Overview of the Presidential Selection Process - 2013

- Following the Board of Governors meeting of October 24, 2012, processes were launched to establish a Presidential Selection Committee in light of the conclusion of Dr. Summerlee’s term as the University’s President and Vice-Chancellor on June 30, 2014.

- The Board of Governors’ “Policy on University Appointments” set out the composition of the Selection Committee.¹

- The Presidential Selection Committee² was announced on January 30, 2013 and met for the first time on February 21, 2013. At its first meeting, the Selection Committee reviewed and approved its terms of reference³, reviewed the Board of Governors policy on presidential appointments, reviewed a general framework of activities and schedule for community consultations and committee deliberations, and identified stakeholders for consultations to support the development of a position profile.

- Soon after the membership of the Selection Committee was announced, a web site was launched to support the Selection Committee’s communications⁴. The site became the key source for public information pertaining to the selection process and up-dates were posted to the site on a regular basis throughout the search process. The site included an email address that was established to allow members of the community to communicate directly and confidentially with the Committee through the search consultant.

- The University Appointments policy states that, in carrying out its responsibilities a Presidential Selection Committee will, among other things:

  i. Communicate to the University community the names of those appointed to such Presidential Selection Committee.
  ii. Determine the general characteristics and capabilities required in a candidate, soliciting input from the University community (including faculty, staff, and students). The incumbent President may be a candidate.
  iii. Review all written submissions.
  iv. Advertise the position in appropriate publications.
  v. Prepare a short list of candidates.
  vi. Conduct interviews with short-listed candidates.
  vii. Maintain all deliberations of the Presidential Selection Committee in strict confidence.

² A listing and brief biographical description of all members of the Presidential Selection Committee is available at: [http://www.uoguelph.ca/secretariat/presidentialselection/Committee-Members-Profiles-Position.pdf](http://www.uoguelph.ca/secretariat/presidentialselection/Committee-Members-Profiles-Position.pdf). Also attending meetings on a regular basis were the search consultant, Heather Ring of Caldwell Partners, and Vicki Hodgkinson, University Secretary.
³ [http://www.uoguelph.ca/secretariat/presidentialselection/Terms-of-Reference.pdf](http://www.uoguelph.ca/secretariat/presidentialselection/Terms-of-Reference.pdf)
⁴ [http://www.uoguelph.ca/secretariat/presidentialselection/](http://www.uoguelph.ca/secretariat/presidentialselection/).
viii. Direct the disposition of all related records according to relevant University policies.
ix. Deliver a confidential report to the Chair of the Board that recommends a candidate for appointment, which report shall include a supporting rationale.

- In order to fulfill its responsibilities with regard to soliciting input to determine the general characteristics and capabilities required in a candidate, the Selection Committee conducted extensive consultations. A summary of its consultations completed over the period April to June, 2013 is appended (Appendix 1).

- In the course of its consultations, the Selection Committee sought and received input on the following aspects of the new president’s mandate and position profile:
  - Leadership, qualifications and personal characteristics desired in the next president;
  - Strengths, opportunities and challenges that the University should build upon and address;
  - The University’s uniqueness and ideas to enhance its differentiation; and,
  - Short- and long-term priorities of the President.

To assist stakeholders in the preparation of input, the Committee offered the following questions for consideration:

1. What are the strengths upon which the University of Guelph should continue to build over the next five to ten years?
2. What challenges do you believe the University of Guelph will need to address over the next five to ten years?
3. What opportunities do you believe the University of Guelph should pursue over the next five to ten years?
4. What makes the University of Guelph different from other universities, and/or how should it differentiate itself over the next five to ten years?
5. Given the context of the University’s strengths, challenges and opportunities, what should be the short- and long-term priorities for the next President and Vice-Chancellor? (Alternatively, you may wish to just finish the sentence: “I hope that the next President does …”)
6. What leadership attributes and character traits should the University of Guelph be seeking in its next President and Vice-Chancellor?

- It is estimated that the Selection Committee received input from more than 300 people during its consultations. They incorporated input from the full range of stakeholders within the University community including representatives of faculty, staff, students, administration, alumni, University volunteers (including Governors, Trustees, Senators), donors, and the local community.

