

## Appendix IV: Procedures for Canada Research Chairs

### 1. Background

This document outlines the procedures effective for selection and nomination processes for remaining Canada Research Chairs (Chairs) and for allocation of new Chairs allocated to the University of Guelph (Guelph) in future allocation years. The document has been developed by the Office of the Vice-President (Research), with consultation from the Research Services Council and the Office of the Provost, and has received approval from the Senate Research Board.

### 2. Selection and nomination of Chairs

Currently, the University is allocated 36 Chairs. These positions are allocated by granting council (CIHR, NSERC, SSHRC); by allocation year; and by level (Tier 1 and Tier 2). The University has received confirmation of its allocations up to, and including allocation Year 8.

Initially, Chairs were allocated to the colleges that had earned the positions and there was little attempt to make appointments in areas of strategic emphasis of the University or to create opportunities for cross-college interdisciplinary chairs. Since 2003, the University has selected Chair candidates in areas of research relevant to its Strategic Research Plan (SRP) and has improved its record of equity among Chairs appointed.

Guelph supports the process adopted in February 2003, and updated in September 2008, for the selection of internal and external candidates:

#### (I) Selection process

- (i) In keeping with the practice of selection for all faculty positions, the Dean(s) will be responsible for developing a recruitment plan that will include:
  - a. Analysis of the position requirement including reference to employment equity data;
  - b. Proposed Search Committee<sup>1</sup>;
  - c. Description of the specific position requirements;
  - d. Draft advertisement and proposed areas/methods of advertising the position;
  - e. Recruitment activities including those pertaining to affirmative action to attract high quality candidates of a diverse nature to take an interest in the position; and
  - f. Description of the evaluation and selection process.
- (ii) The Provost will approve the recruitment plan including the composition of the Search Committee.
- (iii) The Search Committee will be expected to develop a short list of candidates that must be approved by the University. The Dean will take responsibility for this approval but will be expected to report

---

<sup>1</sup> It is expected that the distribution of the members of the Search Committee will be representative of the population, information provided through the equity initiatives at the university. Where there is not an appropriate balance of individuals in a particular area or discipline, Dean(s) will be expected to make appointments from cognate disciplines.

the details of the short-listed candidates to the Vice-Presidents (Academic and Research). Every effort will be made to ensure that there is broad representation on the short-list. The proposed short-list must be accompanied by:

- a. Analysis of the recruitment process including reference to the balance of diversity among the candidates that should be expected;
  - b. Aggregate details of the candidates who applied for the position; and
  - c. Rationale for the chosen candidates recommended for the short-list.
- (iv) The Search Committee will be expected to make a final recommendation to the Dean, Provost and Vice-President (Research). The recommendation must be accompanied by a full recruitment report (as set out in the Guidelines on Faculty Recruitment).
- a. The Validation Committee<sup>2</sup> will review the full recruitment report and recommendation from the Search Committee and advise the Provost and Vice-President (Research) on whether or not the chosen candidate is likely to be successful in the nomination for a CRC.
  - b. A positive recommendation to the Provost and Vice-President (Research) and one which is supported by them will be forwarded to the President.
  - c. The President will have final approval on the recommendation of the nomination in accordance with appropriate CRC guidelines.

**(II) Action to be taken by the Dean, Provost and Vice-President (Research) in the event that the selection process does not address the equity issues**

- (i) If the Selection Committee or the short-list of candidates for consideration by the Selection Committee does not meet the expectations from an employment equity perspective, the Dean will be able to take the following action:
  - a. Return the proposal to the originating department or school for reconsideration; or
  - b. Halt the selection process and, in discussion with members of the Vice-Presidents' Academic Council (VPAC), reallocate the proposed chair to a different area prepared to address the strategic needs of the University and address equity issues. This may include making use of Guelph's allocation of "flexible" Chairs.
- (ii) If the candidate nominated by the Selection Committee is not satisfactorily justified by the recruitment report or If the Validation Committee, or the Provost and Vice-President (Research) are not prepared to accept the nomination, the Provost and Vice-President (Research) will be able to take the following action:
  - a. Return the proposal to the originating department or school for reconsideration; or

---

<sup>2</sup> See description of the Validation Committee below.

