BY-LAW 2

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  - 269-06 June 29, 1999
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PREAMBLE

The purpose of this by-law is to state the procedures that the Board of Governors will follow to hire a Director General or an Academic Dean; renew respective mandates and to undertake an annual performance evaluation.

ARTICLE 1 - APPOINTMENT AND RENEWAL OF THE DIRECTOR GENERAL AND THE ACADEMIC DEAN

The Board appoints the Director General and the Academic Dean in accordance with section 20 of the General and Vocational Colleges Act (CQLR, chapter C-29).

1.1 Notice of Renewal/Non-Renewal

At least 90 days prior to the expiry of the term of the Director General/Academic Dean, the Board shall decide the renewal or non-renewal of term by resolution, and shall so advise the incumbent in writing.

1.2 Procedures

The procedure for the renewal/non-renewal of these mandates shall be:

a) Nine months prior to the expiry of either of these terms of office, the Board Chair will consult with the Director General or in the case of the Academic Dean, the Director General shall be responsible for the consultation, to determine the incumbent's intentions as to an additional term.

b) In the event the Director General or Academic Dean will stand for another term, the Board shall, by resolution, establish a committee to conduct whatever consultations for the mandate review that are considered necessary, and to make a recommendation on the renewal or non-renewal of the mandate at the end of the process.

c) In the case of the Director General, the renewal Committee shall be composed of the Chair of the Board of Governors, who will chair the Committee, the Vice-Chair of the Board of Governors, the Academic Dean, one faculty member and one staff member, one student member of the Board and two other members of the Board who are not employees of the College.
In the case of the Academic Dean, the renewal Committee shall be composed of the Director General, who will chair the Committee, the Chair and Vice-Chair of the Board of Governors, one faculty member and one staff member, one student member of the Board and one other member of the Board who is not an employee of the College.

The Committee will solicit written comments and briefs from certain segments of the College community regarding firsthand knowledge of, or direct dealings with, the incumbent in areas related to specific criteria, priorities or mandates. If the Committee chooses to do so, the Director General or Academic Dean will be given the opportunity to respond to the comments and briefs received by the Committee.

Individual members of the Board will also have an opportunity to address written comments to the Chair of the Evaluation Committee.

d) The Committee should give the Academic Council a minimum of thirty (30) days’ notice of intention, to renew either of these terms of office; and it must at the same time set the date by which the required consultation with the council must be concluded.

1.3 Search Committee

In the event of a Board non-renewal decision, or the Director General/Academic Dean being unwilling to accept a further term, the Board shall establish, by resolution, the appropriate Search Committee.

a) In the case of the Director General, the Search Committee shall be composed of the Chair of the Board of Governors, who will chair the Committee, the Vice-Chair of the Board of Governors, the Academic Dean, one faculty member and one staff member, one student member of the Board and two other members of the Board who are not employees of the College.

b) In the case of the Academic Dean, the Search Committee shall be composed of the Director General, who will chair the Committee, the Chair and Vice-Chair of the Board of Governors, one faculty member and one staff member, one student member of the Board and one other member of the Board who is not an employee of the College.

c) The Search Committee should give the Academic Council a minimum of thirty (30) days’ notice of intention, to make a new appointment to either position; and it must at the same time set the date by which the required consultation with the council must be concluded. The proposed candidate may be invited to be presented to the Academic Council prior to its recommendation.

d) The proposed candidate may be invited to be presented to the Board of Governors prior to the Board’s decision on such candidate’s appointment.
In fulfilling its mandate under this Section 1.3, the Search Committee may, to the extent deemed appropriate, follow the guidelines/steps set forth in Schedule A attached hereto.

1.4 **Recommendation Deadline**

The Board, by resolution, establishes the deadline date by which the Evaluation Committee or Search Committee must make its recommendation to the Board.

1.5 **Duration of the Term**

The renewal of term or the initial term of a Director General/Academic Dean is established by the Board for a period of not under three (3) nor over five (5) years.

1.6 **Conditions of Employment**

The conditions of employment within the *Regulation respecting certain conditions of employment of senior executives of general and vocational colleges* (hors-cadres) are set by the Chair of the Board who concludes the hiring of the Director General and by the Director General who concludes the hiring of the Academic Dean.

**ARTICLE 2 - EVALUATION OF DIRECTOR GENERAL / ACADEMIC DEAN**

The Director General and Academic Dean shall be evaluated on an annual basis. The purpose of the evaluation is to foster professional growth and development through feedback on job performance. As well, annual evaluation reports will be used by the Evaluation Committee to determine its recommendations to the Board in the case of a mandate renewal process.

2.1 **Evaluation Committee**

For the evaluation of the Director General, the Committee shall be composed of the Chairperson of the Board of Governors, the Vice-Chair and one other member of the Board who is not an employee of the College. The Chairperson of the Board will chair the Committee.

For the evaluation of the Academic Dean, the Committee shall be composed of the Director General and two other members of the Board who are not employees of the College. The Director General will chair the Committee.

