff, non-	

academic staff and students, selected by the members of each group.	
Review of President and Vice-President (Academic) provides for effective input by all board members and senators.	
All academic staff members are informed of and can provide input during the review of the President and Vice-President (Academic). For other academic administrator positions, such as dean, all members of the relevant faculty or unit are provided with this opportunity.	
Procedures for the review and reappointment of library administrators are the same as those used in the other faculties and units of the institution.	
Review criteria for President and Vice-President (Academic) includes fostering of shared governance.	
Reappointment committees for President and Vice-President (Academic) are joint senate-board committees.	
Reappointment requires recommendation of reappointment committee.	

Checklist: Early Review and Removal

Criteria	Comments
Policy and procedures include provision for just cause removal of an administrator before completion of their term.	

Policy and procedures have been negotiated by or have the approval of the academic staff association and are incorporated in the collective agreement.	
Early review of administrators has no bearing on concurrent academic appointments held by administrators.	
Administrators with concurrent academic appointments enjoy the same contractual provisions for tenure and academic freedom as all academic staff.	
Procedures allow for informal resolution of conflicts before formal review is initiated.	
Formal review may be suspended if an informal resolution is achieved.	
Procedures provide for meaningful input from all affected parties.	

¹ For more information, see the CAUT policy statements on [Academic Administrators Outside the Bargaining Unit](#), [Academic Freedom for Academic Administrators](#), and [Early Review of an Academic Administrator's Performance](#), as well as the [Guidelines for the Appointment and Review of Library Administrators Outside the Bargaining Unit](#).