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## 1.6.1 GUIDELINES FOR PRESIDENTIAL SELECTION

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### ENABLING POLICY

1.6 Presidential Selection

### ENABLING LEGISLATION

Section 27 Powers of the Board

- (2) (f) with the approval of the senate, to establish procedures for the recommendation and selection of candidates for president.
- (g) to appoint the president of the university

### GUIDELINES

The following guidelines are intended to aid the Board in an “in-house” selection process for a new president. If the Board has decided to use an Executive Search Firm to aid in the presidential search, the Board will take process guidance from the Executive Search Firm in which case, some, all or none of these guidelines may be used.

At all times the Board is responsible for the process, selection and for establishing the benefits and setting the role for the President. The final decision and appointment rests with the Board as noted in Section 27 of the *University Act*. These guidelines may be revised as the situation dictates, and as such, should be used as a general course of action depending on financial, staffing and/or administrative concerns.

#### A. ESTABLISHING PROCESS + NOTIFYING THE COMMUNITY

When the Board receives notice that the position of president is, or will become vacant the Board will determine its course of action and notify and inform the University community, which includes all employees and students. The committee will consult with the Emily Carr community. However the final recommendation rests with the committee and the final decision rests with the Board, as per the *University Act*.

When establishing its course of action the board will consider appointment of an acting president, the process it will follow, including in-house or use of an executive search firm. If the board has decided upon an in-house process the following will act as the guide for the search.

## **B. ESTABLISH A SEARCH COMMITTEE**

### **1. ROLE**

The role of the Search Committee is to develop a search process, selection criteria and a search budget for consideration by the Board. Once approved, the committee will be responsible for conducting the search based on the approved process. The committee will make candidate recommendation(s) to the Board for its consideration of appointment. Should the committee strongly believe the Board should engage an executive search firm to aid in the process; this recommendation should be included for consideration by the Board.

### **2. THE BUDGET**

The Search Committee, in consultation with the VP Finance (or designate) will prepare a budget for consideration by the Board, which shall include:

- provisions for travel expenses for applicants to attend interviews
- advertising
- any support or administrative costs not already covered by the University
- travel expenses for Board/Search Committee members
- interview hosting
- relocation costs for the successful candidate
- any other costs required for the search process

Budget research will include provincial and federal guidelines and other factors such as market evaluations of the costs.

### **3. COMPOSITION + SUPPORT**

(a) The committee will be comprised of the following:

- Chair of the Board of Governors (who will preside as the chair of the Search Committee)
- Six (6) Governors appointed by the Chair, all of whom will be Board members appointed by *Order in Council*
- One (1) student Board member
- One (1) administrator, appointed by the President's Executive Committee
- Two (2) faculty Board members
- One (1) staff Board member
- One (1) member of Senate, elected by the Senate

(b) The Chair of the Search Committee shall be the Chair of the Board of Governors.

(c) The University Secretary will be a non-voting member of the committee, and will coordinate administrative functions for the committee.

(d) The Director of Human Resources shall be a non-voting member of the committee and will advise the committee on relevant labour, contract and hiring laws and protocol. The Human Resources office will assist in the process to establish the committee.

(e) Alternates: When considering membership on the committee, where possible, alternates will be identified by their constituency groups, who may be asked to serve if a member needs to resign from

the committee before it begins to interview candidates. Alternatives cannot be added after this point as each member of the committee must be in a position to weigh the merits of each candidate prior to making a recommendation to the Board.

#### **4. TERMS OF REFERENCE**

- (a) Deliberations of the committee shall be confidential. A person who has breached confidentiality shall be subject to sanction by the Chair up to and including dismissal from the committee and forfeiture of constituency representation. Members should respond to general questions on the committee's progress by referencing procedural decisions of the committee as recorded in the minutes. At no point is it appropriate to reference opinions voiced at meetings.
- (b) Documentation received by the committee during its deliberations is confidential. Personal information is protected by the BC *Freedom of Information and Protection of Privacy Act*.
- (c) Members of the committee shall be responsible for seeking information from their constituencies and keeping them advised of the process only, revealing no confidential deliberations.
- (d) The committee shall make regular reports on its progress to the Board of Governors.
- (e) The committee shall keep in camera minutes of its decisions and actions. Deliberations of the committee concerning candidates including the incumbent shall not be recorded.
- (f) The committee shall acquaint itself with the requirements of the position through discussion and by meeting with the incumbent and others as needed and shall then establish criteria and weightings on which the candidates will be judged. The criteria, weightings and advertisement for the position will be submitted to the Board for approval.
- (g) Committee voting privileges require that the committee member has attended all candidate presentations.