- b. Halt the selection process and, in discussion with members of the VPAC, reallocate the proposed chair to a different area prepared to address a strategic need of Guelph and address equity issues. This may include making use of Guelph's allocation of "flexible" Chairs.

### 3. Future allocations and vacancies

It is possible that Guelph will be allocated additional Chairs in subsequent years of the program. Tier 2 and Tier 1 Chairs will also become vacant over time. New and vacant Chairs will not be allocated to colleges for distribution without a discussion about the strategic allocation of Chairs and consideration of the SRP. The following process will be used:

#### (I) Strategic Research Plan

Guelph's SRP will identify three to five areas for strategic growth and development, or interdisciplinary focus, to direct CRC recruitment efforts and other strategic initiatives, such as the Canada Foundation for Innovation (CFI) programs. The SRP will be reviewed periodically by the SRP Committee<sup>3</sup>. The SRP, and any revisions to it, will be approved by the Senate Research Board.

#### (II) Vacancies

All Chairs that become vacant will be returned to the Provost and Vice-President (Research) for reallocation. Any vacancy savings that accrue directly from the position will be reclaimed by the Assistant Vice-President (Finance). Positions that were filled by external and internal appointments will be closed. When a new appointment is made, even if it is in the original department, a new position number will be established.

Departments or schools that made internal appointments will have made decisions about redirecting resources. It will be a departmental/school responsibility to recapture any dollars necessary to support a new base position necessary for a new hire.

#### (III) Distribution of Chairs across campus

The Vice-President (Research) will make recommendations on the distribution of new and vacant Chairs across campus based on the SRP, the pressures for employment equity and the existing distribution of Chairs across the University. It is expected that an individual department/school or interdisciplinary group will be assigned the responsibility of initiating the selection and nomination process.

### 4. Management processes

To ensure that there is appropriate communication and follow up for each nomination:

#### (I) Administrative review

- (i) The Provost and Vice-President (Research) will review the nomination package and the process followed by the Search Committee, in particular with regard to issues of employment equity. On

---

<sup>3</sup> See description of University Strategic Research Plan Committee below.

approval, the Search Committee's recommendation will be forwarded to the Associate Vice-President (Research Services) for the attention of the Validation Committee.

- (ii) The Associate Vice-President (Research Services) will:
  - a. Ensure that the recommendation is reviewed by the Validation Committee working with the nominating department/school;
  - b. Upon receipt of support from the Validation Committee, take responsibility for working with the nominating department/school to ensure that the financial arrangements for the proposed chair are prepared and agreed upon by all parties;
  - c. Ensure that the Dean of the nominating college writes a provisional offer letter to the proposed nominee;
  - d. Work with the nominee in the development and submission of the nomination to the CRC program;
  - e. Keep the Dean of the appropriate college, the nominating department/school, the Provost and the Vice-President (Research) informed of the process; and
  - f. Prepare an annual institutional report as required by the CRC program.

## 5. Chair renewals

### (I) CRC program guidelines for Chair renewals

There is no limit on the number of times Guelph may renew an incumbent to a Tier 1 Chair. For Tier 2 Chairs, only one five-year renewal is permitted.

Chairs will become eligible for renewal approximately one year before the end of the appointment. Universities will have two consecutive nomination cycles in order to submit renewals for review by the CRC program. Complete instructions for the renewal process and details on the selection criteria are available from the CRC renewals website.

For each Chair renewal, Guelph must submit a package similar to an initial nomination, accompanied by a performance report, by an appropriate CRC deadline. The CRC program will review applications for renewal much as it does initial nominations. Specifically, the reviewers will examine the quality of the renewal and the proposed program of research, as well as the renewal's integration with Guelph's SRP. Excellence will be the major criterion.

