

# Toronto School of Theology Board of Trustees

## Policy Regarding Academic Administrators

*Updated and Approved by the Board of Trustees February 22, 2021*

### **1. Academic Administration at the Toronto School of Theology (TST)**

- 1.1 Academic Administrators should be appointed for their intellectual and administrative abilities, devotion to education and research, judgment, and qualities of leadership. They have responsibility for the management of their Office of Academic Administration and for the implications of TST policy in all aspects of its operation. They should have the ability to create an environment conducive to the growth of intellectual life within the area for which their Office of Academic Administration bears responsibility, and to maintain the confidence and co-operation of the teaching staff, administrative staff, and students. They should be able to manage effectively and efficiently the external relations of their Office of Academic Administration within the TST Corporation, among the member and affiliate TST colleges, and in the wider community, so as to facilitate support for its educational and research activities.
- 1.2 The chief academic officer of TST is the Executive Director. The TST Board determines the responsibilities of the Executive Director and appoints the Executive Director on defined terms. Other Academic Administrative Offices of TST are created by the TST Board on the recommendation of the Executive Director after consultation with the Senior Executive Council and the Academic Council. The TST Board may terminate, create, or modify Offices of Academic Administration either temporarily or on a continuing basis.
- 1.3 Appointments to all Offices may be by secondment or direct appointment. In the case of the former, a TST Faculty member is released, part-time or full-time, by the TST member college in which he or she has a teaching position for the purpose of discharging duties as an Academic Administrator at TST, but remains in the employ of the TST member college. TST reimburses the TST member college for the appropriate proportion of the Academic Administrator's remuneration. In the case of the appointment of an external candidate, the appointment is with TST, which is responsible in collaboration with the seven member colleges, for the full compensation of the individual. The successful candidate must have the qualifications to be a member of the TST graduate faculty.
- 1.4 According to the TST By-law, the Executive Director is accountable to the Board. The responsibilities of the other Academic Administrators are defined in Job Descriptions approved by the Executive Director. Academic Administrators other than the Executive Director are responsible to the Executive Director, unless the Job Description approved by the Executive Director establishes another line of accountability.

- 1.5 The Academic Administrator represents and applies the policies of his or her Office of Academic Administration and can make recommendations for their change to the appropriate governance body. The Academic Administrator shall put the interest of his or her Office of Academic Administration ahead of his or her research interest or specialty.
- 1.6 In the development and implementation of policy, the Academic Administrator shall work with representative councils or committees established by governance in their areas.
- 1.7 Academic Administrators may appoint administrative personnel, if such positions are budgeted. Contracts of appointment or employment must be signed by the Executive Director.

## **2. Appointment and Term of Office**

- 2.1 The term of office of an Academic Administrator is up to a maximum of five years, with the possibility of one renewal up to a maximum of five years. No further renewal after two terms shall be considered except where very unusual circumstances exist which, in the judgment of the TST Board, make such renewal desirable. An extension of a term of office for up to one year may be granted, where circumstances warrant, by the Board on the recommendation of the Executive Director, or, where the Academic Administrator concerned is the Executive Director, by the Chair of the Board.
- 2.2 In the case of the absence of an Academic Administrator the following procedures will apply:
  - a. During a temporary absence for up to two months, the Academic Administrator shall recommend to the Executive Director the appointment of an Acting Associate Director. Where the Academic Administrator who will be absent is the Executive Director, the Executive Director will make this recommendation to the Chair of the Board; the Acting Executive Director in this case is normally an Associate Director.
  - b. In the event of an absence for a period of more than two months, or if the Office becomes unexpectedly vacant, the Executive Director, after consultation with the heads of the member colleges, shall recommend the appointment of an Interim for a period of no more than one year and shall forward the recommendation to the Board. If the Academic Administrator concerned is the Executive Director, and if the Executive Director is incapacitated, the Chair of the Board makes the recommendation to the Board, after consultation with the heads of the member colleges.
- 2.3 Administrative leave is awarded to an Academic Administrator after a minimum term of service as an administrator to permit him or her to pursue his or her academic interests for a period free of all administrative responsibilities. The terms of leave entitlement shall be agreed by TST, the Academic Administrator, and the college of the Academic Administrator's teaching appointment before the

Academic Administrator takes office. Subject to agreement with the college of the Academic Administrator's teaching appointment, TST's principles of leave entitlement are as follows:

- a. In determining the number of years required for entitlement to leave, the length of the leave, and the percentage of salary paid during the leave, TST will respect, if applicable, the policies of the college of the Academic Administrator's teaching appointment. In the case of an external appointee, administrative leave shall be six months after a five-year term.

