

**POLICY ON EMPLOYMENT AND REMUNERATION OF SENIOR ADMINISTRATORS,
DEPUTY PROVOSTS, VICE-PROVOSTS AND ASSOCIATE VICE-PRESIDENTS**

Effective Date: December 14, 2023

Approval Authority: Board of Governors

Supersedes /Amends: September 16, 2021

Policy Number: BD-8

Table of Contents

PREAMBLE.....	2
SCOPE.....	2
PURPOSE.....	3
DEFINITIONS.....	3
POLICY.....	5
Chapter 1: Senior Administrators.....	5
Employment agreements.....	5
Teaching Responsibilities.....	5
Remuneration.....	6
Scholarly research allowance.....	9
Evaluation of the President or Senior Academic Administrators.....	9
Evaluation of Senior Non-Academic Administrators.....	12
Process for reaching a decision on a mid-term departure.....	12
Chapter 2: Deputy Provosts, Vice-Provosts and Associate Vice-Presidents.....	14
Employment agreements.....	14
Teaching Responsibilities.....	15
Remuneration.....	15
Scholarly research allowance.....	17
Performance review.....	18
Chapter 3: Administrative Leave.....	19
Chapter 4: Severance Pay.....	21
Chapter 5: Policy Responsibility and Review.....	23
Appendices.....	24

**POLICY ON EMPLOYMENT AND REMUNERATION OF SENIOR ADMINISTRATORS,
DEPUTY PROVOSTS, VICE-PROVOSTS AND ASSOCIATE VICE-PRESIDENTS**

Page 2 of 28

PREAMBLE

The [*Règles budgétaires et calcul des subventions de fonctionnement aux universités du Québec*](#) (the “*Règles budgétaires*”) govern, among other things, the Remuneration (as defined below) for certain senior administrative personnel of Quebec universities (section 5.11 of the *Règles budgétaires*) and affect several categories of Remuneration, including, but not limited to, annual salary and salary increases; stipends; bonuses; allowances, such as a car or housing allowance; payment or reimbursement of expenses, such as parking fees, membership in private clubs and private medical services; Administrative Leave (as defined below); and severance pay.

The conditions governing Remuneration provided for in the *Règles budgétaires* apply to the members of the senior administrative personnel listed in subparagraphs 1 and 3 of the second paragraph of section 4.4 of the [*Act Respecting Educational Institutions at the University Level, CQLR, chapter E-14.1*](#), which includes the positions of President, Provost, Vice-President, Chief Officer appointed by the Board of Governors (the “Board”), Secretary-General, Deputy Provost, Vice-Provost, Associate Vice-President and any other position of equivalent rank and responsibility.

These rules also call for the Board to adopt a remuneration framework which respects the conditions of Remuneration provided for in the *Règles budgétaires*. The remuneration framework includes, but is not limited to, resolutions, regulations, provisions, agreements, practices and policies such as the present Policy that deal with the Remuneration of senior administrative personnel.

SCOPE

This Policy shall apply to Senior Administrators (as defined below), Deputy Provosts, Vice-Provosts, Associate Vice-Presidents and any other position of equivalent rank and responsibility to any of those positions:

- a) who are newly appointed, reappointed, renewed or extended on or after May 1, 2018;
or
- b) whose conditions of Remuneration were modified on or after May 1, 2018.

**POLICY ON EMPLOYMENT AND REMUNERATION OF SENIOR ADMINISTRATORS,
DEPUTY PROVOSTS, VICE-PROVOSTS AND ASSOCIATE VICE-PRESIDENTS**

Page 3 of 28

This Policy shall be read in conjunction with any applicable legislation and any other applicable University policy, guideline, directive and the like.

PURPOSE

The purpose of this Policy is to establish the parameters of the Remuneration as well as the evaluation process for Senior Administrators, Deputy Provosts, Vice-Provosts and Associate Vice-Presidents and any other position of equivalent rank and responsibility to any of those positions.

DEFINITIONS

For the purposes of this Policy, the following definitions shall apply:

“Academic Administrator” means any Senior Academic Administrator, any Deputy Provost, any Vice-Provost, any Academic Associate Vice-President and any other position of equivalent rank and responsibility to any of those positions. Academic Administrators hold a position in the Concordia University Faculty Association (“CUFA”) bargaining unit before their appointment, or a position in CUFA or a comparable position is held for them upon the conclusion of the term of their administrative appointment.

“Academic Associate Vice-President” means an individual who reports to a Senior Academic Administrator and holds the position of Associate Vice-President.

“Administrative Leave” means a paid transition period during which the Academic Administrator may benefit from their Remuneration without having to perform the duties related to their administrative appointment. The purpose of this paid transition is to enable the Academic Administrator to update their skills, reintegrate into research networks and/or carry out any activity that would enable them to deepen their knowledge in order to exercise their professorial duties. The Administrative Leave shall not exceed 12 months.