#### **5. ORDER OF BUSINESS**

- (a) Establishing roles, goals and limitations of the committee. (Chair of the Board)
- (b) Identifying the regulations, policies, conflict of interest guidelines, confidentiality and legal requirements involved in the presidential search. (Human Resources.)
- (c) Development of a draft selection process including goals, and timelines. (The committee)
- (d) Establishing selection criteria. (The committee)
- (e) Develop a draft budget. (The committee)
- (f) Approval of process, criteria and budget. (Board of Governors)
- (g) Implementing the approved process and timelines (The committee)

#### **C. ADVERTISING**

The advertisement for the position(s) should be drafted by the Committee after the criteria for the position(s) has been approved by the Board. The University Advancement office will advise the Committee on the best course of action to take in relation to the wording and distribution of the search advert and will be responsible for preparing drafts for the Committee's consideration.

Consider the following as a helpful place to begin the discussion on advertising the position.

- (a) Internal within the University, the BC Post Secondary System and the arts community (utilizing contact groups within the system)
- (b) Local (includes (a) above as well as advertising in the Lower Mainland newspaper(s))
- (c) Provincial (includes (a) and (b) above as well as advertising in Regional newspaper(s) and utilizing provincial organizations and associations available to the University)
- (d) National (includes all above plus advertising in National newspaper(s), art publications and utilizing the national resources available to the University (AUCC, ACCC, etc.))
- (e) International (includes all above plus advertising in International publications and utilizing the internal resources available to the University)
- (f) The Emily Carr website.

#### **D. APPLICANT DOCUMENTS + INITIAL SCREENING**

A package of general information will be made up and approved by the committee for release to all applicants. Most information would be available through the Emily Carr website.

Any other documentation considered “public” will be made available to all candidates short-listed for a position upon request. Dissemination of the information will be through the University Secretary to ensure uniformity.

The committee shall not normally give any substantive consideration to the suitability of any person for the position unless the committee shall have received clear evidence that that person has agreed to be considered as a candidate by the committee.

Candidate CV's will be examined by the committee to ensure the criteria for the position, as approved by the Board, is met. The number of candidates given interviews shall be determined by the committee by simple majority vote.

The committee shall gather relevant information about the applicants, and conduct confidential interviews with these candidates as well as check references and other sources of information.

#### **E. RECOMMENDATIONS**

The committee shall reach a decision on a **maximum** of three candidates to be recommended to the Board of Governors by simple majority vote. The committee shall meet with the Board of Governors “in camera”, and present its report with recommendation(s).

The committee shall then arrange for candidate(s) to meet with the Board of Governors for a final interview based on discussions at the meeting. This meeting will be held “in camera”.

Unless otherwise directed by the Board, no public presentations shall be made.

#### **F. OFFER OF EMPLOYMENT + COMMUNICATION**

The Board will make the final decision, and will present the offer of employment to the successful candidate. A simple majority of the Board will be required to approve the final candidate.

The committee may include recommendations concerning the employment contract to the Board in its final report. The Board will determine maximum limits in accordance with government guidelines and regulations, and will give authority to the Board Chair to negotiate within those guidelines for a mutually agreeable employment contract. The Board will approve the final contract by simple majority, and the contract will be submitted for

approval to the appropriate government bodies. The term of either initial contract shall not exceed five years, with a provision for a probationary period to be approved by the Board.

Only after all parties have signed the employment contract will the successful candidate be announced to the University community. A public meeting, presentation and/or dinner and/or investiture will be considered, approved by the Board and organized by the President's Office and Board staff.