

**APPOINTMENT GUIDELINES FOR  
PRESIDENT AND VICE-CHANCELLOR**

Approval Authority: Board of Governors  
Date Approved: March 2021  
Mandatory Revision Date: March 2024  
Responsible Office: University Secretariat

**Article I: General**

- 1.1 Pursuant to the *Carleton University Act*, the President and Vice-Chancellor (the “President” or the “incumbent”) is appointed by the Board of Governors (the “Board”).
- 1.2 The President shall normally hold office for an initial term not to exceed six years, and shall normally hold a tenured appointment at the rank of Professor in the University. The term of the incumbent President may be renewed once for a period not to exceed five years.
- 1.3 The term of office of the President may be extended for one year periods, for extenuating circumstances as determined by the Board. If exigencies require, the Board may appoint an Acting 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.
- 1.4 These guidelines shall apply both in the case of the search for a new President, and in the case of consideration of an incumbent President for renewal of the initial term.
- 1.5 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 her or his current term, or a recommendation is not made within the time allowed, as contemplated by Articles 4.2 and 5.2 of these guidelines. Should Special Circumstances occur, then these guidelines shall apply *mutatis mutandis* to the review or selection process (as appropriate) undertaken, except with respect to limitations of time as they appear in these guidelines. In the event of the occurrence of Special Circumstances, the review or selection process (as appropriate) will proceed with all reasonable dispatch, bearing in mind the significance of the appointment to the University.

## Article II: Committee Process

### 2.1 The Advisory Committee

- (a) The Board shall make the appointment or re-appointment of a President on the recommendation of an Advisory Committee on the President (the “Committee”). 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.
- (b) 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. 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 Equity, Diversity and Inclusion Statement.
- (c) 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.
- (d) The Committee shall ordinarily be composed of the following as members:
  - The Chair of the Board, as chair of the Committee *ex officio*;
  - The Vice-Chair of the Board *ex officio*;
  - Three community-at-large or alumni members of the Board, elected by the Board;
  - One member of the Board, being a representative on the Board of the staff of the University other than the academic or librarian staff, elected by the Board;
  - Three persons to be elected by Senate from among permanent academic staff members (at least one of whom shall hold the rank of Full Professor) and professional librarians;
  - One senior administrator and one Dean to be elected by the Vice- President Academic and Research Committee; and
  - One undergraduate student and one graduate student to be elected by Senate.

The University Secretary or designate shall serve as the non-voting secretary of the Committee and together with the Assistant Vice-President, Human Resources shall be a resource to the Committee.

In its discretion, the Executive Committee of the Board may adjust the composition of the Committee.

The Committee shall elect its Vice-Chair from among its members.

- 2.2 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.

### **Article III: Procedures**

- 3.1 The Committee shall determine its own procedures, subject to the following conditions:
- The Committee shall use its best efforts to consult widely with the University community and shall respect the requirement to communicate with the University community as it proceeds toward a recommendation.
  - 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.
  - 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.
  - 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.

### **Article IV: Reappointment Process**

- 4.1 The Chair of the Board shall communicate with the incumbent to determine if she or he wishes to be considered for reappointment.
- 4.2 If the incumbent wishes to be considered for reappointment, the following process shall be undertaken:
- The Chair of the Committee shall begin the process by meeting with the President to discuss the review process.

- The Committee shall proceed to evaluate the performance of the incumbent, using the criteria employed in the appointment of the incumbent, the outcome of annual performance reviews conducted by or on behalf of the Board, undertake a comprehensive review, and input from members of the University community, all as deemed appropriate by the Committee.
- The Committee shall meet with the incumbent to review her or his performance and to discuss the incumbent's plans if she or he were to be reappointed.
- 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.
- The Committee shall use its best efforts to recommend to the Board no later than nine 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.

#### **Article V: Search Process**

- 5.1 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, the University shall engage the services of a highly qualified executive search consultant, specializing in senior-level institutional searches to assist the Committee in its work.
- 5.2 The Committee shall undertake a search for a new President in accordance with the following process:
- As a first step, the Committee shall solicit input from the University community concerning the profile for the next President.
  - 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.
  - 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.
  - 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.