“Associate Vice-President” means any Academic Associate Vice-President or any Non-Academic Associate Vice-President.

**POLICY ON EMPLOYMENT AND REMUNERATION OF SENIOR ADMINISTRATORS,
DEPUTY PROVOSTS, VICE-PROVOSTS AND ASSOCIATE VICE-PRESIDENTS**

Page 4 of 28

“Benefits” means the benefits for which University employees may be eligible, such as group insurance, pension, leaves and the like, as amended from time to time.

“Chair” means the person who chairs an Evaluation Committee, namely the Chair of the Board or the President, as applicable, based upon the person to whom the position being evaluated reports.

“Election Procedures” means the relevant election procedures, which may be adopted from time to time by a particular union or other relevant group in the context of appointments of their members to committees.

“General Increase” means the base salary increase provided to the Senior Administrators, the Deputy Provosts, the Vice-Provosts and the Associate Vice-Presidents to recognize their additional experience and development in their position. The General Increase is one of the two components of the formula to determine the progression in the salary scale.

“Legislative Provisions” means any applicable legislative provision, budgetary rule, guideline, directive and the like.

“Nominal Academic Salary” means the salary an Academic Administrator would earn as a faculty member, i.e. the CUFA grid salary, plus supplements if applicable.

“Non-Academic Associate Vice-President” means an individual who reports to a Senior Administrator and holds the position of Associate Vice-President.

“Remuneration” means any amount paid for the fulfilment of any employment duties, including, but not limited to, annual base salary, stipends, allowances and the like.

“Senior Academic Administrator” means an individual who is appointed by the Board in an academic leadership position, including the Provost and Vice-President, Academic, the Vice-President, Research and Graduate Studies and any other position of equivalent rank and responsibility as determined by the Board.

POLICY ON EMPLOYMENT AND REMUNERATION OF SENIOR ADMINISTRATORS, DEPUTY PROVOSTS, VICE-PROVOSTS AND ASSOCIATE VICE-PRESIDENTS

Page 5 of 28

“Senior Administrator” means the President and Vice-Chancellor (the “President”), any Senior Academic Administrator, any Senior Non-Academic Administrator and any other position of equivalent rank and responsibility as determined by the Board.

“Senior Non-Academic Administrator” means an individual who is appointed by the Board in a non-academic leadership position and in any other position of equivalent rank and responsibility as determined by the Board.

POLICY

Chapter 1: Senior Administrators

Employment agreements

1. The employment of a Senior Administrator shall be governed by an employment agreement that specifies the position, term, Remuneration, Benefits, severance and, when applicable, any Administrative Leave and any other relevant conditions of employment.
2. The employment agreement must conform to the University employment contract template and must be prepared by the Secretary-General, in consultation, when appropriate, with the Associate Vice-President, Human Resources, prior to its signature. It shall bear the signatures of the Senior Administrator, the President and the Chair of the Board.

Teaching Responsibilities

3. A President or a Senior Academic Administrator may be assigned teaching responsibilities as part of their appointment, at the discretion of the Chair of the Board in the case of the President and the President in the case of a Senior Academic Administrator. All such assigned courses shall be considered as part of the duties eligible for performance review. Such teaching responsibilities shall only be assigned to a President or a Senior Academic Administrator who holds a position in the CUFA bargaining unit before their appointment, or for whom a position in CUFA or a comparable position is held upon the conclusion of the term of their administrative appointment.

**POLICY ON EMPLOYMENT AND REMUNERATION OF SENIOR ADMINISTRATORS,
DEPUTY PROVOSTS, VICE-PROVOSTS AND ASSOCIATE VICE-PRESIDENTS**

Page 6 of 28

Remuneration

4. The salary scale for Senior Administrators is contained in Appendices A and B and shall apply at the time of appointment. The salary scale shall be reviewed annually, normally with effect June 1.
5. The Remuneration of Senior Administrators at the time of appointment shall be approved by:
 - a) the Board, on recommendation of the Human Resources Committee of the Board (the “Human Resources Committee”) in the case of the President.
 - b) the President and reported to the Human Resources Committee in the case of all other Senior Administrators.

The Remuneration, Benefits and severance shall be in accordance with this and any other applicable University policy as well as applicable Legislative Provisions.

6. Any exceptions to the Remuneration, Benefits or severance provided for in this or any other applicable University policy to which a Senior Administrator would normally be entitled must be in accordance with applicable Legislative Provisions and shall be approved by:
 - a) the Board, on recommendation of the Human Resources Committee in the case of the President.
 - b) the Human Resources Committee and reported to the Executive Committee of the Board (the “Executive Committee”) in the case of all other Senior Administrators.
7. The Senior Administrators’ progression in the applicable salary scale shall be based on two components: the annual General Increase and the increase on the basis of the performance review, in each case, when applicable. Any such increases must be in accordance with this and any other applicable University policy as well as applicable Legislative Provisions.

