



**The University of British Columbia
Presidential Search Committee
Guiding Principles & Procedures**

April 2018

UBC Presidential Search Committee Guiding Principles and Procedures

The mandate of the Presidential Search Committee is to act in the best long-term interests of the University. Every decision will be considered relative to this framework, in order that the Committee may select and recommend the best possible candidate to lead the University. The academic integrity of the University and its continuing capacity to excel in teaching, research and service shall be at the forefront of the Committee's considerations throughout the search process. No other considerations, including, but not limited to ideological, political, or expediency considerations, shall overshadow those priorities.

Members of Search Committee – collectively and individually – bear significant responsibility for the integrity and fairness of the search process, and are accountable for its success. In fulfilling this responsibility on behalf of the University, members are expected to adhere to the guiding principles and practices set out in this document. In conducting their deliberations, they must not only act, but be *perceived* to act, fairly, consistently, and with collegiality.

This set of *Guiding Principles and Procedures* provides a framework for a Presidential Search Committee as it proceeds through the various phases of its mandate, and is intended to reinforce and maintain the high quality that is essential to these important decision-making processes. It is meant to reflect the University's values as these are expressed in the University's strategic plans, to contribute to the achievement of its presidential recruitment goals, and to build on examples of good practices within the institution and beyond.

PRINCIPLES

Specific principles are enunciated to guide the search and review processes. To elaborate and build upon these principles, the Search Committee shall develop its procedures on the understanding that all proceedings and transactions shall be conducted in strict confidence.

The principles underlying a Presidential search are:

1. Confidentiality
2. Transparency and clarity of process
3. Broad consultation and timely communication
4. Accountability
5. Broad representation in Committee membership
6. Establishment of, and adherence to, a search timeline
7. Respect for the integrity of the process
8. Equity in the selection and recommendation of candidates
9. Avoidance of conflict of interest

CONFIDENTIALITY

Confidentiality throughout the search process is essential. The documents and deliberations of the search committee shall remain confidential, but the Search Committee shall make consistent and meaningful communications to the community about the process as it unfolds. Maintenance of confidentiality within the Committee is fundamental to a successful search; therefore, committee members will be asked to sign a confidentiality agreement.

If confidentiality is breached, there may be adverse consequences, including the following:

- Leading candidates may withdraw;
- Other potential candidates may be difficult to attract, knowing that confidentiality has been breached;
- Lawsuits may result if a breach in confidentiality leads to a candidate being placed in jeopardy at his/her current organization; and
- The University of British Columbia may suffer a loss of reputation if it appears unable to maintain the integrity of its hiring process

TRANSPARENCY AND CLARITY IN THE PROCESS

At the very beginning of the search process, the Search Committee shall decide whether or not the search is to be open or closed. This decision must take into account the University's need to recruit the best possible candidates, the public nature of the University, and best practices across Canada and the world.

Open searches are defined as searches where the identities of short-listed candidates are publicly known and there is an opportunity for feedback regarding the suitability of candidates. Open searches often include public presentations by the short-listed candidates.

Closed searches are defined as searches where the identities of the short-listed candidates are not made public, and there is no opportunity for feedback from the community at large about the candidates prior to appointment. Closed searches at the Presidential level highlight the need for a committee that has the trust of the communities it serves.

Whether a search is open or closed, the Search Committee must make every effort to solicit the views of UBC alumni, faculty, governors, senators, *emeriti* professors, staff, students and members of the community at large through such means as forums or seminar presentations to inform the Search Committee's work. The Committee may also hold closed meetings with representative leaders of such groups who would be invited to provide confidential feedback to the Search Committee.

CONSULTATION AND COMMUNICATION

The process shall include broad and extensive consultations with the University community and external constituencies regarding the University's strategic needs and the attributes and skills required of candidates to meet those needs, as outlined in prior position profiles.

As part of the commitment to collegiality and transparency, there should be timely and appropriate communication with the University community on the progress of the search. Normally, this means periodic updates from the Search Committee chair or designate on milestones the Search Committee has reached.

The Search Committee shall ensure it effectively communicates its own operations and processes, and the processes of the University, to all candidates.

In any communication on behalf of the Search Committee, the Committee Chair or designate will be the official and only spokesperson for the Search Committee.

ACCOUNTABILITY

The Search Committee shall report to the Board of Governors through the Search Committee Chair.

Upon the conclusion of the Search Committee's deliberations, the chair's report to the Board of Governors shall provide a rationale for its recommendations and shall include the majority and minority views (if any) held by Search Committee members.

