

Policy Title: Succession Planning and Line of Authority

Category:	☒ Institutional - Board ☐ Academic - Administrative ☐ Institutional - Administrative ☐ Employment - Administrative		
Approved by:	☒ Board ☐ President		
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Policy Sponsor:	Board Governance Committee Chair and President	Responsible Executive:	President
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1. POLICY

1. The CMCC Board of Governors (the “Board”) is responsible for the appointment and oversight of the CMCC President and for ensuring that the authority and responsibilities of the President are transferred appropriately if the position is:
 - a. temporarily vacated due to either unplanned circumstances (e.g. health, family leave) or planned circumstance (e.g. vacation, personal leave); or
 - b. permanently vacated due to incapacitation, sudden loss, resignation, termination or retirement.
2. The President shall ensure that there is an efficient transition to an Administrator In Charge or Acting President, as appropriate, if the President position is temporarily vacated. It is expected that the President recruit and develop talent at the executive administration level of the institution to allow for continued effective leadership.
3. On an annual basis, the President shall provide to the Board Chair, Executive Leadership Team, and the Director, Human Resources and Employee Engagement an updated *Line of Authority in the Absence of the President* directive establishing a temporary succession plan for the office of the President.
4. For temporary, short-term leaves of the President lasting up to two weeks, including vacations, personal leave, or CMCC-related travel that impairs

communication with the President, an Administrator In Charge shall be designated by the President. For these short periods, the Administrator In Charge does not assume the title of Acting President but shall temporarily assume the President's responsibilities and authority for daily operations, campus communications and leadership of the Executive Leadership Team.

5. For leaves of the president in excess of two weeks, there will be a designated Administrator In Charge or an Acting President, depending on the nature of the leave and the expected level of communication with the President.
 - a. For planned leaves, the President will appoint either an Administrator In Charge or Acting President from the hierarchy stipulated in the President's annual directive on the *Line of Authority in the Absence of the President*.
 - b. For unplanned leaves anticipated to be in excess of two weeks, an Acting President shall assume the role from the hierarchy stipulated in the President's annual directive on the *Line of Authority in the Absence of the President*, absent any action to the contrary by the Board Chair. An Acting President shall have the authority to act on behalf of the President within limits established by the President and/or Board Chair and as further described in the procedures section of this policy.
6. All administrators listed in the line of authority are to be knowledgeable and current on CMCC policies and key issues that impact the institution.
7. If the President's position becomes permanently vacant through termination, resignation, or retirement, it is the responsibility of the Board of Governors, in consultation with the executive administration, to appoint an Interim President to serve until a search committee has finished its work and a new President has been appointed.
8. The Board reserves the right to appoint an individual not in the line of succession to be Acting or Interim President. Circumstances may arise where the Board may appoint an Acting President that supersedes the line of succession outlined in the annual President's Line of Authority directive. The Board may select either an internal or external candidate to serve as Acting or Interim President.
9. Nothing in this Policy shall diminish or otherwise authorize the Administrator in Charge or an Acting or Interim President to take any actions which are exclusive to the Board of Governors or not otherwise authorized to the Office of the President.
10. Planned or unanticipated vacancy positions at the level of Director or above are to be filled with appropriately qualified and experienced individuals as soon as possible.

2. PURPOSE

To outline a process that ensures succession planning for the role of the President, in the event of a temporary or permanent departure of the current President, in order to maintain effective leadership for the institution, and similarly, succession planning for the other members of the Executive Leadership Team and Division Directors.

3. SCOPE

The CMCC community.

4. INFORMATION AND COMPLIANCE PLANS (not a comprehensive list)

CMCC is required by various external organizations and legislation to provide qualified and experienced administrative leadership to carry out the policies of the Board of Governors.