**POLICY ON EMPLOYMENT AND REMUNERATION OF SENIOR ADMINISTRATORS,
DEPUTY PROVOSTS, VICE-PROVOSTS AND ASSOCIATE VICE-PRESIDENTS**

Page 7 of 28

- a) The Senior Administrators' salary shall, when applicable, progress in the applicable salary scale on the basis of an annual General Increase.
 - b) The Senior Administrators' salary shall, when applicable, progress in the applicable salary scale on the basis of an annual confidential performance review which shall be conducted as follows:
 - i. The Chair of the Board, in consultation with the Human Resources Committee, shall conduct the President's performance review. The Chair of the Board shall present their recommendations for approval to the Executive Committee, the essence of which shall be reported to the Board.
 - ii. The President shall conduct the performance review of all other Senior Administrators. The conclusions of the performance review exercise, including any salary increases, shall be reported to the Human Resources Committee on an annual basis.
8. Any salary adjustments resulting from the above must be in accordance with this and any other applicable University policy as well as applicable Legislative Provisions, and shall normally be made effective June 1.
9. Academic Administrators shall be excluded from the CUFA bargaining unit during the term of their administrative appointment and subsequent Administrative Leave. For the purposes of determining the salary of Academic Administrators who return to the CUFA bargaining unit upon the conclusion of the term of their administrative appointment, a Nominal Academic Salary shall be notionally maintained during the term of the administrative appointment and subsequent Administrative Leave by applying all of the adjustments accorded to members of CUFA to the Nominal Academic Salary of the Academic Administrators on the day they took office. The same conditions shall apply, adapted as required, to Academic Administrators appointed from outside of the University for whom a position in CUFA is held upon the conclusion of the term of their administrative appointment.

**POLICY ON EMPLOYMENT AND REMUNERATION OF SENIOR ADMINISTRATORS,
DEPUTY PROVOSTS, VICE-PROVOSTS AND ASSOCIATE VICE-PRESIDENTS**

Page 8 of 28

10. In addition to base salary, Benefits and the Administrative Leave specific to Academic Administrators outlined in [Sections 59 to 69](#), the following benefits shall be provided to the Senior Administrators:
- a) A professional development allowance which shall not exceed the amount contained in Appendix C and enables Senior Administrators to maintain their professional activities or assist them with remaining current in their area of expertise.

All expenses incurred for this purpose shall be governed by all applicable University policies, guidelines, directives and the like, and must be approved in advance by the person to whom the Senior Administrator reports. In no event may the professional development allowance be a personal advantage for the Senior Administrators.
 - b) An annual vacation of 25 days in addition to the various legal and University holidays. A maximum of 10 days may be carried from 1 year to the next, and this for 2 consecutive years. Should the accumulated vacation not be taken in the 3rd year, it shall be forfeited unless otherwise agreed upon with the Chair of the Board or the President, as applicable.
 - c) The reimbursement of membership fees of a professional order only if the designation is required to hold their specific position at the University.
 - d) Other applicable benefits in accordance with the relevant [Human Resources policies](#), as amended from time to time.
11. When Senior Administrators temporarily assume, in an interim situation, additional duties and responsibilities above the level of their primary position, they shall be entitled to receive a stipend. The stipend awarded shall be established by the President, in consultation with the Associate Vice-President, Human Resources.

**POLICY ON EMPLOYMENT AND REMUNERATION OF SENIOR ADMINISTRATORS,
DEPUTY PROVOSTS, VICE-PROVOSTS AND ASSOCIATE VICE-PRESIDENTS**

Page 9 of 28

Scholarly research allowance

12. Senior Academic Administrators may receive a scholarly research allowance to maintain their research activities over the course of the term of their administrative appointment. This allowance, which does not constitute Remuneration, is made available for research purposes, including, but not limited to, the employment of research staff, the funding of graduate students and other research-related expenses. In no event may the scholarly research allowance be a personal advantage for the Senior Academic Administrators.

