



Original Approval Date: December 11, 2009  
Most Recent Approval: June 14, 2024  
Editorial Amendments: n/a

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

## Vice-Presidential Search Procedure

Office of Administrative Responsibility:	Office of the President
Approving Authority:	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 achieve an **equitable, diverse** and **inclusive** community of **senior administrators** and **employees** consistent with the mission set out in its Strategic Plan for Equity, Diversity and Inclusivity ("EDI Strategic Plan"). By adopting EDI principles and practices into its Vice-Presidential search process, the University hopes to achieve diversity in the workplace and correct employment disadvantages experienced by **persons historically under-represented 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:

- establish a Vice-President ("VP") Advisory Search Committee ("Committee") and set out the composition of the Committee
- outline the election procedures for the academic staff members to the Committee
- provide information about the general Vice-President search process
- outline measures for management of **conflict**
- describe how the recommendations to the President and the Board are made and considered.

## Definitions

A definitions table is included in a subsequent section of this document.

## Scope/Application

Compliance with this policy document 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. VP ADVISORY SEARCH COMMITTEES

- a. A Committee for the relevant vice-presidential position shall be established. The rules governing the composition of committees for the following positions are set out in Vice-Presidential Search and Review Procedures Appendix A: Committees for Vice-Presidents Position Definitions and Eligibility.
  - i. Provost and Vice-President (Academic)
  - ii. Vice-President (External Relations)
  - iii. Vice-President (University Services, Operations and Finance)
  - iv. Vice-President (International & Enterprise)
  - v. Vice-President (Research & Innovation)
- b. The Office of the President is responsible for:
  - drawing together the Committee
  - to the extent possible, ensuring that Committee membership is inclusive of persons historically under-represented
  - 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*)
  - ensuring that the Committee positions are properly replenished
  - making Committee members aware of their obligations under applicable University policy, the **University's Employment Equity Statement** and the *Discrimination, Harassment and Duty to Accommodate Policy*, and the *EDI Strategic Plan* all as may be amended from time to time
  - providing Committee members with applicable resources, including but not limited to training offered by 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.

- c. Committee members are responsible for familiarizing themselves with
  - the principles of equity, diversity and inclusivity
  - concepts of bias awareness, and discrimination
  - 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 EDI Strategic Plan all as may be amended from time to time.
  - Members shall abide by the Statement of Ethical Conduct, in particular, with respect to management of conflict throughout the process.

## 2. ELECTION PROCEDURES FOR ACADEMIC STAFF MEMBERS OF ADVISORY SEARCH COMMITTEE

### a. ELECTION OF NOMINEES

- i. Elections will be managed by the GFC Secretary (or their delegate) using a process that is fair and transparent.
- ii. Committee composition is set out in the Vice-Presidential Search and Review Procedures Appendix A.

### b. ELECTORATE

The electorate consists of the elected faculty representatives who sit on GFC on a "representation by population" basis and the appointed Academic Staff representatives.

## 3. VICE-PRESIDENT SEARCH PROCESS

### a. Conflict of Interest

- i. All Committee members should consider potential conflicts of interest. 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.
- ii. Conflicts will be reviewed throughout the process as situations may arise that are related to the applicant pool.
- iii. Where a conflict can be managed, the chair shall be notified and the management of it shall be approved by the President, in consultation with Faculty Relations.
- iv. Where a conflict cannot be managed to the satisfaction of the chair and President, the nominee may be disqualified and replaced through 2(a) as defined above.

b. Consultant

- i. The President may retain a search consultant and may seek advice from the Committee with respect to retaining a consultant.
- ii. The consultant should demonstrate expertise in principles of equity, diversity and inclusivity and the same should be reflected in their own organization. The requirement for this expertise should be included in the advertisement.
- iii. The consultant will agree to conduct their search with goals of attracting the best-qualified candidates and achieving an equitable, diverse and inclusive community of senior administrators.

c. Advertisement

- i. Any advertisement for a Vice-President position will:
  1. describe the required qualifications, skills, abilities, competencies and credentials in an objective, equitable and inclusive way
  2. follow the spirit of the requirements set out in the Academic Staff Posting and Advertising Procedure
  3. appear simultaneously or later than postings on University of Alberta Careers website.
- ii. Efforts should be made to advertise in media accessed by persons historically under-represented at the University.
- iii. The advertisement will normally include a deadline or target date for receipt of applications/nominations and may note that a search may continue past a deadline, until the position is filled.

d. Input from the Community

- i. The University community will be canvassed for their views on:
  - The characteristics desirable in the Vice-President being selected;
  - The skills, competencies, experiences, and credentials;
  - The priorities of that vice-presidential portfolio;
  - Current issues and future directions of the portfolio;
  - Leadership qualities; and
  - The demographic diversity of the senior administrative team.
- ii. Input from the University community will include a position description and/or position profile and will normally be sought through targeted methods to bring the search to the attention of all employees and students.

