

**APPOINTMENT GUIDELINES FOR  
VICE-PRESIDENT (FINANCE AND ADMINISTRATION)**

Approval Authority: Board of Governors  
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Responsible Office: University Secretariat

**Article I: General**

- 1.1 Pursuant to the *Carleton University Act* and the Bylaws of the University, the Vice-President (Finance and Administration) (the “V-P”) is appointed by the Board of Governors (the “Board”).
- 1.2 The V-P shall normally hold office for an initial term of six years, renewable for successive terms in the discretion of the Board.
- 1.3 The term of office of the V-P may be extended for one year periods, for extenuating circumstances. If exigencies require, the Board may appoint an Acting V-P 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 V-P, and in the case of consideration of an incumbent V-P for renewal of the initial term or any renewal term.
- 1.5 For the purposes of these guidelines, “Special Circumstances” shall mean a situation in which either (i) for whatever reason, the V-P is unable or unwilling to finish her or his current term, or (ii) a recommendation is not made within the time allowed, as contemplated by Articles 3.2 and 4.1 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 the V-P on the recommendation of an Advisory Committee on the V-P (the "Committee"). The Executive Committee of the Board shall instruct the President to establish 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 President shall use their best efforts to establish the Committee not later than 12 months prior to the anticipated date of appointment. 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 President and Vice-Chancellor, as chair of the Committee *ex officio*;
  - Two community-at-large or alumni members of the Board, elected by the Board;
  - One member of the staff of the University (not being a member of Faculty), selected by the President;
  - Two full-time academic staff members, one of whom shall hold the rank of Full Professor, elected by Senate;
  - One senior administrator selected by the President; and
  - One undergraduate student and one graduate student, 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 her or his discretion, the President 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, at least one of whom must be the President.

### **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 President. Each Committee member shall provide all such records to the President's Office at the earliest opportunity, and no copies shall be made or retained. The President's Office 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 or selected (as the case may be) 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 or selection of a replacement is inappropriate.

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

4.1 The President 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 President shall begin the process by meeting with the V-P 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 the President, 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 President shall meet in confidence with the V-P 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 provide a recommendation on reappointment to the President no later than nine months before expiration of the incumbent's term of office. The President shall carry the Committee's recommendation forward to the Board. 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, or the Board decides against reappointment, then acting on the recommendation of the President, the Executive Committee of the Board shall determine if the search is to be comprehensive (external), or whether it should be limited to an internal search.
- 5.2 In the case of a comprehensive search and 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 V-P in accordance with the following process:
  - The Committee shall solicit input from the University community concerning the profile for the next V-P.
  - 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, and shall interview selected candidates.
  - The Committee shall use its best efforts to provide a recommendation to the President not later than three months before the anticipated date of appointment. The President shall carry the Committee's recommendation forward to the Board for approval. 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.