Evaluation of the President or Senior Academic Administrators

13. The maximum term that may be served in a particular office by a President or Senior Academic Administrator shall be set forth in the *Policy on Senior Administrative Appointments* ([BD-5](#)), as amended from time to time .
14. The Chair shall write to the President or to the Senior Academic Administrator during the penultimate year of the first term of their administrative appointment, requesting confirmation as to whether they wish to seek a second term. The President or the Senior Academic Administrator shall respond, in writing, within 10 working days. An absence of response within the deadline shall be construed as an indication that they do not wish to seek a second term.
15. If the President responds in the affirmative, the Board shall establish an Evaluation Committee composed of the 12 members below and shall ratify its membership.
 - Chair
 - Three external members of the Board, appointed by the Executive Committee
 - Four full-time faculty members, one from each faculty, elected in accordance with the Election Procedures
 - One part-time faculty member, elected in accordance with the Election Procedures
 - One representative of the administrative and support staff, elected in accordance with the Election Procedures
 - One graduate student, appointed by the Graduate Students' Association
 - One undergraduate student, appointed by the Concordia Student Union

**POLICY ON EMPLOYMENT AND REMUNERATION OF SENIOR ADMINISTRATORS,
DEPUTY PROVOSTS, VICE-PROVOSTS AND ASSOCIATE VICE-PRESIDENTS**

Page 10 of 28

16. If the Senior Academic Administrator responds in the affirmative, the President shall establish an Evaluation Committee composed of 12 members as follows:
- Chair
 - One external member of the Board, appointed by the Executive Committee
 - Five full-time faculty members, two from the Faculty of Arts and Science and one from each of the other faculties, elected in accordance with the Election Procedures
 - One part-time faculty member, elected in accordance with the Election Procedures
 - One librarian, elected in accordance with the Election Procedures
 - One representative of the administrative and support staff from a unit where the position is being evaluated, elected in accordance with the Election Procedures
 - One graduate student, appointed by the Graduate Students' Association
 - One undergraduate student, appointed by the Concordia Student Union
17. The eligibility requirements to serve on the Board set forth in the University By-Laws shall apply, adapted as required, to faculty members, librarians, members of the administrative and support staff, and students appointed to serve on all evaluation committees established under this Policy.
18. Members of the Evaluation Committee shall serve as individuals and not as delegates of their constituencies. Each member is called upon to exercise their own judgment in the best interests of the University.
19. In conducting its review, the Evaluation Committee shall develop a list of criteria based upon the goals and objectives established at the time of the appointment as well as those established on an annual basis thereafter.
20. The President or the Senior Academic Administrator shall submit a self-evaluation report of no more than 15 pages, excluding appendices.
21. The Evaluation Committee shall solicit views from members of the University community by inviting brief written submissions with respect to the evaluation criteria referred to in [Section 19](#). Comments received shall be dealt with in accordance with the [Protocol for Receiving and Transmitting Comments Submitted to Evaluation Committees](#), as amended from time to time by the Executive Committee.

**POLICY ON EMPLOYMENT AND REMUNERATION OF SENIOR ADMINISTRATORS,
DEPUTY PROVOSTS, VICE-PROVOSTS AND ASSOCIATE VICE-PRESIDENTS**

Page 11 of 28

22. The Evaluation Committees of the President and of the Senior Academic Administrators shall select a person, currently occupying or having recently occupied a comparable position at another University, to serve as a consultant to the Evaluation Committee and provide their feedback in the form of a detailed written report.
23. The Evaluation Committee shall examine any evidence that it feels it requires, solicited in the manner that it deems most appropriate.
24. Decisions shall be carried by a majority vote, unless the Evaluation Committee decides to set a higher standard. Voting shall be by secret ballot upon request of any member of the Evaluation Committee.
25. The Chair shall only vote when the outcome of a vote results in a tie. This in no way limits the Chair's right of expression during any or all proceedings.
26. The Evaluation Committee shall meet *in camera*, and its deliberations shall be strictly confidential.
27. In conducting its review, the Evaluation Committee shall ensure that due process is followed. For the purpose of this section, due process is defined as applying the rules of natural justice which comprise two elements:
 - a) *Audi alteram partem* - the duty to give persons affected by a decision a reasonable opportunity to be heard;
 - b) *Nemo iudex in causa sua debet esse* - the duty to reach a decision untainted by bias.
28. The report of the Evaluation Committee shall contain a reasoned recommendation as to the renewal of the President or the Senior Academic Administrator shall indicate the numerical vote.
29. The motion embodying the Evaluation Committee's recommendation shall be moved by the Chair of the Board in the case of the President and by the President in the case of any other Senior Academic Administrator.

**POLICY ON EMPLOYMENT AND REMUNERATION OF SENIOR ADMINISTRATORS,
DEPUTY PROVOSTS, VICE-PROVOSTS AND ASSOCIATE VICE-PRESIDENTS**

Page 12 of 28

30. In the event that the Chair does not agree with the recommendation of the Evaluation Committee for the President or for a Senior Academic Administrator, they shall inform the Board as to their reasons for not supporting the recommendation.

