

## **Report to Senate and to the Board of Trustees**

### **Information**

TOPIC: Report of the Advisory Committee on the Presidency -  
Processes and Procedures Followed re the Search for the Next President

Senate - Special Meeting - Tuesday, May 30, 2017  
Board - Special Meeting - Thursday, June 1, 2017

Gary Comerford, Chair of the Advisory Committee on the President and  
Vice-Chair / Chair-Elect of the Board of Trustees

#### **EXECUTIVE SUMMARY**

Under section 11 of the *Brock University Act*, the Board of Trustees has the authority to appoint the President and Vice-Chancellor of the University following consultation with Senate.

The detailed procedures for the appointment of the President and Vice-Chancellor are outlined in the [Policy on Appointment & Reappointment of the President and Vice-Presidents](#) ("Policy").

The Advisory Committee on the Presidency (ACOP) was established in September 2016 and began the process to recommend to the Board an individual to serve as the next President and Vice-Chancellor of Brock University.

This Report sets out how the Committee fulfilled its mandate to date as prescribed in the Policy.

#### **DETAILED OVERVIEW OF PROCESS**

##### **1. Establishment of Committee**

- Section 1.4.1.1 of the Policy provides that:

*At the call of the Chair of the Board, a Committee on the Presidency to serve as an Advisory Committee to the Board shall be established no later than eighteen months prior to the expiration of a President's term of Office.*

- An Advisory Committee on the Presidency was formally established in September 2016, at the call of the Chair of the Board immediately following the announcement of the appointment of Dr. Tom Traves as Interim President and Vice-Chancellor.

- Section 1.4.1.2 of the Policy dictates the composition of the Committee and provides:

*The Committee on the Presidency shall consist of the Chair and the Immediate Past Chair of the Board of Trustees (or, where there is no Immediate Past Chair, the vice-Chair or Char-Elect); two community members of the Board of Trustees, a faculty member of the Board, and a staff member of the Board, appointed by the Board; three individuals appointed by Senate, each of whom shall be either a faculty member or a Professional Librarian; one senior Administrator, to be selected by the Senior Administrators' Council, and one undergraduate student representing BUSAC and one graduate student representing the Graduate Students' Association Executive and approved by the Board. The Secretary to the University shall serve as a non-voting Secretary to the Committee and the Associate Vice-President, Human Resources, shall serve as non-voting resource person to the Committee. The appointment/selection of persons to the Committee shall be conditional on signed agreement to maintain in confidence the information discussed by the Committee, except on points where the Committee subsequently agrees otherwise.*

- The composition of the Advisory Committee on the Presidency (ACOP) reflects these requirements and its membership is as follows:

- Mr. Gary Comerford, Vice-Chair/Chair-Elect of the Board (ACOP Chair)
- Mr. John Suk, Chair of the Board
- Dr. Robin Williams, Community Member of the Board (ACOP Vice-Chair)
- Mr. Mario De Divitiis - Community Member of the Board
- Dr. Scott Henderson - Faculty Member of the Board
- Ms. Gloria Gallagher - Staff Member of the Board
- Dr. Jennifer Li (appointed by Senate)
- Dr. Michelle Webber (appointed by Senate)
- Ms. Elizabeth Yates (appointed by Senate)
- Mr. Brian Hutchings (selected by the Senior Administrators' Council)
- Mr. Faisal Hejazi - (nominated by BUSAC)
- Ms. Sharon Oake - (nominated by GSA)

- Section 1.4.1.5 of the Policy provides that:

*The Immediate Past Chair of the Board shall normally serve as Chair. Where there is no Immediate Past Chair, the Governance/Nominating Committee of the Board shall appoint the Chair of the Committee from among the Chair, Vice-Chair or Chair-Elect. The Committee shall elect its own Vice-Chair and set its own internal procedures.*

- Mr. Gary Comerford, Vice-Chair/Chair Elect of the Board of Trustees was appointed to serve as the Chair of the Advisory Committee on the Presidency due to a vacancy in the position of Immediate Past Chair of the Board. The ACOP elected Dr. Robin Williams to serve as Vice-Chair.
- ACOP was supported by the following resource personnel:
  - Dr. Grant Armstrong, Associate Vice-President, Human Resources
  - Ms. Chabriol Colebatch, University Secretary and General Legal Counsel
  - Ms. Margaret Thompson, Associate Secretary to the University

- Each member and resource to the Committee signed a Non-Disclosure Agreement as a condition of membership.

## 2. Establishment of Committee procedures

- At its first meeting, the ACOP adopted rules of procedures to govern the meetings and process of the Committee. The [Committee's Procedures](#) are posted on the Presidential search website. The Committee also approved a draft timeline for the search.
- At its first meeting, the Committee also reviewed and updated the [Security and Confidentiality Measures](#) utilized by the 2014 Committee on the Presidency, in accordance with section 1.4.1.6 of the Policy.
- Section 1.4.1.7 of the Policy states:

*The Committee shall give careful consideration to the need to communicate with the community regarding either the review or search process.*

- In accordance with this requirement, the Committee approved a communication plan that included the use of a dedicated [Presidential search website](#) to provide the Brock community and other stakeholders with information and updates on the search for the next President and Vice-Chancellor of Brock University. The website also contained a mechanism for members of the community to provide input throughout the search. The Committee gave directions to the Chair of the Committee and the Chair of Senate to ensure regular updates were provided to Senate throughout the process.

