

APPOINTMENT GUIDELINES FOR CHANCELLOR

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Responsible Office: University Secretariat

Article I: General

- 1.1 Pursuant to the *Carleton University Act*, the Chancellor is appointed by the Board of Governors (the “Board”). The *Carleton University Act* provides that the Chancellor shall be appointed by the Board for an initial term of three years and is a member of the Board. The Chancellor may be reappointed for not more than two successive three-year terms.
- 1.2 For the purposes of these guidelines, “Special Circumstances” shall mean a situation in which either for whatever reason, the Chancellor is unable or unwilling to finish her or his current term, or a recommendation is not made within the time allowed, as contemplated by paragraph 5.1 of these guidelines. Should Special Circumstances occur, then these guidelines shall apply *mutatis mutandis* to the establishment and operation of a committee to select the Chancellor, except with respect to limitations of time as they appear in these guidelines. In the event of the occurrence of Special Circumstances, the selection process will proceed with all reasonable dispatch, bearing in mind the significance of the appointment to the University.
- 1.3 Except in Special Circumstances, the President and the Chair of the Board shall use their best efforts to discuss with the Chancellor her or his intentions to seek renewal of her or his term not later than twelve months before the expiration of the term or any renewal term of the Chancellor, and provided the Chancellor is eligible for reappointment. If the Chancellor wishes to seek renewal, then the President will bring the matter to the Executive Committee of the Board for review and recommendation to the Board.

Article II: Committee Process

- 2.1 In the event that either the Chancellor is eligible for renewal of her or his term, but the term of office of the Chancellor is not renewed for any reason, or the Chancellor is no longer eligible for renewal of her or his term, then the Board and the Senate shall use

their best efforts to establish a joint committee not later than eight months prior to the expiration of the current term of the Chancellor. The joint committee shall be called the “Committee on the Selection of the Chancellor” (the “Committee”). The Committee shall be composed of the following members:

- The President, as chair *ex officio*;
- Three current Community-at-large or Alumni members of the Board, elected by the Board;
- Two current senate members who are full-time members of academic staff, one of whom shall hold the rank of Full Professor, elected by Senate;
- One undergraduate or graduate student, elected by Senate; and
- One current senior administrator, selected by the President.

The University Secretary or designate shall serve as the non-voting secretary of the Committee. The Committee shall elect its Vice-Chair from among its members.

- 2.2 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.
- 2.3 Quorum for Committee meetings shall consist of five members of the committee being, present in person, by teleconference or by videoconference, at least one of whom must be the President.

Article III: Selection Criteria

- 3.1 In preparing its recommendation to the Board, the Committee shall generally rely on the following selection criteria:

The candidate for appointment shall be:

- a Canadian citizen;
- a person of national, and preferably international stature;
- a person whose appointment would add to the reputation and enhance the image of the University;
- a person who has an appreciation of the distinctive role and nature of universities;
- a person who is available to participate in convocation ceremonies and other ceremonial events;

- a person willing to actively engage with and promote Carleton with enthusiasm including facilitate fundraising activities.

In coming to its recommendation, the Committee shall also take note of the sector from which the Chancellor will come, bearing in mind the need (acting reasonably) to balance public and private sector representation over time.

The foregoing provisions of this section 3.1 are intended as guidelines for the Committee, it being recognized that each appointment is unique and dependent on the circumstances prevailing at the time the Committee makes its recommendation to the Board.

Article IV: Procedures

- 4.1 The Committee shall determine its own procedures, subject to the following conditions:
- At the Committee's discretion, a communication shall be sent to the University community inviting nominations.
 - 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 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 V: Recommendation

- 5.1 The Committee shall submit one name only to the Board as the candidate for appointment. Prior to submitting a name to the Board for consideration, the Committee shall confirm with the candidate that she or he is willing to let her or his name stand for appointment as Chancellor of the University.

The Committee shall use its best efforts to submit its recommendation to the Board not later than two months prior to the expiration of the current term of the Chancellor. 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.