Evaluation of Senior Non-Academic Administrators

31. The President shall write to the Senior Non-Academic Administrator during the penultimate year of the first or any subsequent term of their administrative appointment, requesting confirmation as to whether they wish to seek another term. The Senior Non-Academic Administrator shall respond, in writing, within 10 working days. An absence of response within the deadline shall be construed as an indication that they do not wish to seek another term.
32. If the Senior Non-Academic Administrator responds in the affirmative, the President shall conduct an evaluation of the Senior Non-Academic Administrator.
33. The President shall consult with members of the administrative units who report to the Senior Non-Academic Administrator and individuals who would most likely interact with them as well as the Human Resources Committee.
34. The President shall also solicit views from other members of the University community by inviting brief written submissions. Comments received shall be dealt with in accordance with the Protocol for Receiving and Transmitting Comments Submitted to Evaluation Committees, as amended from time to time by the Executive Committee and adapted as required.
35. The President may also take any other additional steps necessary to conduct the evaluation of the Senior Non-Academic Administrator.
36. The President shall provide the Board with their recommendation regarding the renewal of a Senior Non-Academic Administrator including their reasons for the recommendation.

Process for reaching a decision on a mid-term departure

**POLICY ON EMPLOYMENT AND REMUNERATION OF SENIOR ADMINISTRATORS,
DEPUTY PROVOSTS, VICE-PROVOSTS AND ASSOCIATE VICE-PRESIDENTS**

Page 13 of 28

37. In the event that the performance of the President is deemed by the Chair of the Board or by the Human Resources Committee (either as part of the annual performance review or otherwise) to be unsatisfactory, the Chair of the Board shall discuss the results with the President, and the Human Resources Committee shall so report, in writing, to the Executive Committee.
38. Should the Executive Committee agree with those findings and conclusions, the Board shall be consulted during a Closed Session meeting, excluding the President, to discuss the appropriate steps to be taken. Prior to the Board taking a formal vote on removal, the President shall be offered the choice of resigning.
39. For Senior Administrators whose performance has been unsatisfactory (either as part of the annual performance review or otherwise), the President shall discuss the results with the Senior Administrator. The President shall bring the matter to the attention of the Human Resources Committee to discuss the appropriate steps to be taken.

**POLICY ON EMPLOYMENT AND REMUNERATION OF SENIOR ADMINISTRATORS,
DEPUTY PROVOSTS, VICE-PROVOSTS AND ASSOCIATE VICE-PRESIDENTS**

Page 14 of 28

Chapter 2: Deputy Provosts, Vice-Provosts and Associate Vice-Presidents

Employment agreements

40. The relevant Vice-President shall contact the Associate Vice-President, Human Resources prior to engaging in discussions with respect to all new hires, appointments, employment agreement renewals, transfers to new, existing or interim positions, and promotions.
41. Following consultation with the Associate Vice-President, Human Resources, the relevant Vice-President shall make a recommendation to the President regarding the conditions of an employment agreement.
42. The employment of a Deputy Provost, a Vice-Provost or an Associate Vice-President shall be governed by an employment agreement that specifies the position, term, Remuneration, Benefits, severance and, when applicable, any Administrative Leave and any other relevant conditions of employment.
43. The employment agreement must conform to the University employment contract template and must be prepared by the Associate Vice-President, Human Resources, in consultation, when appropriate, with the Secretary-General, prior to its signature. It shall bear the signatures of the Deputy Provost, the Vice-Provost or the Associate Vice-President, the relevant Vice-President and the President.
44. Initial employment agreements as well as renewals for Non-Academic Associate Vice-President positions shall normally be for a term of 5 years.
45. Initial employment agreements as well as renewals for Deputy Provost, Vice-Provost and Academic Associate Vice-President positions shall normally be for a 3 to 5-year term, with exceptions in cases of interim appointments, short-term extensions or other exceptional situations.

**POLICY ON EMPLOYMENT AND REMUNERATION OF SENIOR ADMINISTRATORS,
DEPUTY PROVOSTS, VICE-PROVOSTS AND ASSOCIATE VICE-PRESIDENTS**

Page 15 of 28

46. When an employment agreement is renewed for the same position with no substantive change in job responsibility, the employment conditions shall normally remain the same, subject to this and any other applicable University policy as well as applicable Legislative Provisions. An employment agreement shall not be renewed without prior consultation with the Associate Vice-President, Human Resources and approval of the President and the relevant Vice-President.

Teaching Responsibilities

47. A Deputy Provost, a Vice-Provost or an Academic Associate Vice-President may be assigned teaching responsibilities as part of their appointment, at the discretion of the relevant Vice-President. All such assigned courses shall be considered as part of the duties eligible for performance review. Such teaching responsibilities shall only be assigned to a Deputy Provost, a Vice-Provost or an Academic Associate Vice-President who holds a position in the CUFA bargaining unit before their appointment, or for whom a position in CUFA or a comparable position is held upon the conclusion of the term of their administrative appointment.

