



A. Introduction

The Presidential Selection Committee is established by the Board of Governors to conduct a search and recommend to the Board a candidate for appointment as President.

Each member of the Presidential Selection Committee has been appointed in accordance with the relevant sections of the University of Guelph Board of Governors' Policy on University Appointments. Each member, no matter the source of their appointment to the Committee, is expected to contribute their individual judgment and experience to the process and to participate collaboratively, considering and making decisions that are in the best interests of the entire University. Additional expectations of the Committee and its members are described below.

All members of the Selection Committee have signed this Committee Charter, and in so doing have confirmed that they have read it carefully and agreed to conduct themselves in a manner that is consistent with each of the eight provisions outlined below.¹ They have committed themselves to a standard of conduct that reflects the significant responsibility that has been assigned to them and that allows the search process to be executed professionally and in a manner that brings lustre to the University and the individual appointed to be the University's next President and Vice-Chancellor.

As a committee established by the Board of Governors, members of the Presidential Selection Committee are also subject to the Board's Good Governance Policy and shall sign the requisite acknowledgement and undertaking as it relates to conduct, conflict of interest, and confidentiality.

In addition to the members of the Selection Committee, the search Consultant and the University Secretary have also signed this document and agreed to abide by its terms in the fulfilment of their roles in support of the search process.

1. Absolute Confidentiality During the Search and in Perpetuity

Confidentiality is mandatory, both during this process, and for all time after it has concluded. If there is any doubt at any time about what is permissible within the bounds of confidentiality, members must speak with the Chair before acting. All Selection Committee business must be kept strictly confidential. This includes a prohibition of discussion at any time, with anyone other than another committee member about anything that takes place in Committee meetings, the frequency and timing of Committee meetings, candidate names or backgrounds, numbers of candidates under consideration, interview experiences, or any aspect of Committee discussions or deliberations. This also includes a possibility of unauthorized reference-checking by Committee members.

Committee members may be questioned or subject to the speculations of others about the names of potential candidates. When Committee members are asked to comment on the search process, they must not engage in commentary or reflections, but instead advise the questioner that they have signed and are bound by the Committee Charter including its provisions on confidentiality (see below) and that all public information on the process is being posted on the Presidential Selection Committee website.

The Presidential Selection Committee is required to maintain confidentiality according to the University policy pertaining to presidential selection and in order to:

- Encourage frank input from members of the University of Guelph community
- Allow free expression of opinion in Committee
- Maximize the pool of qualified candidates for the position of President
- Preserve candidates from potentially irreparable personal and career harm
- Protect proprietary information about the search consultant's services
- Preserve the University's reputation and protect the University from liability
- Protect members of the Selection Committee from personal liability
- Avoid delays in the selection of the University of Guelph's next President
- Preserve respect for the Presidency.

Information that may be made public on the website will be determined at the conclusion of each meeting of the Selection Committee. Selection Committee members will refrain from commenting on the search outside of Committee meetings, instead referring individuals to the public information on the Presidential Selection Committee website.

Committee members each agree to hold in complete confidence all information regarding the search process, timelines, candidates, prospective candidates, candidates no longer under Committee consideration, and Committee discussions that take place. They each will maintain the confidentiality of all written and oral information furnished to the Committee by any person or group, and will not use, discuss, or disclose any information to any person or entity on their own initiative. They each agree that all communications on behalf of the Committee will be through the Presidential Selection Committee website or through the Committee Chair.

Committee members further agree that they will not make any unauthorized inquiries of anyone concerning any candidate or prospective candidate during or following the search. Also, they each will declare any potential or actual conflict of interest to the Chair of the Committee at the earliest opportunity.

Committee members agree to preserve for all time the identities of all candidates, and all professional and personal information about all candidates (including number of candidates, number of interviewees, nominators, employers, qualifications of candidates, references or reference information, or any aggregate information).

Committee members agree to protect and not to duplicate or share with any other person written material (in either print or electronic form) received in conjunction with the search. At the end of the search process, or the termination of their membership on the Selection Committee, they each agree to return all written materials related to the search in their possession, including personal written notes, to the University Secretariat or search consultants for destruction.