- iii. The Committee may also wish to seek input from external communities and to the extent possible, from persons historically under-represented at the University.
  - iv. The Committee shall seek input specifically from groups not represented among Committee membership. Committee members may bring perspectives from their constituencies.
- e. Confidentiality
  - i. Each Committee may identify certain aspects of their discussions as appropriate for public discussion; however, discussion of candidates is confidential.
- f. Considerations
  - i. At its pre-interview meetings, the Committee will normally consider the following:
    - 1. principles of equity, diversity and inclusion and the University's mission set out in its EDI Strategic Plan, as may be amended from time to time
    - 2. Confidentiality
    - 3. Handling records and FOIPP-related issues
    - 4. Procedural matters and Terms of Reference
    - 5. Attendance
    - 6. The advertisement, position description and profile
    - 7. Key issues related to the portfolio;
    - 8. All resumes and applications, with advice on who should be interviewed;
    - 9. Input from the community and portfolio staff, especially from groups not represented in the Committee;
    - 10. Interview process (including fulfilling the University's Duty to Accommodate Procedure), and questions.
    - 11. The need to manage conflict of interest throughout the process.
  - ii. The Committee will establish the required qualifications, skills, abilities, competencies and credentials for the Vice-President position in an objective, equitable and inclusive way.
  - iii. The Committee should have regard to inclusive and explicit criteria for the Vice-President position in reviewing and evaluating applications.
  - iv. The President should:
    - ensure the Committee documents practices for ensuring the fair and equitable assessment of candidates

- employs fair, equitable and inclusive indicators for determining the best-qualified candidate
  - ensure that Committee evaluations are supported by evidence and that each candidate's strengths and weaknesses are evaluated fairly and consistently.
- v. All candidates selected for an interview should be provided with a common set of instructions, including relevant expectations, protocols, and evaluation criteria.
  - vi. Where the candidate is from outside the University and is also seeking an academic staff appointment, the Committee shall request that the relevant Academic Staff advisory selection committee make the recommendation in relation to the academic staff appointment.
  - vii. At each stage of the process, the Committee members should be allocated sufficient time to consider all materials, information, and candidates in a fair and equitable manner.
  - viii. The Committee shall explicitly address any career path choices or interruptions as they might affect the assessment of the candidate.
  - ix. The Committee should ensure, to the extent possible, that the pool of shortlisted candidates is inclusive of persons historically under-represented at the University.
  - x. Where candidates are determined to be similarly qualified for a position, the final hiring decision will favour achieving diversity in the workplace and correcting employment disadvantages experienced by persons historically under-represented at the University.

#### 4. RECOMMENDATIONS TO THE PRESIDENT AND THE BOARD

- a. Following interviews, the Committee will recommend one or more candidates to the President. The President will choose one candidate from among the names recommended by the Committee. If none of the candidates are acceptable to the President, the President will return the matter to the Committee.
- b. The President, after consultation with the Board Chair and Chair of the Board Human Resources and Compensation Committee (BHRCC), will make a recommendation with respect to the compensation and benefits of the appointment.
- c. The President will inform the Board Chair of the name of their selected candidate. The Board Chair, the Chair of BHRCC and the President will then determine whether the candidate's compensation and benefits expectations fall within Board guidelines.
- d. The President will present their candidate to the BHRCC which, in turn, will make a recommendation to the Board of Governors. BHRCC will also consider and approve the compensation and benefits for the recommended candidate, subject to approval of the candidate's appointment by the Board of Governors.

- e. The Board of Governors has the authority to accept or reject the recommended candidate. If the Board rejects the candidate the matter is returned to the President.

## Definitions

<p><i>Any definitions listed here apply to this policy document only with no implied or intended institution-wide use. Refer to Recruitment Policy (Appendix A and Appendix B) for definitions of Staff.</i></p>	
<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 Recruitment Policy (Appendix A) Definition and Categories of Academic Staff, Postdoctoral Fellows, Academic Colleagues and Excluded Academic Staff or Recruitment Policy (Appendix B) Definition and Categories of Support Staff.
<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>Inclusion/Inclusivity</b>	In the context of this policy, inclusion is a principle and practice that values and cultivates the full and meaningful participation and representation of persons historically under-represented in the University's workforce.
<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 Provost, 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)

- [Conflict of Interest and Commitment and Institutional Conflict 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](#)

## Related Links

- [Equity, Diversity, and Inclusion: Best Practices in Faculty Recruitment and Hiring \(University of Alberta\)](#)

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

*For the most recent version of this document please visit <https://www.ualberta.ca/policies-procedures/index.html>*