Remuneration

48. The salary scales for Deputy Provosts, Vice-Provosts and Associate Vice-Presidents are contained in Appendix D and shall apply at the time of appointment. The salary scales shall be reviewed annually, normally with effect June 1.
49. The Remuneration of Deputy Provosts, Vice-Provosts and Associate Vice-Presidents at the time of appointment shall be approved by the President or the relevant Vice-President, as applicable, in consultation with the Associate Vice-President, Human Resources. The Remuneration, Benefits and severance shall be in accordance with this and any other applicable University policy as well as applicable Legislative Provisions.

**POLICY ON EMPLOYMENT AND REMUNERATION OF SENIOR ADMINISTRATORS,
DEPUTY PROVOSTS, VICE-PROVOSTS AND ASSOCIATE VICE-PRESIDENTS**

Page 16 of 28

50. Any exceptions to the Remuneration, Benefits or severance provided for in this or any other applicable University policy to which a Deputy Provost, a Vice-Provost or an Associate Vice-President would normally be entitled must be in accordance with applicable Legislative Provisions and shall first be discussed with the Associate Vice-President, Human Resources. Recommendations shall then be presented by the relevant Vice-President to the President for approval.
51. The Deputy Provosts, Vice-Provosts and Associate Vice-Presidents' progression in the applicable salary scale shall be based on two components: the annual General Increase and the increase on the basis of the performance review, in each case, when applicable. Any such increases must be in accordance with this and any other applicable University policy as well as applicable Legislative Provisions.
- a) The Deputy Provosts, the Vice-Provosts and the Associate Vice-Presidents' salary shall, when applicable, progress in the applicable salary scale on the basis of an annual General Increase.
 - b) The Deputy Provosts, the Vice-Provosts and the Associate Vice-Presidents' salary shall, when applicable, progress in the applicable salary scale on the basis of an annual confidential performance review conducted by the relevant Vice-President.
52. Any salary adjustments resulting from the above must be in accordance with this and any other applicable University policy as well as applicable Legislative Provisions, and shall normally be made effective June 1.
53. [Section 9](#) shall apply to Deputy Provosts, Vice-Provosts and Associate Vice-Presidents, adapted as required.
54. In addition to base salary, Benefits and the Administrative Leave specific to Academic Administrators outlined in [Sections 59 to 69](#) of this Policy, the following benefits shall be provided to the Deputy Provosts, Vice-Provosts and Associate Vice-Presidents:

**POLICY ON EMPLOYMENT AND REMUNERATION OF SENIOR ADMINISTRATORS,
DEPUTY PROVOSTS, VICE-PROVOSTS AND ASSOCIATE VICE-PRESIDENTS**

Page 17 of 28

- a) A professional development allowance which shall not exceed the amount contained in Appendix E and enables Deputy Provosts, Vice-Provosts and Associate Vice-Presidents to maintain their professional activities or assist them with remaining current in their area of expertise.

All expenses incurred for this purpose shall be governed by all applicable University policies, guidelines, directives and the like, and must be approved in advance by the relevant Vice-President. In no event may the professional development allowance be a personal advantage for the Deputy Provosts, the Vice-Provosts or the Associate Vice-Presidents.

- b) An annual vacation of 25 days in addition to the various legal and University holidays. A maximum of 10 days may be carried from 1 year to the next, and this for 2 consecutive years. Should the accumulated vacation not be taken in the 3rd year, it shall be forfeited unless otherwise agreed upon with the relevant Vice-President, in consultation with the Associate Vice-President, Human Resources.
- c) The reimbursement of membership fees of a professional order only if the designation is required to hold their specific position at the University.
- d) Other applicable benefits in accordance with the relevant [Human Resources policies](#), as amended from time to time.

55. When Deputy Provosts, Vice-Provosts and Associate Vice-Presidents temporarily assume, in an interim situation, additional duties and responsibilities above the level of their primary position, they shall be entitled to receive a stipend. The stipend awarded shall be established by the relevant Vice-President, in consultation with the Associate Vice-President, Human Resources.

Scholarly research allowance

56. [Section 12](#) shall apply to Deputy Provosts, Vice-Provosts and Associate Vice-Presidents, adapted as required.

**POLICY ON EMPLOYMENT AND REMUNERATION OF SENIOR ADMINISTRATORS,
DEPUTY PROVOSTS, VICE-PROVOSTS AND ASSOCIATE VICE-PRESIDENTS**

Page 18 of 28

Performance review

57. During the annual review referred to in [Section 51](#), the relevant Vice-President shall review the performance of the Deputy Provost, the Vice-Provost and the Associate Vice-President and their goals and objectives.

58. For Deputy Provosts, Vice-Provosts and Associate Vice-Presidents whose performance has been unsatisfactory (either as part of the annual performance review or otherwise), the relevant Vice-President shall discuss the results with the Deputy Provost, the Vice-Provost or the Associate Vice-President, as applicable. The relevant Vice-President shall bring the matter to the attention of the President, and the relevant Vice-President shall consult with the Associate Vice-President, Human Resources to discuss the appropriate steps to be taken.