Committee members acknowledge that this agreement is for all time.

Committee members acknowledge that failure to respect the terms of this agreement could result in harm to candidates for the position, to the search consultants, and to the University of Guelph, could expose them to personal liability, and will result in their removal from the Selection Committee.

2. Regular Communication to the University Community on Search Progress

The Selection Committee Chair is committed to thorough and appropriate communication with the University and its external communities on the progress of the search. The Chair will be assisted by the search consultant in the preparation of progress updates for posting to the Presidential Selection Committee website. The Chair is the official and only spokesperson for the Selection Committee.

3. Member Participation in Committee Meetings

Each member of the Selection Committee will be expected to participate and add his or her perspectives to Selection Committee deliberations through constructive participation in discussions, while taking care not to exert undue influence and/or dominate proceedings.

Search outcomes are enhanced by the degree to which individual members are engaged in each stage of the process. Consequently, each member acknowledges the critical importance of their participation and agrees to be fully engaged in the fair, objective, and comprehensive assessment of candidates through each stage of the process.

Each member acknowledges that attendance at all meetings is expected. They each agree that the prospect of their absence from more than one meeting must be discussed with the Committee Chair.

Should a vacancy occur in the membership of the Committee during the course of the Search, after consultation with the Committee, the Chair of the Selection Committee will make a final determination on whether or not it is in the best interests of the search process to fill the vacancy.

4. Regular Focus on the Position Profile

In developing the Position Profile for the next President and Vice-Chancellor, the Selection Committee must first consider the results of community consultations and the perspectives of Committee members, then focus on identifying the mandate for the next President and Vice-Chancellor, as well as the experience, skills, competencies and attributes that will best fulfill that mandate. The result will be a Position Profile.

Only after the Committee has completed this process will its members begin to consider candidates. While assessing candidates, each Committee member will be expected to regularly revisit the Position Profile to ensure they are remaining focused on the agreed-upon criteria.

In the process of assessing candidates, Committee members may have personal opinions and knowledge of the individuals based on their prior knowledge and familiarity with the candidates. Early acknowledgement and declaration to the Selection Committee of such personal opinions and prior knowledge will be expected and is considered both honourable and professional.

5. Reference Checking and Credentials Verification

Reference-checking of candidates and complete and thorough due diligence reviews of their candidacy will be planned and executed systematically and professionally at the appropriate time by Odgers Berndtson. In addition, reference checking may be conducted by the Committee Chair or authorized members of the Committee, as confirmed by the Committee, in its consideration and assessment of candidates. As noted, above, Committee members will not make unauthorized inquiries of anyone concerning any candidate or prospective candidate during or following the search.

6. Role of the Search Consultants

The search consultants will advise and provide support to the Selection Committee. In doing so, they recognize fully that it is the responsibility of the Committee members to deliver a confidential report to a Board Chairs Committee, that recommends a candidate for appointment as the next President & Vice-Chancellor of the University. The search consultant is also bound by this Committee Charter.

7. Role of the University Secretary

The University Secretary will serve as a resource and advisor to the Committee regarding University policies and procedures relevant to the search. Working in collaboration with the search consultant, the University Secretary will support the Committee with the fulfillment of its activities, culminating in the completion of its final report to a Board Chairs Committee. The University Secretary is also bound by this Committee Charter.

8. *Committee's Role in Ensuring the Success of the President & Vice-Chancellor*

Committee members' responsibilities will not end once the President & Vice-Chancellor has been appointed by the Board of Governors. Members of the Selection Committee will play a vital role in ensuring the success of the new leader. Committee members will be expected to provide direct and indirect support to the President once they assume office, and to serve as ambassadors for the appointment both within the University community and beyond.

B. Member Acknowledgment

I have read and understand and hereby agree to abide by this Committee Charter as a condition of my service as a member of the Presidential Selection Committee (or as a resource to the work of the Presidential Selection Committee).

Signature

Date

Name (print)

ⁱ This document is adapted from the 2013-14 presidential search process and was originally provided by Caldwell Partners International.