

## **Policy # 1.2.7**

### **Appointment of the President of Kings University College**

#### **Policy Statement**

- 1.1 The President is appointed by the Board of Directors.
- 1.2 The President shall normally hold office for an initial term not to exceed five years, and may be renewed once for a period not to exceed five years.
- 1.3 The term may be extended for one-year periods, for extenuating circumstances as determined by the Board.
- 1.4 If exigencies require, the Board may appoint an Acting or Interim President for a period of up to one year and, in extenuating circumstances, such appointment may be renewed by the Board for such term as the Board deems expedient, acting reasonably.
- 1.5 These guidelines shall apply both to the search for and initial appointment of a new President, and the consideration of an incumbent President for renewal of the initial term.
- 1.6 For the purposes of these guidelines, "Special Circumstances" shall mean a situation in which either for whatever reason, the President is unable or unwilling to finish their current term, or a recommendation is not made within the time allowed, as contemplated by these guidelines. Should Special Circumstances occur, then these guidelines shall apply to the reappointment or selection process (as appropriate) undertaken, except with respect to limitations of time as they appear in these guidelines.
- 1.7 The Board of Directors will approve the job description and qualifications required of the president and will consult with the advisory committee on the skills, and attributes the next President will need to effectively address King's priorities and future challenges
- 1.8 The University may upon the recommendation of the Executive Committee, engage the services of a highly qualified executive search consultant, specializing in senior-level institutional searches to assist the Appointment Advisory Committee in its work.

#### **Appointment Advisory Committee Process**

- 2.1 The Board will request the Committee to provide a ranking of a minimum of two candidates both of whom have been fully vetted by the Committee and have been deemed by the Committee to be qualified and able to provide strong leadership. The elected directors are then able to compare and contrast the candidates with respect to qualifications', vision and fit for the institution and select the best leader for Kings unique requirements. If the Board decides

neither candidate is acceptable, it will begin a new search.

- 2.2 The Executive Committee of the Board shall have responsibility for establishing the Committee. The Committee shall remain active until the successful candidate has taken office or until such time as it is discharged by an action of the Board, whichever shall occur first.
- 2.3 In carrying out its duties pursuant to these guidelines, the Committee shall at all times observe and respect the highest equitable standards, including standards with respect to bias, the appearance of bias, and the fairness of its deliberations and investigations to all parties concerned.
- 2.4 The Executive Committee of the Board shall have the responsibility of ensuring that the Committee's work is undertaken and completed in accordance with such standards, and shall have the power, acting reasonably, to take whatever corrective action it feels necessary should circumstances warrant, including (without limitation) the removal of members of the Committee. Without limiting the generality of the foregoing, the activities of the Committee will reflect the values represented in the University's human rights policies and procedures and the Board's employment equity policies.
- 2.5 Except in Special Circumstances, the Executive Committee of the Board shall use its best efforts to establish the Committee not later than twelve months prior to the end of the incumbent President's term. Any recommendation on renewal will generally be made no later than nine months prior to the end of the incumbent's term.
- 2.6 **The Committee shall ordinarily be composed of the following as members:**
  - a. The Chair of the Board, as chair of the Committee ex officio;
  - b. The Vice-Chair of the Board ex officio;
  - c. Two voting members of the Board, elected by the Board;
  - d. One professional officer member of the Board, who was nominated to the Board by Academic Council;
  - e. One non-academic staff member of the Board, who was nominated to the Board by Academic Council;
  - f. Three persons to be elected by the Academic Council from among full-time faculty who are members of Academic Council (at least one of whom shall hold the rank of Full Professor);
  - g. One senior administrator or Dean who is a member of Academic Council to be elected by the Academic Council;
  - h. One student who is a member of Academic Council to be elected by the Academic Council;
  - i. One representative of the Voting Members of the Corporation;
  - j. One additional individual to be appointed by the Board who has preferably served as a university president.

- 2.7 The University Secretary shall oversee the appointment process and the University Secretary<sup>3</sup> will serve as the non-voting secretary of the Committee. The Director of Human Resources shall be available as a resource to the Committee. In its discretion, the Executive Committee of the Board may adjust the composition of the Committee.
- 2.8 The Committee shall elect its Vice-Chair from among its members.
- 2.9 Quorum for Committee meetings shall consist of one-half of the members of the Committee plus one being present in person, by teleconference, or by videoconference, and must include the Chair and the Vice-Chair of the Board.