- Council on Chiropractic Education Canada (CCEC) Program Standards for the Doctor of Chiropractic Degree Program – Canada
- Council on Chiropractic Education (CCE) Accreditation Standards
- The Ontario Post-secondary Education Choice and Excellence Act as summarized in the Postsecondary Education Quality Assessment Board (PEQAB) Handbook for Private Organizations

5. RELATED POLICIES (not a comprehensive list)

- Board of Governors Board Manual
- CMCC Emergency Management Plan
- Collective Agreement CMCC and CUPE Local 4773
- Contract Management, Review and Approval Policy
- Expenditure Authorization Policy

6. DEFINITIONS

1. Acting President is the executive administrator who has temporarily assumed the responsibilities of the President during their leave and in accordance with the limits established by this policy.
2. CMCC Community consists of policy stakeholders, including the Board of Governors, administrators, faculty members, staff members, students, clinic patients, volunteers, visitors, and others engaged in activities of the institution. References to the CMCC Community in policies may include some or all of the above noted stakeholders, as appropriate for the policy.
3. Executive Leadership Team (ELT) is led by the President and consists of senior administrators from CMCC's major functional areas. It is comprised of the

President, Vice Presidents, Associate Vice Presidents, Deans, and other senior administrators appointed to the ELT by the President.

4. Interim President is the Board-designated person who has been given the authority to be the CMCC President following the unexpected termination, resignation or loss of the President, until such time as the Board formally appoints a new President.
5. Line of Authority is the hierarchy of succession to assume the authority of the President in the case of absence of the President or other reason the President is unable to carry out their duties. The hierarchy is established annually by the President in a "*Line of Authority in Absence of the President*" directive.
6. Succession Planning within the context of this policy, refers to a strategy that ensures the continued effective performance of the institution by making provisions for the development and replacement of the President or other senior administrative positions and their critical work activities.

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7. PROCEDURES

1. The President's annual Line of Authority in the Absence of the CMCC President directive shall:
 - a. Designate two or more members of the Executive Leadership Team and at least one division director in the hierarchy of persons able to fill the role of Administrator In Charge or Acting President.
 - b. This directive will be issued in the first quarter of each calendar year and will be subsequently revised if one of the named positions in that line of succession becomes vacant during the year.
 - c. If an Administrator In Charge or Acting President becomes absent, then the next person in the line of succession shall assume that responsibility and authority.
2. A person designated as the Administrator In Charge shall provide oversight of the daily operations of CMCC. Delegated responsibilities include:
 - a. Running designated committee meetings that the President would normally chair (e.g., Executive Leadership Team, Institutional Affairs Committee, Division Directors).

- b. Reviewing and signing routine paperwork as necessary, including expense reimbursements, payment of invoices, leave requests, and HR forms, if delays in such would create a hardship for a department, division or individual. This does not include hiring or firing CMCC employees, acting as the official spokesperson of CMCC to external audiences, contingency fund expenditure authorization, or signing contracts, unless normally included as part of the administrator's regular duties.
 - c. Maintaining effective campus communications, in coordination with the Associate VP, Institutional Advancement and Communications.
 - d. Procedural implementation of decisions arising from campus policies.
 - e. Responding to campus emergencies, working in conjunction with other campus administrators to assure proper response to any emergency situation.
 - f. Other actions to ensure the smooth and efficient operations of CMCC.
 - g. Other actions as authorized in advance by the President or at any time by the Board Chair.
3. A person designated as Acting President shall assume responsibilities for the daily operations of CMCC as stipulated above for the Administrator In Charge, with the additional responsibilities and authority below:
- a. Hiring or firing of employees when a delay in such would be not be in the best interest of the affected division or department.
 - b. Authorization for use of contingency funds, in coordination with the VP, Administration and Finance.
 - c. Signing of contracts committing the institution for less than one year. Contracts in excess of one year can be signed after consultation with the Board Chair.
 - d. Authorization for use of President's discretionary fund, after consultation with the Board Chair.
 - e. Authorization of student awards.
 - f. Authorization for establishment of new named scholarships and awards.
 - g. Generation of reports normally produced by the President and which cannot wait for the return of the President.
 - h. Maintenance of direct communication with the Board Chair and any members of the Board designated by the Board Chair.