- 2.4 Where an Academic Administrator resigns before the expiration of his or her term, the Executive Director (or, where the Academic Administrator involved is the Executive Director, the Chair of the Board) shall refer the matter to the Board.

### **3. Appointment of a TST Executive Director**

- 3.1 In the appointment of an Executive Director, the TST Board declares a vacancy, and calls for nominations. Historically, only members of the TST Faculty have been eligible for nomination. However, at the outset or at a later stage, the TST Board may decide to receive nominations of persons who are not members of the TST Faculty with the understanding that the person is eligible to be appointed as a member of the graduate Faculty.

- 3.2 The TST Board shall appoint an Advisory Search Committee comprising the following members:

- The Chair of the TST Board, who shall chair the committee.
- The heads of three TST member colleges.
- A senior member of the TST Faculty.
- A representative of the University of Toronto appointed by the Dean of the School of Graduate Studies.
- A member of a University department representing a cognate discipline.
- A student.
- A TST Independent Trustee.

In addition, the committee may include a librarian, an alumnus/alumna, a member of the administrative staff, a person in the practice of ministry, a representative of a TST affiliate school, or additional persons in any of the categories identified above.

Members of Advisory Search Committees shall be chosen for their capacity to contribute to the decision to be made and shall include both men and women and, wherever possible and reasonable, members of visible minorities.

All Advisory Search Committees should begin work in a timely fashion in order to ensure that the transition between academic administrators occurs as smoothly as possible.

- 3.3 The Chair of the Board shall inform members of the TST Faculty and administrative staff, and the wider University of Toronto community, of the membership of the committee and of the steps being taken in the search and appointment, and shall invite them to communicate opinions concerning candidates or prospective candidates and to submit nominations. The committee shall consider the names suggested and also any additional names arising from any other source.
- 3.4 In the event of the resignation of a member of the Advisory Search Committee, the Chair of the Board, after consultation with the committee, shall have the authority to replace the member.
- 3.5 Should a member of the Advisory Search Committee decide to be considered for nomination, that member shall resign.
- 3.6 The Advisory Search Committee reviews the current administrative and leadership needs of TST, taking into particular account the most recent evaluations of the ATS Commission on Accrediting and of the University of Toronto Quality Assurance Process. If no such evaluation has been completed recently, it will consult with the heads of the TST member colleges and with the Vice-Provost, Academic Programs, as to how it should make an appropriately full evaluation of the administrative and leadership needs of TST.
- 3.7 A member of the Advisory Search Committee may informally canvass a prospective candidate about the position.
- 3.8 The Advisory Search Committee will develop a list of candidates for the position. No member of the TST Faculty may be considered a candidate for the position without the permission of the head of the college where he or she has his or her teaching appointment. It will collect CV's for all candidates and will seek verbal or written references for each of them. On this basis it will develop a short-list of candidates. The short-list should usually have three names, but in any event at least two. It will then interview the candidates. Before making a recommendation, it will seek, with the permission of the candidate or candidates, any other information which it may deem advisable as a matter of due diligence.
- 3.9 The Advisory Search Committee makes a recommendation to the Chair of the Board. The Chair of the Board takes the recommendation to the TST Board. If the recommendation of the Advisory Search Committee is not unanimous, or if the representative of the Dean of the School of Graduate Studies has not given support for it, the Chair shall so inform the TST Board.
- 3.10 The decision to make an offer of appointment rests with the TST Board.
- 3.11 If the offer of appointment from the TST Board is made to an internal candidate, the terms of secondment must be approved by the Executive Director designate, TST, and the college (or, as the case may be, colleges) in which the Executive Director designate holds his or her teaching appointment. Only after an

understanding has been agreed to and signed will the Chair of the Board make the appointment public.

#### **4. Searches for Academic Administrators other than the Executive Director**

4.1 In this section it is assumed that the Academic Administrator, when appointed, will be accountable to the Executive Director. In a situation where an Academic Administrator will be accountable to someone other than the Executive Director, the search is conducted by that person, in consultation with the Executive Director.

4.2 In the appointment of an Academic Administrator, following a call for nominations by the Executive Director, the TST Board, or a person or persons acting with the Board's authority, shall appoint, after receiving recommendations from the Executive Director, an Advisory Search Committee comprising the following members:

- The Executive Director
- Two or three members of the TST Faculty whose duties relate to the Office of appointment and who are knowledgeable about its work.
- A representative of the University of Toronto appointed by the Dean of the School of Graduate Studies.
- One or two members of University departments representing cognate disciplines.
- One or two students.
- One or two heads of member colleges.
- A TST Independent Trustee.