**POLICY ON EMPLOYMENT AND REMUNERATION OF SENIOR ADMINISTRATORS,
DEPUTY PROVOSTS, VICE-PROVOSTS AND ASSOCIATE VICE-PRESIDENTS**

Page 19 of 28

Chapter 3: Administrative Leave

59. A Senior Academic Administrator who completes one or two terms of an administrative appointment shall be entitled to a single, 1-year Administrative Leave. For greater clarity, an Administrative Leave shall not be prorated, and a Senior Academic Administrator shall not be entitled to an Administrative Leave if they do not complete the first full term of their administrative appointment.
60. A Senior Academic Administrator shall take their Administrative Leave as follows:
- a) at the conclusion of the first term of their administrative appointment, if not re-appointed for a second term; or
 - b) at the conclusion of the second and final term of their administrative appointment or earlier, if they do not complete their second term.
61. The Administrative Leave for a Senior Academic Administrator shall be established as set forth below. If the Administrative Leave is taken after the completion of:
- a) the first term of the administrative appointment and at any time prior to the completion of the second term of the administrative appointment, it will be established on the basis of the average base salary earned during the first term of the administrative appointment; or
 - b) the second and final term of the administrative appointment, it will be established on the basis of the average base salary earned during the second term of the administrative appointment.
62. For Deputy Provosts, Vice-Provosts and Associate Vice-Presidents, the Administrative Leave shall be established based upon 2 months of Administrative Leave per year of service in the administrative appointment, to a maximum of 1 year.
63. A Deputy Provost, a Vice-Provost or an Associate Vice-President shall take their Administrative Leave at the conclusion of the final term of their administrative appointment or earlier, if they do not complete their final term.

**POLICY ON EMPLOYMENT AND REMUNERATION OF SENIOR ADMINISTRATORS,
DEPUTY PROVOSTS, VICE-PROVOSTS AND ASSOCIATE VICE-PRESIDENTS**

Page 20 of 28

64. The salary rate during the Administrative Leave for a Deputy Provost, a Vice-Provost and an Associate Vice-President shall be based on the average salary earned during the last 6 years of the administrative appointment or such lesser period adapted as required.
65. The Administrative Leave shall only be granted if the Academic Administrator returns to the professorial ranks immediately after the Administrative Leave.
66. No Administrative Leave shall be banked or otherwise deferred, and no monetary compensation in lieu of Administrative Leave shall be paid.
67. During the Administrative Leave, an Academic Administrator shall only be entitled to receive the base salary referred to in [Section 61](#) or [64](#), the professional development allowance and the continuation of the Benefits, as applicable.
68. Subject to the approval from the President or the relevant Vice-President, an Academic Administrator may, while on Administrative Leave, devote the equivalent of up to 1 day per week to relevant outside employment. If an Academic Administrator accepts any employment with another employer which exceeds the equivalent of 1 day per week, they must resign their position at the University and shall forfeit their entitlement to any Administrative Leave.
69. The Academic Administrator must return to the CUFA bargaining unit in order to take advantage of any of the privileges provided by the CUFA collective agreement (leaves, early retirement, etc.). The term(s) of the administrative appointment and the Administrative Leave will not count towards sabbatical eligibility. An Academic Administrator who retires from the University under the relevant section of the CUFA collective agreement during or following the term(s) of their administrative appointment are eligible for retirement-related remuneration only at the Nominal Academic Salary effective at the time of their retirement.
70. [Sections 59 to 69](#) shall apply to the President for whom a position in CUFA has been held upon the conclusion of the term of their administrative appointment.

**POLICY ON EMPLOYMENT AND REMUNERATION OF SENIOR ADMINISTRATORS,
DEPUTY PROVOSTS, VICE-PROVOSTS AND ASSOCIATE VICE-PRESIDENTS**

Page 21 of 28

Chapter 4: Severance Pay

71. The Human Resources Committee shall establish the severance pay provisions for Senior Administrator, Deputy Provost, Vice-Provost and Associate Vice-President positions. The severance pay may not exceed 1 year of the base salary that they receive at the time of their departure, must be based on the duration of the continuous mandate and must respect all other conditions set forth in the *Règles budgétaires*, as amended from time to time, and all other applicable Legislative Provisions. The following, without limitation, are governing conditions pertaining to the payment of severance pay:
- a) No severance pay shall be granted to a Senior Administrator, a Deputy Provost, a Vice-Provost or an Associate Vice-President who:
 - i. is terminated with cause;
 - ii. resigns from their position; or
 - iii. ceases to exercise their duties as a Senior Administrator, a Deputy Provost, a Vice-Provost or an Associate Vice-President and who remains employed by the University.
 - b) The Senior Administrator, the Deputy Provost, the Vice-Provost or the Associate Vice-President shall not be entitled to any severance pay for the period during which they are employed or hold another paid position in a public or parapublic body. For greater clarity, the severance pay shall either immediately cease as soon as the Senior Administrator, the Deputy Provost, the Vice-Provost or the Associate Vice-President is employed or holds another paid position in a public or parapublic body during the severance period or the severance pay shall be reduced accordingly.
 - c) An Academic Administrator shall not benefit from both severance pay and Administrative Leave.

