1.0 Purpose & Scope

1.1 This Policy on University Appointments (this “Policy”) describes how the Board of Governors (the “Board”) exercises its authority under Section 11 and Section 14 of the University of Guelph Act, 1964 regarding the appointment and removal of certain employees of the University of Guelph (the “University”).

2.0 Board Appointment Authority

2.1 The Board is responsible for the appointment, review, reappointment and removal of the President and Vice-Chancellor (the “President”).

2.2 On the recommendation of the President, the Board is responsible for decisions concerning the appointment, reappointment, and removal of individuals to each of the following positions:
   - Vice-President(s)
   - University Secretary

Each Vice-President reports directly to the President and these appointments are each significant to the Board’s responsibilities for succession planning at the executive level. The University Secretary reports jointly to the President and the Chair of the Board of Governors.

2.3 The Board assigns to the President the power to appoint, to promote, and to remove (and to delegate to one or more individual or individuals the authority to appoint, to promote and to remove) employees of the University other than those referred to in Sections 2.1 and 2.2.

2.4 The President shall fulfill his/her responsibilities under this Policy according to the terms of this Policy and of any other relevant Board policies and procedures, University policies and procedures, and collective agreements between the University and University employee groups.
3.0 President

3.1 The following procedures pertain to the Board’s responsibilities under section 2.1.

The Board shall establish a Presidential Selection Committee to conduct a search and to recommend to the Board a candidate for appointment as President. The composition of each Presidential Selection Committee shall be as follows:

Committee Chair: Chair of the Board of Governors
Members:
- Two (2) external members of the Board, appointed by the Board on the recommendation of the Governance & Human Resources Committee
- Three (3) tenured faculty members, elected by Senate
- One (1) undergraduate student, elected by Senate
- One (1) graduate student, elected by Senate
- One (1) regular full-time staff member, elected by Senate
- One (1) University of Guelph alumna or alumnus, elected by the University of Guelph Alumni Association

3.2 The incumbent President is ineligible to serve on a Presidential Selection Committee.

3.3 Faculty, staff and student members of a Presidential Selection Committee will be identified as follows:
   i. There will be a call for nominations issued by the University Secretary to faculty, staff and students across the University.
   ii. Nominations received will be reviewed by the Senate Bylaws and Membership Committee which, following applicable Senate bylaws and regulations, will prepare a slate of eligible Committee candidates for recommendation to Senate for approval.
   iii. Committee candidates need not be Senators.
   iv. Committee candidates who are faculty must hold tenure, and may come from Guelph-Humber. No two faculty members may come from the same College.
   v. Committee candidates who are staff members must be regular full-time employees of the University.
   vi. Committee candidates who are students who are anticipated to retain their student status until the Presidential Selection Committee completes its function will be given preference in preparing a slate of Committee candidates for recommendation to Senate.
vii. The Senate will vote in accordance with its own procedures and in compliance with this Policy with respect to the identity of:
   a. the three (3) faculty members;
   b. the undergraduate student member;
   c. the graduate student member; and
   d. the staff member;
   of such Presidential Selection Committee.

viii. The University of Guelph Alumni Association shall select in accordance with its own procedures and in compliance with this Policy with respect to the identity of the University of Guelph alumni member of such Presidential Selection Committee.

ix. Selection results shall be presented to the Governance & Human Resources Committee, which has the responsibility to present the proposed members to the Board of Governors for final approval.

3.4 To permit ample time for a Presidential Selection Committee to perform its function, whenever possible, its membership will be identified at least twelve (12) months prior to the end of the term of appointment of the incumbent President.

3.5 The incumbent President may be a candidate

3.6 A Presidential Selection Committee will conduct a search process that conforms with relevant University human resource policies (including those pertaining to employment equity) and will identify for recommendation to the Board of Governors the candidate such Presidential Selection Committee perceives is best-suited for the position of President.