BROAD REPRESENTATION IN COMMITTEE MEMBERSHIP

1. The Search Committee shall be chaired by the Chancellor of the University and shall comprise fourteen (14) additional members as follows:
 - a. Two (2) members of the Board of Governors, selected by the Executive Committee of the Board of Governors after consultation with the Board;
 - b. Two (2) senators, one (1) elected by the Okanagan Senate and one (1) elected by the Vancouver Senate;
 - c. Three (3) faculty members as defined by the *University Act*, one (1) elected by and from the faculty members having their primary appointments at the Okanagan campus, and two (2) elected by and from the faculty members having their primary appointments at the Vancouver campus;
 - d. Two (2) deans, one (1) elected by the decanal members of the Okanagan Deans' Council and one (1) elected by the decanal members of the Vancouver Committee of Deans;
 - e. The Chair of the Board of Directors of *alumni UBC*, or a member of that board designated by that chair;
 - f. Three (3) students, one (1) appointed by the Student Council of the Alma Mater Society of UBC Vancouver, one (1) appointed by the Council of the Graduate Student Society, and one (1) appointed by the Board of Directors of the UBC Students' Union Okanagan from their respective memberships; and
 - g. One (1) full-time staff member elected by and from all staff members of UBC who are not faculty members under Section 1(c) above.
2. The Secretary to the Board of Governors shall serve as secretary to the Search Committee but shall not be a member of the Search Committee.
3. If a member of a Search Committee ceases to be a member of the constituency from which he or she was elected or appointed, the Executive Committee of the Board of Governors shall determine whether he or she may continue to serve on the Committee.
4. Should there be a vacancy on the Committee, it shall be filled by the Executive Committee of the Board from the same constituency in which the vacancy exists. For the purposes of the position of the Chair of the Search Committee, that constituency shall be considered the Board of Governors.

TIMELINE

The Search Committee shall engage in a comprehensive consultative process that engages UBC alumni, faculty, governors, senators, *emeriti* professors, staff, students and members of the community at large in the search for the President and Vice-Chancellor.

The Search Committee shall endeavour to make its recommendation to the Board within six months from the time an incumbent informs the Board of Governors of the decision to step down from the position or it becomes vacant for some other reason (although the Search Committee can extend the search period by up to three additional periods of one month each, if necessary to complete a successful search).

RESPECT

The search process shall be respectful of all groups and individuals involved in the process, including the candidates. In particular, the Committee's work and interactions shall be guided by *UBC's Statement on Respectful Environment for Students, Faculty, and Staff*.

EQUITY

The University of British Columbia envisions a climate in which students, faculty, and staff are provided with the best possible conditions for learning, researching and working, including an environment that is dedicated to excellence, equity, and mutual respect. The University of British Columbia strives to realize this vision by establishing employment and educational practices that respect the dignity of individuals and make it possible for everyone to live, work, and study in a positive and supportive environment, free from harmful behaviours such as bullying and harassment.

The Search Committee shall conduct its work in accordance with the University's policies dealing with discrimination, harassment, equity, inclusion, and human rights, including, but not limited to, Policy 2 (<http://equity.ubc.ca/policy-initiatives/policies/>).

Statements of Principle under Policy 2:

1.1. The fundamental consideration for recruitment and retention of faculty and staff at The University of British Columbia is individual achievement and merit. Consistent with this principle, the University will advance the interests of women, native people, persons with disabilities, and visible minorities; ensure that equal opportunity is afforded to all who seek employment at the University; and treat equitably all faculty and staff.

1.2. The University of British Columbia has established a program of employment equity to provide a fair and equitable workplace and to offer all individuals full opportunity to develop their potential. Accordingly, the University will identify and eliminate any discriminatory barriers that interfere with employment opportunities in all jobs and at all levels throughout the University. Both current and prospective faculty and staff will receive equitable treatment in hiring, training, and promotion procedures.

CONFLICT OF INTEREST

Any conflict of interest or perceived conflict of interest of any member, as described in Policy 97 (Conflict of Interest and Conflict of Commitment) must be promptly disclosed by the member to the Search Committee Chair. The Search Committee Chair, after consultation with the other members of the Search Committee, shall recommend whether the member should recuse him or herself from any part of the Committee's deliberations, or resign should recusal be impracticable.

Should a member found by the Committee Chair to be in a conflict not recuse or resign as recommended, the other members of the Search Committee may, by an absolute majority, recommend to the Executive Committee of the Board that the member be removed from the Committee, and the Executive Committee may, after consideration of submissions from both the Search Committee Chair and the member in conflict, remove that member from the Search Committee by an absolute majority.

