

Procedures for the Evaluation and Selection of Senior Academic Administrators

PRESIDENT AND VICE-CHANCELLOR

1. RENEWAL OF APPOINTMENT

At least 18 months prior to the expiry of the term of the incumbent, the Chair of the Board shall determine if the incumbent intends to seek a renewal of the appointment. If the response is positive, the Executive Committee of the Board (including the Senate representatives) shall act as an Evaluation Committee.

- a. The Evaluation Committee shall determine within a 3-month period whether or not to recommend renewal. In carrying out its deliberation the committee shall consider the criteria employed by the Presidential Search Committee in its search for the individual, the goals established by the Board and the President during the President's current term, and the broad objectives of the University for the next five years.
- b. The Committee shall meet with the President at the beginning of the process to discuss the review and to provide an opportunity for the President to submit a self-evaluation.
- c. In seeking informed opinion on the President's performance, the Committee shall consult widely with the internal University community and appropriate individuals and groups external to the University, allowing them at least 30 working days to provide their input. The Committee shall, in writing, solicit views from the internal community and meet in confidence with groups or individuals that wish to make a presentation. The Committee shall make available to the University community and appropriate individuals and groups external to the University a copy of the incumbent's self-evaluation. Only signed submissions shall be considered by the Committee. Surveys initiated by associations will be considered by the Committee as long as its results are shared only in confidence with the Committee and are not shared with the participants or with the public, as is the case for student teaching surveys used by university personnel committees.
- d. A positive recommendation for renewal shall be presented to Senate for comment and to the Board of Governors for approval. Senate may choose to make its comment in the form of a vote.
- e. If the Evaluation Committee recommends that the position be opened for competition, the Committee shall recommend to the Board of Governors that the Board institute a Presidential Search Committee. The incumbent shall be informed of such a recommendation before its presentation to the Board of Governors.
- f. All deliberations of the Committee shall be confidential, including after the Committee has completed its work.

2. SEARCH COMMITTEE

If the incumbent does not intend to seek a renewal or if the Board of Governors approves a recommendation that the position be opened for competition, the Board shall institute a Search Committee.

Except for the requirements set out in this policy, the Presidential Search Committee shall determine its own procedures. In establishing these procedures, the Committee shall give careful consideration to the need to communicate with the community on the process and any additional procedures they may establish. Members of the Committee shall sit as individuals and not as delegates or representatives of any group.

3. MEMBERSHIP

The Search Committee shall be composed of 11 members as follows:

- The Chair of the Board who shall be the Chair of the Committee;
- 3 members of the Board of Governors appointed by the Board;
- 1 non-academic staff members (i.e. not a faculty member) appointed by the Board;
- 4 faculty members appointed by Senate at least one of whom shall be a professor/librarian whose regular teaching load for the most part is in French and at least one of whom shall be a professor/librarian whose regular teaching load for the most part is in English;
- 1 student appointed by Senate;
- 1 individual nominated by the Laurentian University Alumni Association.

The Registrar shall certify the regular language of teaching of the faculty members. The composition of the committee shall reflect the bilingual nature of the University, a reasonable gender balance, participation from both the Sudbury and Barrie campuses, and participation of First Nation, Métis or Inuit members of the University community. The Chair of the Committee shall be responsible for initiating additional procedures should the initial committee composition not reflect a reasonable language, gender and/or regional balance, or not include First Nation, Métis or Inuit participation.

4. TERMS OF REFERENCE AND PROCEDURE

- a) The Committee shall in consultation with members of the university community and major external constituencies, establish the specific qualities and strengths expected of the next President.
- b) The Committee shall take appropriate steps to advertise the position and to invite nominations.
- c) No member of the Committee may become a candidate after the Committee starts to examine applications.
- d) The Committee shall attempt to make decisions by consensus. A recommendation of a candidate to Senate and Board shall require support of no less than six members of the Committee. The use of proxy votes shall not be permitted.

- e) The Committee will consider all names placed before it and will develop a short list of candidates. Such candidates will be invited to meet with the committee and with such other persons or groups as the committee considers appropriate.
- f) All deliberations of the Committee shall be confidential, including after the committee has completed its work.
- g) The Committee's recommendation shall be presented to Senate and to a subsequent meeting of the Board at the earliest possible time. Senate may choose to make its comment in the form of a vote. The recommendation shall be supported by a comprehensive report of the work of the committee. With the agreement of the candidates, the report may disclose names of the individuals on the short list considered by the Committee. If not disclosed the report shall include a comparison of the candidates, protecting their identity and ensuring confidentiality. The comparison will indicate how individuals rate against the selection criteria and one another. If the Board of Governors does not approve the committee recommendation, further nominations shall be presented one at a time.
- h) Should recruiting and selection efforts not result in a recommended candidate in the time allotted by the Board, the committee shall report to the Board for further direction.

5. TERM OF APPOINTMENT

The normal term of the appointment of a President shall be five years. The Chair of the Board may, for operational reasons, and if he or she believes that it's in the best interest of the University, recommend to the Board of Governors to extend the term of an incumbent by up to 18 months.