- Drawing from input received by mid-May, the Selection Committee developed a draft position profile. The draft was posted on the Selection Committee’s web site on May 17, 2013 and accompanied by a widely distributed invitation to the University community requesting feedback.

- Responses to the draft profile were received through the Committee’s confidential email and the subsequent consultation meetings. All input was considered carefully and it helped informed further development of the draft.
• A final position profile⁵ was prepared by the Selection Committee and was posted on its web site on July 5, 2013. Communication notices and email concerning the completed profile were issued along with an invitation for nominations of individuals who might fit the profile.

• Also accompanying the completion of the position profile, was the issuance of an advertisement⁶. The ad was placed in national daily newspapers and in other strategically selected publications and web sites to ensure that the Committee’s intention to conduct a highly publicized, global search that attracted a full diversity of candidates could be achieved.

• After the finalized position profile was issued publicly, individuals continued to communicate with the Committee offering further commentary as well as suggestions of suitable candidates. All information received – whether through a Committee member or the consultant -- was shared with all members of the Presidential Selection Committee with anonymity preserved, as appropriate to the input offered.

• Informed by the finalized position profile and related discussions held with the Committee, over the summer months and into the early Fall, the search consultant developed a list of candidates for consideration.

• The Presidential Selection Committee assessed candidates according to qualities and qualifications identified in the finalized position profile. Throughout the candidate assessment process, the Committee remained attentive to the range of input and advice it had gathered from stakeholders throughout the spring.

• At its regular business meeting on January 21, 2014, the Chair of the Board of Governors presented a report from the Presidential Selection Committee, including information on the recommended candidate. The Board passed a motion appointing the candidate at the meeting.

• The recommended candidate joined the Board meeting immediately following the appointment decision and was available for a public announcement about the appointment of the President that followed immediately after the Board meeting, as part of the launch of the University’s 50th Anniversary celebrations.

⁵ http://www.uoguelph.ca/secretariat/presidentialselection/Position-Profile-Final.pdf
⁶ http://www.uoguelph.ca/secretariat/presidentialselection/Globe-Mail-president-search.pdf
UNIVERSITY OF GUELPH
PRESIDENTIAL SELECTION COMMITTEE

CONSULTATIONS
April 4, 2013 to June 6, 2013

GENERAL OPEN SESSIONS WITH THE PRESIDENTIAL SELECTION COMMITTEE:

April 4, 2013  “Sharing Community Perspectives” (*Public consultation through two, 1-hour sessions held in Peter Clark Hall*)

May 24, 2013 “Drop-in Session” (*Public consultation sessions through informal drop-in session held over 2 hours in the library’s Academic Town Square*)

CONSULTATION SESSIONS WITH SPECIFIC GROUPS OR INDIVIDUALS CONDUCTED BY THE COMMITTEE:

- Student Leaders
- Employee Group Executives
- Alastair Summerlee, President and Vice-Chancellor
- Don O’Leary, Vice-President (Finance, Administration, & Risk)
- Maureen Mancuso, Provost and Vice-President (Academic)
- Kevin Hall, Vice-President (Research & External Partnerships)
- Deans, Chief Information Officer, Vice-Provost (Guelph-Humber)
- Academic AVPs
- Administrative Assistant Vice-Presidents (AVPs)
- Academic Department Chairs’ Council
- University of Guelph Alumni Association Board
- University Senate
- Board of Trustees
- Board of Governors

CONSULTATIONS UNDERTAKEN BY THE COMMITTEE CHAIR OR BY THE SEARCH CONSULTANT:

- Municipal Leaders (e.g., City of Guelph Mayor, City’s Chief Administrative Officer, Chair and Executive Director, Guelph Chamber of Commerce, CEO United Way, Chief of Police)
- Current & Former U. of G. Chancellors, Board of Governors Chairs, Board of Trustees Chairs
- Members of the BetterPlanet Project Campaign Cabinet
- President of AUCC, President of COU, President of WUSC
- Selected CEO’s of national postsecondary-related organizations including governmental and non-governmental research granting agencies
- Selected current and former Canadian university and college presidents
• Selected business and government leaders from Guelph and region
• Selected representatives from the Ministry of Training, Colleges, and Universities and other key provincial and federal ministries of relevance to the University of Guelph
• Selected top donors to the University
• Selected former Governors, Trustees
• Selected alumni leaders
• Former University of Guelph presidents