### (II) University procedures to submit Chair renewals

- (i) The Associate Vice-President (Research Services) will notify Chairs eligible for renewal.
- (ii) Chairs who wish to renew their CRC appointment must express interest to their department/school chair/director and to their Dean.
- (iii) Deans must prepare a statement on the importance of the renewal to the college's research goals, as well as a statement on the integration of the Chair's research with Guelph's SRP.

- (iv) The Provost and Vice-President (Research) will review all College requests for Chair renewals.
- (v) If the proposed renewal does not satisfactorily fit with Guelph's SRP, or if the proposed renewal does not address employment equity among Chairs across Guelph, the Chair will not be renewed. Upon the completion of its term, the Chair will be treated as a vacancy as described above in 3. (II).
- (vi) For Chairs approved to proceed with renewals, the Associate Vice-President (Research Services) will assist Chairs to prepare a renewal package which reflects the requirements of the CRC program.
- (vii) The Validation Committee will review the Chair's renewal package and advise the Provost and Vice-President (Research) on whether or not the renewal is likely to be successful.
- (viii) A positive recommendation to the Provost and Vice-President (Research) and one which is supported by them will be forwarded to the President.
- (ix) The President will have final approval on the recommendation to be forwarded to the CRC program.
- (x) Once approved, the Associate Vice-President (Research Services) will work with the Chair to submit the renewal in accordance with CRC program guidelines.

## 6. Validation Committee

### (I) Terms of reference

The Validation Committee will review recruitment reports and recommendations coming from Search Committees. The Committee will advise the Provost and Vice-President (Research) as to the following:

- (i) The likelihood of success of the candidate against known CRC selection criteria;
- (ii) The quality of the proposed research program as measured against known CRC criteria; and
- (iii) The fit of the candidate's research program with Guelph's SRP.

The Provost and Vice-President (Research) may:

- (iv) Make a positive recommendation to the President;
- (v) Return the nomination to the originating department/school for reconsideration of the candidate;
- (vi) Return the nomination to the originating department/school with recommendations for revisions to the application; or
- (vii) Halt the selection process and, in discussion with VPAC, reallocate the proposed Chair.

The composition of the Validation Committee will be the Assistant Vice-President (Academic) (chair) and faculty. The Validation Committee will be structured appropriately to recognize the interdisciplinary nature of nominations. Members of the Validation Committee will be selected to review recruitment reports and recommendations from Search Committees based on their own fields of research.

### (II) Membership

France-Isabelle Auzanneau, Chemistry  
 Anthony Clarke, Assistant Vice-President (Academic)

Myrna Dawson, Sociology and Anthropology  
 John Dutcher, Physics  
 Elizabeth Ewan, History  
 Moira Ferguson, Integrative Biology  
 Daniel Fischlin, School of English and Theatre Studies  
 Joe Lam, Molecular and Cellular Biology  
 Doug McCalla, History  
 Linda Parker, Psychology  
 Keith Solomon, Environmental Biology

## 7. Strategic Research Plan Committee

### (I) Terms of reference

Guelph is required by the CRC program and the CFI to conduct periodic reviews of its SRP. The SRP is a public document made available on the CRC and CFI websites. In addition, Guelph will review the SRP and update it with inevitable shifts in research directions and emphases that will occur from time to time. Revisions to the plan will be discussed and approved by the Senate Research Board.

The composition of the SRP Committee will be the Associate Vice-President (Research Services) (chair) and representatives from each college.

### (II) Membership

Arend Bonen, CBS  
 Elizabeth Ewan, COA  
 Alan Filewod, COA  
 Karen Finlay, CME  
 Tony Hayes, OVC  
 Mike Hoy, CME  
 Belinda Leach, CSAHS  
 Steven Liss, Associate Vice-President (Research Services)  
 Rob de Loe, CSAHS  
 Alejandro Marangoni, OAC  
 Roger Moorehead, OVC  
 Robert Mullen, CBS  
 Paul Rowntree, CPES  
 Nonita Yap, OAC  
 Richard Zytner, CPES