### **Appointment Advisory Committee Procedures**

- 3.1. The Committee shall determine its own procedures, subject to the following conditions:
- 3.1.1. The Committee shall undertake a search for a new President in accordance with the following process:
- a. The Committee shall use its best efforts to consult widely with the University community concerning the profile for the next President, and shall respect the requirement to communicate with the University community as it proceeds toward a recommendation.
  - b. The Committee shall solicit input from the University community concerning the skills, priorities, and future challenges on which a President will need to focus. As deemed appropriate by the committee, this input may be collected by:
    - i. a survey in which the committee has access to the raw data
    - ii. and an opportunity for King's community members to submit written input
  - c. The position shall be widely advertised through such media and at such times as the Committee may decide in its discretion, inviting applications and nominations. The Committee shall be free to approach individuals to request that they allow their names to stand for the position.
  - d. The Committee shall establish its own procedures for assessing candidates consistent with the issues, challenges and desired characteristics and attributes that have been identified in the profile.
  - e. The Committee shall use its best efforts to provide a recommendation to the Board for approval no later than three months before expiration of the incumbent's term of office. In the event that the Committee cannot reach a recommendation within the time allowed, then the Board shall be advised, and the Board may either grant an extension of time or strike a new committee pursuant to these guidelines.

- 3.1.2. Proceedings of the Committee shall be *in camera*. Members of the Committee shall hold in confidence all information discussed by the Committee. The requirement for confidentiality shall survive the discharge of the Committee. All committee members will sign a confidentiality agreement at the outset of the committee's work.
- 3.1.3. When the Committee is discharged all records associated with the work of the Committee shall be the responsibility of the University Secretariat. Each Committee member shall provide all such records to the University Secretariat at the earliest opportunity, and no copies shall be made or retained. The University Secretary shall ensure that all confidential records associated with the work of the Committee are destroyed immediately after the successful candidate takes office.
- 3.1.4. In the event that a Committee member ceases to serve for any reason, a replacement shall be elected by the same process and from the same constituency as the member withdrawing, except in the case where the work of the Committee has progressed to the point where the Committee decides, in its discretion acting reasonably, that the election of a replacement is inappropriate.
- 3.1.5. Upon conclusion of the search, the Committee Chair shall report back to Academic Council on how community input was used in the process.

### **Reappointment Committee Process**

- 4.1 The Board shall ensure that the incumbent President has a 360-performance review completed which includes their direct reports between 30 months and 25 months prior to the end of their term.
- 4.2 The Chair of the Board shall communicate with the incumbent to determine if they wish to be considered for reappointment.
- 4.3 The Board shall determine if the incumbent is eligible to stand for reappointment based on past performance reviews.
- 4.4 If the Board determines the incumbent is eligible to be considered for reappointment, the following process shall be undertaken:
  - a. The Board of Directors will mandate the Executive Committee to lead the reappointment process.
  - b. The Board Chair shall begin the process by meeting with the President approximately twenty-four (24) months prior to the expiry of the President's term and no later than seventeen (17) months to discuss the review process.
  - c. Input from members of the University community will be solicited by the Committee on the skills, priorities, and future challenges a President will need to focus on in their next

term. As deemed appropriate by the Committee, this input may be collected by:

- i. a survey where the committee has full access to the raw data
  - ii. and an opportunity for community members to submit input
- d. The Committee shall meet with the incumbent to discuss the incumbent's plans if they were to be reappointed.
- e. After the Committee has formulated its recommendation to the Board, the Chair of the Board shall meet in confidence with the President to review the general findings of the Committee and the nature of the recommendation to be made to the Board.
- f. The Committee shall use its best efforts to recommend to the Board no later than fourteen (14) months before expiration of the President's term of office, either that the incumbent be reappointed or that a search for a new President be conducted. In the event that the Committee cannot reach a recommendation within the time allowed, then the Board shall be advised, and the Board may either grant an extension of time or strike a new committee pursuant to these guidelines.
- g. Upon conclusion of the search, the Committee Chair shall report back to Academic Council on how community input was used in the reappointment process.
- h. In the event that either the incumbent does not seek reappointment, the incumbent is not eligible for reappointment, or the Board decides against reappointment, then on the recommendation of the Executive Committee of the Board, an Appointment Advisory Committee will be established consistent with the appointment guidelines.