3.7 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 the 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).

   iii. Review all written submissions.

   iv. Advertise the position broadly using appropriate vehicles.

   v. Prepare a short list of candidates.

   vi. Conduct in camera interviews with short-listed candidates.

   vii. Maintain all deliberations of the Presidential Selection Committee in strict confidence.

   viii. Direct the disposition of all related records according to relevant University policies.
ix. Regular status reports on the progress of the Presidential search will be provided, in Closed session, at each Board of Governors meeting that occurs during the search period; the incumbent President will be recused for this item.

x. The Presidential Selection Committee will deliver a confidential report to a Board Chairs Committee, consisting of Chair of the Board, the Vice Chair(s) of the Board, and the Chairs of the Board’s Standing Committees, summarizing the Presidential Selection Committee’s process, activities, and deliberations and recommending a candidate for appointment. The confidential report will include the candidate’s *curriculum vitae* and the Presidential Selection Committee’s supporting rationale for the recommendation and shall be provided to the Board Chairs Committee in sufficient time to provide for full and deliberative consideration and discussion of the recommendation.

xi. The Board Chairs Committee shall discuss the confidential report, focusing in particular on the process, activities and deliberations of the Presidential Selection Committee, and shall forward to the Board of Governors the confidential report and the proposed candidate for appointment with a recommendation.

xii. A joint Closed meeting between the Board of Governors and the Presidential Selection Committee will be convened, where the confidential report and the recommendation of a candidate will be presented. Board members will have the opportunity to discuss the confidential report and the recommendation. Immediately following the discussion, the Board will move *in camera* and a motion for approval will be presented. To be accepted for the appointment as President, the candidate must receive support by a majority of those present and eligible to vote.

xiii. The Board Chair is responsible for communicating the outcome of the vote to the candidate, which must be held in strictest confidence until the Board Chair approves a public announcement. The Board Chair is responsible for negotiating the appropriate remuneration with the candidate, consistent with the Board’s Senior Executive Compensation Framework, and any applicable legislation, and reporting on the outcome of these negotiations to the Governance & Human Resources Committee. The Board Chair may retain such advisors as necessary.

3.8 The President may hold an academic appointment in a department of the University.

3.9 In the event that the Board approves the appointment of a candidate as President and when that individual does not hold an academic appointment at the University, and in the event that the individual desires to hold such appointment, the rank and decision relative to granting of Tenure will be determined through a process that is consistent with the deliberations process for other members of
faculties and as contained in the Collective Agreement between the University and the University of Guelph Faculty Association.

3.10 Upon the position of President being relinquished due to the completion of the term of appointment or by voluntary resignation, and that individual also has been granted an appointment as a tenured member of faculty, their faculty appointment once they have returned to the professoriate will be retained and be governed by the provisions of the Collective Agreement between the University and the University of Guelph Faculty Association.

3.11 Normally, the term of office for the President will be five (5) years. Normally an individual will hold the office of President for no more than two (2) consecutive terms.

3.12 The President’s appointment is at the discretion of the Board.

Review and Re-appointment of the President

3.13 Where consideration of reappointment of an incumbent is appropriate; in accordance with this Policy, the Chair of the Board will write to the incumbent to determine whether the incumbent wants to be considered for reappointment. If the incumbent wants to be considered for reappointment, prior to conducting a search in accordance with Sections 3.6 and 3.8 and other relevant provisions of this Policy, the Presidential Selection Committee will first conduct a review regarding the incumbent (a “Presidential Review”). In conducting a Presidential Review, such Presidential Selection Committee will, among other things—:

i. Communicate to the University community the names of those appointed to such Presidential Selection Committee to conduct the review.

ii. Solicit input from the University community (including faculty, staff, and students).

iii. Review all written submissions.

iv. Invite the incumbent to meet with the Presidential Selection Committee.

v. Maintain all deliberations of the Presidential Selection Committee in strict confidence.

vi. Direct the disposition of all related records according to relevant University policies.

vii. Deliver a confidential report to the Board Chairs Committee summarizing the Committee’s process, activities, and deliberations including a recommendation concerning the reappointment of the incumbent, which report shall include a supporting rationale for the recommendation.

viii. The Board Chairs Committee shall discuss the confidential report, focusing in particular on the process, activities and deliberations of the Presidential Selection Committee, and shall forward to the Board of Governors the confidential report and the proposed candidate for appointment with a recommendation.
3.14 The Board shall discuss the report and recommendations, and shall vote upon the recommendation. The Board Chair is responsible for communicating the outcome of the vote to the incumbent, which must be held in strictest confidence until the Board Chair approves a public announcement.

