APPOINTMENT GUIDELINES FOR

UNIVERSITY SECRETARY & CHIEF GOVERNANCE OFFICER

Approval Authority:	Board of Governors
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Responsible Office:	University Governance Secretariat

Article I: General

1.1 Pursuant to the *Carleton University Act* and the Bylaws of the University, the University Secretary & Chief Governance Officer is appointed by the Board of Governors (the "Board").

1.2 The University Secretary & Chief Governance Officer shall hold office at the pleasure of the Board.

1.3 If exigencies require, the Board may appoint an Acting University Secretary & Chief Governance Officer 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 in the case of the search for a new University Secretary & Chief Governance Officer.

Article II: Committee Process

2.1 The Advisory Committee

(a) The Board shall make the appointment of the University Secretary & Chief Governance Officer on the recommendation of an Advisory Committee on the University Secretary & Chief Governance Officer (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 Executive Committee 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.

(c) The Executive Committee of the Board shall use its best efforts to establish the Committee not later than 12 months prior to the anticipated date of appointment.

(d) The Committee shall ordinarily be composed of the following as members:

- The President and Vice-Chancellor, as chair of the Committee *ex officio;*
- The Chair of the Board*, ex officio;*
- Two members of the Board, elected by the Board; and
- One senior administrator, selected by the President.

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

In their 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.

Article III: Procedures

3.1 The Committee shall determine its own procedures, subject to the following conditions:

- 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: Search Process

4.1 The Committee shall undertake a search for a new University Secretary & Chief Governance Officer in accordance with the following process:

- The position shall be 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 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 Executive Committee of the Board shall be advised, and the Executive Committee of the Board may either grant an extension of time or strike a new committee pursuant to these guidelines.