The same person may qualify in more than one of these categories. In addition, the committee may include a librarian, an alumnus/alumna, a member of the administrative staff, a person in the practice of ministry, and a representative of a TST affiliate school.

4.3 The Executive Director shall inform members of the TST Faculty and administrative staff of the membership of the committee and of the steps being taken in the search and appointment, and shall invite them to communicate opinions concerning candidates or prospective candidates and to submit nominations. The committee shall consider the names suggested and also any additional names arising from any other source.

4.4 In the event of the resignation of a member of the Advisory Search Committee, the Executive Director, after consultation with the committee, shall have the authority to replace the member.

4.5 Should a member of the Advisory Search Committee decide to be considered for nomination, that member shall resign.

4.6 The Advisory Search Committee reviews the current administrative and leadership needs of the Office of Academic Administration concerned, reviews

and as appropriate recommends revisions to the Job Description, receives nominations of candidates, assists in the recruitment of candidates, and reviews and offers opinions concerning candidates and prospective candidates.

- 4.7 A member of the Advisory Search Committee other than the Executive Director may informally canvass a prospective candidate about the position. The Executive Director may approach a candidate or prospective candidate only after the head of the college where such person has his or her teaching appointment has given permission. The Advisory Search Committee may assist in seeking such permission from heads of colleges.
- 4.8 The Executive Director, after consultation with the Advisory Search Committee and with the permission of the appropriate head or heads of college or colleges as provided in 4.7, may approach one or more candidates or prospective candidates to discuss the position and his, her, or their possible interest in it. The Executive Director may then choose a Nominee for the position, and make a conditional offer to the Nominee. If the candidate is willing to entertain the conditional offer, the Executive Director so advises the Advisory Search Committee, and requests its concurrence. The Executive Director also ensures the approval of the head of the college of the Nominee's teaching appointment, which approval is required if the nomination is to proceed, and negotiates proposed terms of secondment. The Executive Director then brings the nomination with proposed terms of secondment to the Chair of the TST Board. If the Advisory Search Committee and the Chair of the TST Board concur in the nomination, the Executive Director is authorized to make a clear offer to the Nominee. If, however, a majority of the Advisory Search Committee, or the Chair of the TST Board, or the representative of the Dean of the School of Graduate Studies, or any combination of them, do not concur with the nomination, the recommendation of the Executive Director must be approved by the TST Board.
- 4.9 The secondment of an Academic Administrator is effected by a Memorandum of Agreement signed by the Executive Director of TST, the head of the Academic Administrator's college of teaching appointment, and the Academic Administrator. A template for such Memorandum of Agreement is appended. When the Memorandum has been duly signed, the Executive Director makes the appointment public.

## **5. Annual Performance Review for the Executive Director**

- 5.1 The annual performance review shall be formative in character, and shall be directed towards identifying areas for improvement.
- 5.2 The annual review is conducted with the Executive Director by the Chair of the TST Board and one other member of the TST Board chosen by the Chair in consultation with the Chair of the Chief Officers Representing Member Schools (CORMS). The two persons conducting the review and the Executive Director shall schedule a time for the review. In advance of it, the Executive Director shall submit his or her annual report to the TST Board, and may submit additional material as well. Also in advance of it, the two persons conducting the review

may, either singly or together, consult with heads of the TST member colleges and one or more University representatives on the TST Board or academic councils; such consultation is required in the case of the first annual review. They may also at their option consult with one or more of the Academic Administrators of TST. During the meeting for the review, the discussion will address the Executive Director's activities during the previous year, expectations for the following year, and areas of achievement, promise, and challenge. Suggestions and encouragement may be offered as to where the Executive Director or others might seek to make improvements. After the meeting, the TST Chair may, with the permission of the Executive Director, make follow-up enquiries with other persons, and a supplementary meeting may be requested by either the TST Chair or the Executive Director. At the conclusion of this process, the TST Chair shall write the Executive Director to record that the review has taken place, and the Chair may deem it suitable in this letter to identify particular topics that were addressed.

- 5.3 An annual review of the Executive Director does not take place during the last year of the Executive Director's term of appointment, unless the Executive Director has indicated a willingness to be considered for appointment to a further term, and if the head of the TST member college where the Executive Director holds his or her teaching appointment gives permission for the Executive Director to be so considered.