3.15 Following the Board’s receipt of a report delivered pursuant to Section 3.14, the Board shall consider the reappointment of the incumbent in accordance with Section 2.1.

3.16 In the event that the Board decides not to reappoint the incumbent, normally, the Presidential Selection Committee will then conduct a search in accordance with Sections 3.6 and 3.8 and other relevant provisions of this Policy.

3.17 The Board will develop and implement an annual process of performance review for the President, consistent with the Board’s Senior Executive Compensation Framework.

4.0 Certain Vice-Presidents & University Secretary

4.1 The following procedures pertain to the President’s responsibilities under section 2.3 with respect to all Vice-Presidents excluding the Provost and Vice-President (Academic) and the Vice-President (Research), and any other vice-presidential positions that the President determines require the incumbent to also hold an academic appointment in a department of the University.

4.2 The President will determine whether or not a Selection Committee will be established to conduct a search regarding candidates for appointment as a Vice-President included in section 4.1 or as University Secretary.

4.3 In the event that a Selection Committee is established pursuant to section 4.2, the President will determine the composition, mandate and procedures of such Selection Committee.

4.4 Candidates for appointment as a Vice-President included in Section 4.1 or as the University Secretary need not hold an academic appointment in a department of the University.

4.5 The President will be responsible for providing a subsequent recommendation to the Board regarding the relevant appointment.

4.6 The President will develop and implement a process of performance review for Vice-Presidents included in Section 4.1 and the University Secretary consistent with the Board’s Senior Executive Compensation Framework.
5.0 **Provost and Vice-President (Academic); and the Vice-President (Research)**

5.1 The following procedures pertain to the President’s responsibilities under section 2.3 with respect to the Provost and Vice-President (Academic) and with respect to the Vice-President (Research). Each of the Provost and Vice-President (Academic) and with respect to the Vice-President (Research) must be eligible to hold an academic appointment in a department of the University. These procedures will also pertain to any other vice-presidential positions that the President determines require the incumbent to also hold an academic appointment in a department of the University.

5.2 The President shall establish a Selection Committee to conduct a search and to recommend to the President candidates for appointment as Provost and Vice-President (Academic), Vice-President (Research) or to any other vice-presidential positions that the President determines require the incumbent to also hold an academic appointment in a department of the University (as the case may be).

5.3 The composition of each Selection Committee shall be as follows:

<table>
<thead>
<tr>
<th>Committee Chair:</th>
<th>President</th>
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<tbody>
<tr>
<td>Members:</td>
<td>Two (2) Deans, appointed by the President</td>
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<td>One (1) external member of the Board of Governors, appointed by the Governance &amp; Human Resources Committee</td>
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<td></td>
<td>Three (3) tenured faculty members, elected by Senate</td>
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<td></td>
<td>One (1) undergraduate student, elected by Senate</td>
</tr>
<tr>
<td></td>
<td>One (1) graduate student, elected by Senate</td>
</tr>
<tr>
<td></td>
<td>Two (2) regular full-time staff members, elected by Senate</td>
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</table>

5.4 The incumbent in a position referred to in Section 5.1 is ineligible to serve on a Selection Committee search for his/her replacement.

5.5 Faculty, staff and student members of a Selection Committee will be identified as follows:

i. There will be a call for nominations issued by the University Secretary to faculty, staff and students across the University. Nominations received will be reviewed by the Senate Bylaws and Membership Committee which, following applicable Senate by-laws and regulations, will prepare a slate of eligible committee candidates for recommendation to Senate for approval.

ii. Committee candidates need not be Senators.

iii. Committee candidates who are faculty must hold tenure, and may come from Guelph-Humber. No two faculty members may come from the same College.

iv. Committee candidates who are staff must be regular full-time employees.
v. Committee candidates who are students who are anticipated to retain their student status until the Selection Committee completes its function will be given preference in preparing a slate of Committee candidates for recommendation to Senate. The Senate will vote in accordance with its own procedures with respect to the identity of:
   a. the three (3) faculty members
   b. the undergraduate student member
   c. the graduate student member; and
   d. the two (2) staff members
vi. The names of those elected shall be presented to the President.

