

Monday, June 19, 2017

**Dr. Chris Evans**  
**Interim Provost and Vice-President Academic, Ryerson University**

**CC: Dr. Mohamed Lachemi**  
**President, Ryerson University**

**Saeed Zolfaghari**  
**Vice Provost, Faculty Affairs**

Dear Chris,

The advisory committee on the AAA Policy and Procedures met on 4 separate occasions. Individual members of the committee worked on the Policy and Procedures outside the formal meeting times. In addition the committee met with the Interim Provost and the VPFA on two separate occasions to review and discuss the committee's draft report.

The members of the committee are:

Professor David Checkland.  
Professor Andrew McWilliams.  
Julia S. Shin Doi, General Counsel & Secretary of the Board of Governors; and  
Professor Anver Saloojee (Chair).

We understood our role to be advisory and to make recommendations (based on feedback from the Town Halls and from written comments sent to the VPFA) to strengthen the AAA Policy prior to it going to the Board on the 29th June 2017.

It was our understanding that our work was to be completed no later than June 9, 2017.

We assessed all the responses that were provided by colleagues both at the town halls as well as written responses. In total, we received 29 responses by the deadline as well as a document from the RFA that contained track changes to the version of the revised draft policy circulated to the Ryerson community by the VPFA. Most of the responses were from individual faculty members but at least four were collective responses - one from the RFA, one from an anonymized group and two from Departments/Schools.

The committee agreed to work on the basis of consensus and where consensus could not be achieved individual committee members could write a separate response.

We began our work on the understanding that we would take into consideration all the feedback we received. We would make recommendation designed to strengthen the Draft AAA policy with respect to clarity where there was ambiguity; a clearer delineation

of policy and process; the importance of consultation, collegiality, equity, diversity and inclusion and the rights and obligations of the members of the committee, the Chair and the rights of incumbent and candidates. We also understood and respected the importance of Ryerson's bi-cameral system of governance.

Based on our analysis of the feedback received Committee identified a number of key areas where we needed to focus our attention, including:

1. The devolution of the power(s) of the Board to the President.
2. The role of the Chair both on a Review as well as on a Search Committee.
3. The respective roles and responsibilities of the Chair and members of the committee.
4. And the relationship between the Chair and the committee and the importance of the Chair consulting with the committee.
5. The importance of collegiality, confidentiality and conflict of interest and respectful discussion, debate and disagreement.
6. The challenges that arise when the final recommendation of a Review Committee is not accepted by the Chair of the committee.
7. The challenges that arise when the final recommendation of a Search Committee is not accepted by the Chair of the committee.
8. The conditions under which a committee can be disbanded.
9. The conversion of a Review Committee into a Search Committee.
10. What constitutes a failed search.
11. What constitutes a comprehensive review and the rights of the incumbent being reviewed including their right to see and respond to reviews during their term; as well as to the assessment by the Review Committee.
12. The conditions under which an incumbent is deemed eligible or ineligible to be reappointed for a second consecutive term
13. The importance of faithful anonymized summaries of feedback

In each of the areas identified above we analyzed the responses received to determine how they strengthened the Draft AAA Policy and Procedures.

The committee's penultimate draft was sent to the Interim Provost, the VPFA and the President. After two separate meeting the committee finalized its report. The final report is attached.

The committee has made a series of recommendations which take the form of revisions to the draft version of AAA Policy and Procedures circulated to the community by the VPFA – the revisions are embedded in the attached draft versions of the AAA Policy and Procedures.

Should you have any questions, the members of the committee will be glad to answer them.

Respectfully,

Anver Saloojee (Chair).