2.2 **Procedure**

Evaluation Committees shall report their general conclusions to the Board of Governors
normally by the last Board meeting of each academic year but not later than the October Board Meeting. A more detailed written confidential report shall be sealed and placed in the incumbent’s permanent file. A copy of the confidential report is to be given to the incumbent.

a) All deliberations of the Evaluation Committee shall remain confidential.

b) The evaluations shall be based on the criteria outlined in Article 2.3, as well as on the status report on the College’s Priorities and Work Plan or Management Plan for that year, and on any specific mandates received by the Director General or by the Academic Dean. The Committees and the incumbents may agree to add or to delete criteria as they see fit or according to circumstances.

c) The Evaluation Committee’s review will include a self-evaluation by the Director General or the Academic Dean covering activities and accomplishments since the previous evaluation.

d) The Evaluation Committee may include further consultations throughout the College if certain critical issues that might compromise the development of the College arise.

Individual members of the Board will also have an opportunity to address written comments to the Chair of the Evaluation Committee.

e) The Evaluation Committee shall report the general conclusions of its assessment of the incumbent to the Board, in camera, normally by the last meeting of each academic year but not later than the October Board meeting. The Committee will share the evaluation results with the incumbent.

f) The Committee’s detailed evaluation report shall remain confidential. The report and any written response shall become a permanent part of the Director General’s or Academic Dean’s file consulted only by the incumbent or by the renewal committee at the end of the mandate of the incumbent for renewal purposes.

g) Any specific recommendations or mandates for the following year shall be overseen by the Executive Committee in the case of the Director General, or by the Director General in the case of the Academic Dean.

2.3 Evaluation Criteria

The Director General and Academic Dean will be evaluated on the basis of the following:

a) The coordination and supervision of operations outlined in the status report on that year’s College Priorities and Work Plan or Management Plan. In the case of the Director General, all priorities and the complete work plan shall be considered, and in the case of the Academic Dean, only that which relates to Academic Administration and student success shall apply.
b) Any specific recommendations or mandates from the Board, or in the case of the Academic Dean, from the Director General as well.

c) Specific criteria set by the Evaluation Committee and the incumbent which may include, but are not limited to the following:

Leadership: Has integrity; is approachable; is persuasive; tends to be collaborative; is dynamic.

Vision: Is creative; can be inspirational; is conscious of the big picture; is aware of emerging economic, social and educational trends.

Decisiveness: Courage; Strength of character; fairness; capacity to arbitrate.

Consensus Building: Willingness to facilitate; pragmatism; respect for others.

Communication: Honesty; transparency; strength of articulation; ability to listen as well as communicate.

Management Skills: Establishing priorities; planning; managing resources; motivation of staff; delegation and control mechanisms.

Commitment to: The College’s Mission Statement; championing student needs; a constructive working relationship with students, faculty and staff; responding to emerging trends from community and business.

ARTICLE 3 - COMING INTO FORCE

This By-law will come into force upon Board approval.
SCHEDULE A
Guidelines/Steps

In fulfilling its mandate, the Search Committee may, to the extent deemed appropriate, follow the following guidelines/steps:

- Hire a professional recruiter with experience in the academic field, in accordance with By-Law 9 Concerning the Procurement, Service and Construction Work Contracts; any agreement to be entered into with such professional to be reviewed by the Director of Finance & Legal Affairs;
- Prepare a timeline;
- Conduct an exit interview with the outgoing Director General/Academic Dean;
- Solicit input from the Directors of the College in order to better understand their concerns and needs;
- Prepare a competency profile;
- Prepare the job specification, in English and French, and, in the case of the Academic Dean, consult with Academic Council; have the Communications Department review the job specification prior to posting;
- Determine where the job specification will be posted and, if considered necessary, request that the Human Resources Department proceed with the posting;
- Prepare the interview questions and format, decide on a presentation topic, language testing and any other types of testing;
- Hire a professional firm that will conduct psychometric testing;
- Proceed to the pre-selection/prescreening of applicants;
- Coordinate the logistics of the interviews: book a venue, prepare a schedule, set up interviews, etc.
- Deliberate on interviewed candidates and, where applicable, determine points to be verified in reference checks and psychometric testing;
- Proceed to reference checks once the candidate has authorized same by executing an authorization form (may be obtained from the Human Resources Department);
- Bring the candidate to Academic Council and the Board of Governors;
- Prepare an offer letter once candidate is selected outlining major conditions of employment, conditional upon Board of Governors’ decision;
- Send regret letters to candidates that were not selected;
- Examine and manage the budget available to it.

The steps above may be completed by, or with the assistance of, the hired professional recruiter; the Search Committee should nevertheless remain involved and oversee all steps performed by the professional recruiter and request that all applications be brought to the Search Committee for review.
The Search Committee may consult with any resource person it considers appropriate, in an advisory or informational capacity, including the outgoing Director General/Academic Dean. It may also invite any such resource person to attend any of its meetings.

The Secretary General should accompany the Search Committee by providing any required guidance or assistance on procedural matters. The Secretary General should attend the first meeting of the Search Committee and any other meeting where his/her attendance is requested by the Search Committee.