5.6 To permit ample time for a Selection Committee to perform its function, whenever possible, its membership will be identified at least nine (9) months prior to the end of the term of appointment of the relevant office.

5.7 The Selection Committee will conduct a search process that conforms with relevant University human resource policies (including those pertaining to employment equity) and will identify the candidate such Selection Committee perceives is best-suited for the relevant position.

5.8 In carrying out its responsibilities, a Selection Committee will, among other things:

   i. Communicate to the University community the names of those appointed to such 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 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. Arrange for public lectures to be delivered by short-listed candidates as part of its evaluation of those candidates.
   viii. Solicit input from the University community (including faculty, staff, and students) concerning short-listed candidates who give public lectures and consider this input.
   ix. Maintain all deliberations of the Selection Committee in strict confidence.
   x. Direct the disposition of all related records according to relevant University policies.
   xi. Deliver a confidential report to the President that recommends a candidate, summarizing the Committee’s activities and deliberations, and recommending a candidate for appointment. The report will include the candidate’s curriculum vitae, and the Committee’s supporting rationale for the recommendation
5.9 Upon receipt of the recommendation of the Selection Committee pursuant to Section 5.8, the President will be responsible for providing a subsequent recommendation to the Board regarding the relevant appointment.

5.10 In the event that the Board accepts a recommendation from the President provided pursuant to Section 5.9 regarding a candidate for a position referred to in Section 5.1 and that candidate does not hold an academic appointment at the University, the rank and decision relative to granting of Tenure will be determined through a process that is consistent with the deliberations process for other members of faculty and as contained in the Collective Agreement between the University and the University of Guelph Faculty Association.

5.11 Upon a position referred to in Section 5.1 being relinquished due to the completion of the term of appointment or by voluntary resignation, the individual’s appointment as a tenured member of faculty, once they have returned to the professoriate, will be retained and be governed by the provisions of the Collective Agreement between the University and the University of Guelph Faculty Association.

5.12 Normally, the term of office for a position referred to in Section 5.1 will be five (5) years. Normally, an individual will hold such an office for no more than two (2) consecutive terms.

5.13 Where consideration of renewal of reappointment of an incumbent in a position referred to in Section 5.1 is appropriate in accordance with this Policy, the President will write to the incumbent to determine whether the incumbent wants to be considered for reappointment. Prior to conducting a search in accordance with Sections 5.7 and 5.8 and other relevant provisions of this Policy, the Selection Committee will first conduct a review regarding the incumbent (a “Review”). In conducting a Review, such Selection Committee will, among other things:

i. Communicate to the University community the names of those appointed to such Selection Committee for the review.
ii. Solicit input from the University community (including faculty, staff, and students).
iii. Review all written submissions.
iv. Invite the incumbent to meet with the Selection Committee.
v. Maintain all deliberations of the Selection Committee in strict confidence.
vi. Direct the disposition of all related records according to relevant University policies.
vii. Deliver a confidential report to the President including a recommendation concerning the reappointment, which report shall include supporting rationale for the recommendation.
5.14 Following the President’s receipt of a report delivered pursuant to Section 5.13, the President will be responsible for providing a subsequent recommendation to the Board regarding the relevant appointment. The Board shall consider the reappointment of the incumbent in accordance with Section 2.2. In the event that the Board decides not to reappoint the incumbent, normally, the Selection Committee will conduct a search in accordance with Sections 5.7 and 5.8 and other relevant provisions of this Policy.

5.15 The President will develop and implement a process of performance review for Vice-Presidents referred to in Section 5.1 consistent with the Board’s Senior Executive Compensation Framework.

6.0 Periodic Policy Review

6.1 This Policy will be reviewed at least every five (5) years by the Governance & Human Resources Committee of the Board which will present any recommended changes to the Board for its consideration.

Last revision approval date: April 21, 2017
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