OTHER SENIOR ACADEMIC ADMINISTRATORS AND THE POSITION OF REGISTRAR AND SECRETARY OF SENATE¹

1. RENEWAL¹ OF APPOINTMENT

At least 18 months prior to the expiry of the term of the incumbent, the President and Vice-Chancellor shall determine if the incumbent intends to seek a renewal of the appointment. If the response is positive, an Evaluation Committee shall be constituted as follows:

- Immediate supervisor of the position (who shall also serve as Chair);
- Five faculty members nominated by Senate, at least one of whom shall be a professor/librarian whose regular teaching load for the most part is in French and at least one of whom shall be a professor/librarian whose regular teaching load for the most part is in English;
- Two students nominated by Senate of whom at least one student shall be a student whose declared language of communication is French and at least one student whose declared language of communication is English;
- Two members of the Board of Governors nominated by the Board;
- One Senior Administrator nominated by the President and Vice-Chancellor;

¹ Does not apply to the Registrar and Secretary of Senate

- One non-faculty staff member working under the purview of the incumbent and nominated by the President and Vice-Chancellor;
- The Registrar shall certify the regular language of teaching of the faculty members.

When the incumbent being reviewed is the University Librarian or the Dean of a Faculty, a majority of the faculty members/librarians shall work under the purview of the incumbent. In the case of a Faculty which includes academic departments of the federated universities, at least one of the faculty members nominated by Senate shall be a faculty member employed by one of the federated universities.

The composition of the committee shall reflect the bilingual nature of the University, a reasonable gender balance, participation from both the Sudbury and Barrie campuses, and participation of First Nation, Métis or Inuit members of the University community. The Chair of the Committee shall be responsible for initiating additional procedures should the initial committee composition not reflect a reasonable language, gender and/or regional balance, or not include First Nation, Métis or Inuit participation.

Before the Committee membership is finalized, the incumbent shall have the right to request to the Chair to exclude any member in which there is apprehension of bias. The Chair's decision in response to such requests is final.

Members of the Committee shall sit as individuals and not as delegates or representatives of any group.

The University Secretary or a designate shall serve as a non-voting secretary to the Committee.

Except for the procedures and requirements set out in this policy, the Search Committee shall determine its own procedures. In establishing these procedures, the Committee shall give careful consideration to the need to communicate with the community on the process and any additional procedures they may establish.

The Evaluation Committee shall determine within a 3-month period whether or not to recommend renewal. In carrying out its deliberation, the committee shall consider the criteria employed by the Search Committee in its original search for the individual, the goals established by the supervisor and the incumbent during the incumbent's current term, and the broad objectives of the University for the next five years.

The Committee shall meet with the incumbent at the beginning of the process to discuss the review and to provide an opportunity for the incumbent to submit a self-evaluation. The Committee shall make available to the University community and appropriate individuals and groups external to the University a copy of the incumbent's self-evaluation.

In seeking informed opinion on the incumbent's performance, the committee shall consult widely with the internal University community and appropriate individuals and groups external to the University, allowing them at least 30 working days to provide their input. The Committee shall, in writing, solicit views in confidence from the

internal community and meet in confidence with groups or individuals that wish to make a presentation. Only signed submissions shall be considered by the Committee. Surveys initiated by associations will be considered by the Committee as long as its results are shared only in confidence with the Committee and are not shared with the participants or with the public, as is the practice for university personnel committees.

A recommendation for renewal shall be presented to Senate for comment and through the President to the Board for approval only if both a majority of the Committee and the Committee Chair support the recommendation. Senate may choose to make its comment in the form of a vote.

A recommendation that the position be opened for competition shall be presented through the President to the Board for approval if a majority of the Committee or the Committee Chair support such a recommendation. The incumbent shall be informed of such a recommendation before its presentation to the Board of Governors.

The use of proxy votes shall not be permitted.

All deliberations of the committee shall be confidential, including after the committee has completed its work.

2. SEARCH COMMITTEE

If the incumbent does not intend to seek a renewal or if the Board of Governors approves a recommendation that the position be opened for competition, the Board shall institute a Search Committee.

Except for the procedures and requirements set out in this policy, the Search Committee shall determine its own procedures. In establishing these procedures, the Committee shall give careful consideration to the need to communicate with the community on the process and any additional procedures they may establish. Members of the Committee shall sit as individuals and not as delegates or representatives of any group.

3. MEMBERSHIP

The Search Committee shall have the same composition as the Evaluation Committee described above although if an Evaluation Committee has preceded the establishment of a Search Committee, the Search Committee shall be freshly constituted.

4. TERMS OF REFERENCE AND PROCEDURE

- a) The Committee shall in consultation with members of the university community and major external constituencies, establish the specific qualities and strengths expected of the next appointee.
- b) The Committee shall take appropriate steps to advertise the position and to invite nominations.
- c) No member of the Committee may become a candidate after the Committee starts to examine applications.

- d) The Committee shall attempt to make decisions by consensus. The use of proxy votes shall not be permitted.
- e) The Committee will consider all names placed before it and will develop a short list of candidates. Such candidates will be invited to meet with the committee and with such other persons or groups as the committee considers appropriate.
- f) All deliberations of the Committee shall be confidential, including after the committee has completed its work.
- g) The Committee's recommendation shall be presented to Senate for comment and to a subsequent meeting of the Board for approval at the earliest possible time. Senate may choose to make its comment in the form of a vote. The recommendation shall be supported by a comprehensive report of the work of the committee. With the agreement of the candidates, the report may disclose names of the individuals on the short list considered by the Committee. If not disclosed, the report shall include a comparison of the candidates, protecting their identity and ensuring confidentiality. The comparison will indicate how individuals rate against the selection criteria and one another. If the Committee recommendation is not approved by the Board of Governors, further nominations may be presented one at a time.
- h) Should recruiting and selection efforts not result in a recommended candidate in the time allotted by the Board, the committee shall report to the Board for further direction.

5. TERM OF APPOINTMENT

The normal term of the appointment of a senior academic administrator shall be five years. The president and vice-chancellor may, for operational reasons, and if he or she believes that it's in the best interest of the University, recommend to the Board of Governors to extend the term of an incumbent by up to 18 months.