**POLICY ON EMPLOYMENT AND REMUNERATION OF SENIOR ADMINISTRATORS,
DEPUTY PROVOSTS, VICE-PROVOSTS AND ASSOCIATE VICE-PRESIDENTS**

Page 22 of 28

72. If the President, the Senior Academic Administrator, the Deputy Provost, the Vice-Provost or the Associate Vice-President's employment is terminated without cause, they shall, if applicable, elect whether they wish to return to the professorial ranks or not, and the relevant provision(s) of [Section 71](#) shall apply.

**POLICY ON EMPLOYMENT AND REMUNERATION OF SENIOR ADMINISTRATORS,
DEPUTY PROVOSTS, VICE-PROVOSTS AND ASSOCIATE VICE-PRESIDENTS**

Page 23 of 28

Chapter 5: Policy Responsibility and Review

73. The Board shall approve this Policy.

Following its initial approval,:

- a) any modification to the salary scales, the General Increase and the maximum eligible percentage increase for performance shall be approved on an annual basis by:
 - i. the Executive Committee in the case of the President.
 - ii. the Human Resources Committee in the case of any other Senior Administrators.
- b) any modification to the professional development allowance amount shall be approved by:
 - i. the Executive Committee in the case of the President.
 - ii. the President in the case of any other Senior Administrators.

74. The overall responsibility for implementing and recommending amendments to this Policy shall rest with the Secretary-General, in collaboration with the Associate Vice-President, Human Resources.

Approved by the Board of Governors on September 18, 2002, and amended on May 18, 2006; June 7, 2013; May 20, 2015; December 14, 2016; December 9, 2020, September 16, 2021 and December 14, 2023.

**POLICY ON EMPLOYMENT AND REMUNERATION OF SENIOR ADMINISTRATORS,
DEPUTY PROVOSTS, VICE-PROVOSTS AND ASSOCIATE VICE-PRESIDENTS**

Page 24 of 28

Appendix A

Salary Scale for the President

Last Updated: June 1, 2022

Position	Minimum	Midpoint	Maximum
President	\$332,838	\$416,047	\$499,256

**POLICY ON EMPLOYMENT AND REMUNERATION OF SENIOR ADMINISTRATORS,
DEPUTY PROVOSTS, VICE-PROVOSTS AND ASSOCIATE VICE-PRESIDENTS**

Page 25 of 28

Appendix B

Salary Scale for Senior Administrators other than the President¹

Last Updated: June 1, 2022

Positions	Minimum	Midpoint	Maximum
Senior Administrator ¹	\$262,656	\$328,320	\$393,984

¹ See Appendix A for the salary range applicable to the President.

**POLICY ON EMPLOYMENT AND REMUNERATION OF SENIOR ADMINISTRATORS,
DEPUTY PROVOSTS, VICE-PROVOSTS AND ASSOCIATE VICE-PRESIDENTS**

Page 26 of 28

Appendix C

Professional Development Allowance for Senior Administrators

Effective Date: June 1, 2022

Positions	PDA Amount
Senior Administrator	\$10,000

**POLICY ON EMPLOYMENT AND REMUNERATION OF SENIOR ADMINISTRATORS,
DEPUTY PROVOSTS, VICE-PROVOSTS AND ASSOCIATE VICE-PRESIDENTS**

Page 27 of 28

Appendix D

Salary Scales for Deputy Provosts, Vice-Provosts and Associate Vice-Presidents

Last Updated: June 1, 2022

Positions	Minimum	Midpoint	Maximum
Deputy Provost	\$227,775	\$284,877	\$341,978
Vice-Provost	\$194,234	\$228,511	\$262,787
Associate Vice-President	\$194,234	\$228,511	\$262,787

**POLICY ON EMPLOYMENT AND REMUNERATION OF SENIOR ADMINISTRATORS,
DEPUTY PROVOSTS, VICE-PROVOSTS AND ASSOCIATE VICE-PRESIDENTS**

Page 28 of 28

Appendix E

**Professional Development Allowance for
Deputy Provosts, Vice-Provosts and Associate Vice-Presidents**
Effective Date: June 1, 2022

Positions	PDA Amount
Deputy Provost	\$7,500
Vice-Provost	\$5,000
Associate Vice-President	\$5,000