Should the Chair of the Search Committee be in a conflict of interest or perceived conflict of interest, he or she must recuse him or herself from any part of the Committee's deliberations, or resign as a member and Chair of the Search Committee should recusal be impracticable.

Should an absolute majority of all other members of the Search Committee find that the Chair of the Search Committee is in a conflict, they may recommend to the Executive Committee of the Board that he or she be removed from the Search Committee, and the Executive Committee may, after consideration of submissions from both the Search Committee and the Search Committee Chair, remove the Chair of the Search Committee by an absolute majority.

1. Procedures

The Search Committee shall develop its procedures on the understanding that all proceedings and transactions shall be conducted in strict confidence, excepting for the kind of public communications noted below.

It is expected that the Board and the Senate be regularly informed on the progress of the Search Committee; therefore, the Search Committee Chair (or designate) shall provide a report at each Board and Senate meeting, on the understanding that such reports will be made in general terms only, given the sensitivity and confidentiality of the Search Committee's work.

The Search Committee may establish subcommittees for any purposes it thinks appropriate.

2. Position Profile Composition

The Committee shall consult all University stakeholders in the Okanagan and Vancouver (*Senates, deans, senior administrators, faculty, staff, and students, as well as the Faculty Association executive and other associations/union leaders, student leaders, government officials, community leaders, external partners, and alumni*) about the challenges and opportunities that will face the next President and the attributes and expertise to be sought in candidates.

3. Reference & Other Checks

The Search Committee shall be responsible for ensuring that appropriate and comprehensive reference checks have been conducted prior to the position being formally offered to any candidate. To do so, the Search Committee may charge a search consultant, a subcommittee, or specific Committee members with the task of checking the references of candidates selected after the initial screening of credentials. These are generally but may not be limited to the references provided by the candidate. In this phase of the search process, the Committee will normally refrain from contacting other possible sources of information out of respect for the candidate's privacy; however, it is expected that at a later stage, peers, and subordinates will be included on the reference checklist.

A search consultant may be useful at this point in the referencing process, particularly for conducting criminal and media background checks.

4. Engagement and Attendance of Committee Members

The success of a Search Committee depends on the degree to which individual members are engaged in each stage of the process. It is critical that each member be fully engaged in the fair, objective, and comprehensive assessment of each candidate *prior* to short-listing, as well as in the assessment of candidates who are short-listed. It is equally important that all Search Committee members work from the same base of information and that the entire Search Committee be engaged in considering the significance of that information.

The quorum for Search Committee meetings shall be 60% of the members of the Committee, whether attending in person or remotely (*e.g.*, via telephone or videoconference).

Members of the Search Committee are expected to make their best effort to attend all meetings in person to ensure that the whole Committee participates fully in the deliberations leading to its decisions and recommendations.

The Search Committee shall make every effort to ensure that all members are present when the time comes to make its recommendation for the appointment of a President.

5. Search Consultant

A professional search consultant with significant national and international experience and reach will be employed by the University to assist the Search Committee with recruitment of candidates. A record of successful presidential searches at peer universities should weigh heavily in the selection of a consultant. The Executive Committee shall review proposals received, interview potential search firms, and recommend a consultant for consideration and approval by the Search Committee.

6. Terms of the President and Vice-Chancellor Appointment

In consultation with the professional search consultant, the Executive Committee of the Board shall establish contract parameters and compensation for the successful candidate. The Search Committee shall not have the responsibility of discussing contract provisions with candidates, excepting only that the chair of the Search Committee shall review these provisions with all individuals on the short list prior to interviews.

The Board Chair shall negotiate the contract with the preferred candidate. The final terms for a contract shall be approved by the Executive Committee of the Board, and then presented to the Board of Governors for its approval.

7. Recommendation

After completion of its deliberations, the Search Committee shall identify a candidate to be recommended via the Executive Committee to the Board of Governors for appointment as President and Vice-Chancellor of the University.

The Search Committee shall strive for unanimity in presenting one preferred candidate and, if appropriate, a rank-ordered list of additional candidates, taking into account the principle of accountability as stated above. If the recommendation of the Search Committee is not unanimous, minority opinions of Search Committee members will be presented to the Board of Governors through the Chair of the Search Committee.

8. Orientation

All members of the Search Committee shall attend an orientation session to establish a common understanding of the principles guiding the Committee's deliberations, key elements of the search process, and expectations and responsibilities of the individuals on the Search Committee and of the Search Committee as a whole. Such an orientation should focus on the nature of the office and the challenges and opportunities facing the next UBC president, and include briefings by available former or current central University administrators, (particularly presidents), as well as a review of the academic research on successful university leadership.