- i. Other actions as authorized in advance by the President or at any time by the Board Chair.
- 4. In the event of the incumbent President's resignation, retirement, termination or other cause of permanent vacancy of the office, the Executive Committee of the Board of Governors shall initiate a presidential search.
 - a. In the case of a planned vacancy, a presidential search will be initiated at least 12, but not more than 18 months prior to the end of the incumbent's term.
 - b. In the case of an unplanned vacancy, the Board shall appoint an Interim President and initiate a presidential search as soon as possible. An Interim President can be selected from among the CMCC administration or can be an external person but shall not be a member of the CMCC Board.
 - c. The CMCC VP, Administration and Finance, shall coordinate, in consultation with the Board Executive Committee and the Director, HR and Employee Engagement, the development of a leadership profile document that describes CMCC and its priorities for a new president, and which will serve as a document to guide the search for a new leader.
 - d. A presidential search committee ("the Committee") shall include representation from the Board of Governors, the CMCC campus community, and CMCC alumni. The membership of the Committee will be determined by the Board at the time of formation, but will include the following considerations:
 - i. The Committee should be chaired by the Chair of the Board;
 - ii. The Committee should include the Board Vice Chair and at least one other member of the Board Executive Committee other than the Chair;
 - iii. The Committee should have at least two Board public members;
 - iv. The Committee should have one chiropractic Board member not referenced above;
 - v. The Committee should include either the Vice President, Administration and Finance or the Dean, Undergraduate and Graduate Education, as a representative of the Executive Leadership Team;
 - vi. The Committee should include the CMCC Registrar;
 - vii. The Committee should include at least one member of the CMCC faculty, preferably the President of Faculty Council, selected from nominees brought forward by the Faculty Council;

- viii. The Committee should include at least one member of the CMCC student body, preferably the President of Students' Council, selected from nominees brought forward by the Students' Council;
 - ix. The Committee should include one representative of the alumni, selected by the Board;
 - x. The Committee should include non-voting support from CMCC's legal counsel, Board Liaison, and Director, Human Resources and Employee Engagement;
 - xi. Members must disclose any conflict of interest and/or bias to the chair as soon as it arises. Members of the Committee cannot submit their candidacy to the position being appointed once they agree to sit on the search committee.
- e. The mandate of the Presidential Search Committee is to conduct a search for a candidate for the position of President of CMCC to be recommended to the Board of Governors for their consideration and decision. The Board of Governors is the final decision maker for the presidential search.
 - f. The Board shall engage an appropriate search firm to provide assistance in the search. This firm should have significant experience in higher education presidential searches. The firm will provide professional advice, especially as it relates to developing the leadership profile, recruitment strategy, and interview process. The firm will support the Committee by organizing and screening applications, conducting reference checks and conducting other administrative work such as placing advertisements.
 - g. During the search process, the Committee may deem it appropriate for candidates to meet with other campus administrators to provide additional input to the Committee.
 - h. During and following the search, members of the Committee will maintain absolute confidentiality with respect to the Committee's deliberations and the names of candidates. Only the chair or a person designated by the chair may issue statements concerning the activities of the Committee where appropriate.
 - i. During the search and selection process, the Committee should acquaint itself with human rights requirements and CMCC equity and diversity policies, include equity issues in its consideration of criteria for the position, and take steps to widen the pool of qualified applicants to include women, persons with disabilities, visible minorities, Indigenous people, people of all sexual orientations and gender identities and expressions, and others who may contribute to the further diversification of CMCC. Postings for the positions, both internal and external shall include the current equity statement. The

Committee should familiarize itself with best practices for conducting fair and equitable search processes.