## **6. Appointment of the Executive Director to a Subsequent Term**

- 6.1 At a suitable time before the conclusion of the Executive Director's term of appointment, if the Executive Director is eligible for appointment to a further term, and willing to engage in conversations about reappointment, the Chair of the TST Board shall so inform the Board, and shall invite opinions concerning the Executive Director's re-appointment. The TST Board shall appoint an Advisory Search Committee with membership as provided in 3.2. The Committee shall examine recent reviews of the performance of TST, and consider the needs of TST going forward; and the qualities needed in the Executive Director. The Committee shall have the option of soliciting nominations from other persons. The Advisory Search Committee will recommend to the Chair whether to offer the Executive Director a further term of appointment or to proceed to a search.
- 6.2 If the Committee's recommendation is to offer the Executive Director a further term of appointment, the Chair of the TST Board will transmit the recommendation to the heads of the TST member colleges with an invitation for their opinion. If their opinion is sufficiently positive to warrant proceeding, the Chair will negotiate new terms of secondment with the head of the TST member college where the Executive Director holds his or her teaching appointment. The Chair will then bring to the TST Board the recommendation, with a summary of the process and findings, and the Board will decide whether to approve the recommendation.
- 6.3 If the Executive Director is not to be appointed to a further term, the TST Board shall proceed to a search.

- 6.4 After an understanding is duly signed as provided in 3.11, the TST Chair will make the appointment public.

## **7. Annual Performance reviews of Academic Administrators other than the Executive Director**

- 7.1 The Executive Director will conduct an annual performance review, normally in June, of each Academic Administrator. This will be a formative review whose purpose is to offer encouragement, affirm strengths and achievements, and identify areas in which the Academic Administrator, the Executive Director, and others should make improvements. The review will take the form of a discussion, in advance of which the Academic Administrator should submit a report or outline describing and evaluating his or her work during the previous year. The Executive Director may consult with persons who have worked with the Academic Administrator during the previous year. After the discussion, the Executive Director shall write the Academic Administrator in confirmation that the discussion has taken place, and may identify topics that were covered during the review.
- 7.2 An annual review of the Academic Administrator does not take place during the last year of his or her term of appointment, unless he or she has indicated a willingness to be considered for appointment to a further term, and if the head of the TST member college where the Academic Administrator holds his or her teaching appointment gives permission for the Academic Administrator to be so considered.

## **8. Appointment of an Academic Administrator to a Subsequent Term**

- 8.1 At a suitable time, usually several months, before the conclusion of an Academic Administrator's term of appointment, if the Academic Administrator is willing to be appointed for a further term, and if the Academic Administrator's college of appointment is willing for such further appointment to be considered, the Executive Director will conduct an evaluative review of the Academic Administrator, which should include a canvassing of the opinions of several persons with whom the Academic Administrator works.
- 8.2 If the Executive Director reaches a positive conclusion in favour of the appointment of the Academic Administrator to a further term, the Executive Director negotiates terms of secondment with the head of the TST member college where the Academic Administrator has his or her teaching appointment. The Executive Director will present his or her recommendation on re-appointment to the Board, along with a description of the review process and its findings. If the Board approves, an agreement on secondment with the Academic Administrator's college is completed, and the appointment is made public.

## **9. Extensions of term**

- 9.1 A one-time extension of the term of the Executive Director for up to one year may be decided by the TST Board on the recommendation of the Chair of the Board.



A second extension can be authorized in the same way to serve the best interests of TST.

- 9.2 An extension of the term of an Academic Administrator other than the Executive Director for up to one year may be decided by the Executive Director with the approval of the Chair of the Board and the consent of the college in which the Academic Administrator holds his or her teaching appointment. No more than two extensions are permitted. If the Chair of the Board does not approve, the Executive Director may appeal to the Board.

## **10 Transitional Interim Appointment**

- 10.1 Where circumstances warrant, an Advisory Search Committee for a search for an Executive Director may recommend the appointment of an Interim Executive Director, and an Advisory Search Committee for a search for an Academic Administrator other than the Executive Director may recommend the appointment of an Interim Academic Administrator. Such recommendation is carried forward as hereinbefore provided for a regular appointment.

## **11. Removal of an Academic Administrator before Expiration of Term**

- 11.1 An Academic Administrator may be removed from the office of appointment only for misconduct, incompetence, neglect of duty, or other significant failure to exercise the duties and responsibilities of the position. A decision to remove an Academic Administrator is normally taken only as a result of a pattern of behaviour relevant to causes for removal, and only after the Academic Administrator has received, over a period of time, warnings of performance issues requiring to be addressed.
- 11.2 Where the removal of an Academic Administrator under this section is contemplated, the Executive Director (or, where the Executive Director is the Academic Administrator concerned, the Chair of the Board) refers the matter to the Board, which may convene a hearing before the Board under the Statutory Powers and Procedure Act, 1971, and after due consideration shall decide whether the Academic Administrator shall continue in office or be removed for cause.