5. In the event of a vacancy of an executive administrative position, the President shall form a search committee in advance of a planned vacancy, or as soon as possible following an unanticipated vacancy, to find a qualified and experienced replacement.
 - a. The constitution of the search committee will vary depending on the position being filled but will generally include representation from the relevant division and be chaired by a member of the Executive Leadership Team.
 - b. The mandate of an executive administrator search committee is to conduct a search for a candidate for the executive administrative position to be recommended to the President for their consideration and decision. The President is the final decision maker for the senior administrative search.
 - c. The President will decide, in consultation with the Human Resources (HR) Division, whether the search will be conducted solely by the HR Division or with the assistance of an external search firm, and if the pool of applicants will be limited to CMCC employees or extended to outside applicants.
 - d. During the search and selection process, the Committee should acquaint itself with human rights requirements and CMCC equity and diversity policies, include equity issues in its consideration of criteria for the position, and take steps to widen the pool of qualified applicants to include women, persons with disabilities, visible minorities, Indigenous people, people of all sexual orientations and gender identities and expressions, and others who may contribute to the further diversification of CMCC. Postings for the positions, both internal and external shall include the current equity statement. The Committee should familiarize itself with best practices for conducting fair and equitable search processes.
6. In the event of a vacancy of a senior administrative position at the level of director, the President shall consult with the Executive Leadership Team and the Director, HR and Employee Engagement, and establish the process for filling the vacancy either through a formal search or by appointment of a qualified internal applicant. As with other positions outlined above, attention shall be paid to human rights requirements and equity and diversity policies and practices.
7. Members of the Executive Leadership Team shall report at least annually to the President on the designation of one or more qualified persons from their respective teams who are able to assume the responsibilities of the senior administrator in the case of their planned or unanticipated absence.
8. Presidential Transition (Offboarding and Onboarding)
 - a. In the event of a permanent departure of the President:

- i. the President will formally notify the Board of their intent to retire, if applicable.
- ii. the Board will collaborate with the Communications team to create:
 - An internal announcement for faculty, staff and students
 - An external announcement for alumni and stakeholders
 - A public press release
- iii. the Board will establish a Search Committee as per this policy.
- iv. the Board will consider the status of a retiring President relating to bestowing Emeritus, advisor, or honorary ambassador status, potential naming of a scholarship, lecture series or facility in recognition of their contributions, and other methods to maintain connection.
- v. the Board will establish an exit interview with the outgoing President for the record and future planning.
- vi. the Board will establish an Ad Hoc Transition Committee:
 - The Board Chair will appoint a Chair of the Transition Committee from among the then members of the Board of Governors
 - The Transition Committee shall be composed of individuals representing the Board of Governors and the Executive Leadership Team
 - The responsibilities of the Transition Committee shall include, but not necessarily be limited to, the following activities:
 - Prepare and ensure, with the help of the outgoing President, a structured knowledge transfer process including what information is to be provided to the incoming President and in what format, including key documentation, ongoing projects and strategic priorities
 - Oversee introduction and smooth handover of relationships necessary for the incoming President and CMCC's stakeholders, identifying and prioritizing professional/donor relationships including key contacts, current status of relationships, priority status, and outstanding issues/commitments
 - Assist the administration in:

- planning internal and external farewell events for the outgoing President
- considering a tribute in Primary Contact, highlighting their key achievements
- coordinating with professional organisations for acknowledgements
- Ensure administrative, operational HR and legal offboarding such as:
 - transition of financial approvals and signing authority
 - appropriately securing transfer of access to CMCC email databases, and official records
 - appropriately securing return or disabling of CMCC owned devices
 - notifying appropriate corporate memberships, e.g., ACC, AGB, CCEC
 - archiving relevant emails and documents as per CMCC policy
 - reviewing employment contract requirements, insurance coverage pension, benefits, and future support for a post-retirement expectation or advisory role if applicable
 - finalizing any outstanding compensation or expense reimbursements
- Ensure Human Resources completes the terms of the employment contract and provides new employee information for the incoming President, including benefits, holidays, and, if new to Toronto help with family settling in
- Ensure the incoming President is introduced to the full Board and that an onboarding process is conducted
- Review CMCC's current strategic plan with the incoming President
- Involve the incoming President in development of a one-year transition plan and inform them that a yearly self-assessment, with expectations and goals, is required as described in the Presidential Evaluation policy and the committee's process
- Ensure appropriate external coaching and support is provided for the incoming President
- Ensure regular communication between the Board Chair and incoming President with specific check-ins at 90 days, six months

and one year, with monthly updates on topics discussed provided by the Board Chair to the Board

- Assist the administration in planning an Inauguration Ceremony, internal and external welcome events for the incoming President.
- Ensure a written record of the transition is kept for future planning.

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8. ATTACHMENTS

None