## 3. Engagement of search consultant

- Section 1.4.4.1 states:

*The Committee may engage the services of an appropriately qualified executive search consultant possessing expertise in the field of senior level institutional searches to assist the Committee in its search for a President.*

- The ACOP struck a sub-committee consisting of Gary Comerford, John Suk, Michelle Webber and Sharon Oake to oversee the selection of a qualified executive search consultant through established processes prescribed by University policy. An RFP was developed and a comprehensive review of the submitted proposals was undertaken. Laverne Smith & Associate Inc. was appointed to assist the Advisory Committee with Dr. Laverne Smith as the lead executive search consultant.

## 4. Consultation with Brock community

- Section 1.4.4.2 states:

*Before commencing procedures for appointment, the Committee shall consult with Senate and the Board to assist in identifying the issues and challenges facing the University in the ensuing decade and what characteristics/attributes a President should possess in that context.*

- The Chair of the Advisory Committee wrote to the Senate Chair and Board Chair and obtained updated input on the issues and challenges facing the University in the ensuing decade and what characteristics/attributes a President should possess in that context.
- In addition to consulting with Senate and the Board, the Chair of the Advisory Committee wrote to numerous constituencies, including BUSU, GSA, Union local presidents, Alumni Association, Senior Administrators' Council, and met with local mayors, and requested updated information on the feedback received during the previous presidential search in 2015.
- The Committee also consulted with the current interim President and Vice-Chancellor, Dr. Tom Traves, on the desired characteristics and attributes a President should possess.
- The Committee reviewed the feedback provided by the Board and Senate and other stakeholders and updated the position profile. The updated profile was posted on the Presidential search website.

## 5. Advertisement of the position

- Section 1.4.4.3 of the Policy states:

*The position shall be widely advertised inviting applications and nominations. The Committee shall also have the power to approach individuals to request that they allow their names to stand for the position.*

- The position was widely advertised in various prominent venues including The Globe & Mail, Academica Group, University Affairs, Senior Women Academic Administrators of Canada, and Indigenous Academica.

- Section 1.4.4.4 of the Policy also states:

*Throughout its procedures, the Committee on the Presidency shall make extra effort to ensure that the principles of equity in employment are applied.*

- The Committee ensured that the principles of equity in employment were applied and discussed this principle at meetings. The position profile and advertisement both made reference to the fact that Brock University is an equal opportunity employer committed to inclusive, barrier-free recruitment, selection processes and work environment and that the University is actively committed to diversity and the principles of employment equity and invites applications from all qualified candidates. Women, Indigenous peoples, members of visible minorities, and people with disabilities were especially encouraged to apply and to voluntarily self-identify as a member of a designated group as part of their application.

Of note, a large proportion of the pool was diverse and included candidates from the following four Ontario Human Rights categories: women, visible minorities, Indigenous and persons with disabilities.

## 6. Assessment of candidates

- Section 1.4.4.5 states:

*The Committee shall establish its own procedures for assessing candidates consistent with the issues and challenges and required characteristics/attributes that have been identified, shall interview selected candidates, and shall formulate a recommendation for the appointment of the candidate of its choice.*

- The position profile and criteria outlined in the profile were utilized to assess candidates.
- A long list of candidates was established and reviewed by the ACOP and was refined to a short list.
- First round and second round interviews were completed.
- After the second round interviews, the ACOP held a meeting and voted on the candidate with whom it wished to proceed. The decision was unanimous and the External Consultant was requested to conduct specified reference checks. The Committee reviewed the feedback provided in the reference checking process which included information from 19 references. The Committee conducted a subsequent vote and unanimously agreed that the candidate be presented to Senate for consultation as its chosen candidate.

## 7. Consultation with Senate

- Section 1.4.4.6 of the Policy states:

*The Committee shall consult with Senate in camera regarding the chosen candidate before making a formal recommendation to the Board for his/her appointment. The following process shall comprise said consultation:*

*The three individuals appointed by Senate to the Committee on the Presidency will be given clear expectations about their role and the need to keep Senate informed during the process, within the limits of confidentiality and in camera procedures. A special meeting of Senate will be held to hear the report of the Committee on the Presidency regarding the chosen candidate in which all members of the Committee would be invited to attend. The special meeting of Senate will be held at least two days before a recommendation is to be presented to the Board of Trustees by the Committee on the Presidency.*

- At its first meeting in October 2016, the ACOP endorsed certain expectations for the Senate representatives on the Committee and the process for providing updates to Senate. Specifically, the ACOP had agreed that as the Chair of Senate served on the Committee, the Chair of Senate will provide high level updates at each Senate meeting on the status of the Committee's progress, subject to confidential limitations.
- A special meeting of Senate has been called for May 30, 2017 prior to a special Board meeting on June 1, 2017 to hear a Report from the Advisory Committee on the

Presidency. All members of the ACOP have been invited to attend the special meeting of Senate.

#### 8. Recommendation to Board of Trustees

- Section 1.4.4.7 of the Policy states:

*The Committee shall then make a recommendation to the Board of Trustees by which the appointment shall be made.*

- The ACOP will meet immediately after the special meeting of Senate to review the feedback given by Senators and to decide whether or not such feedback will change the recommendation to be made by the Committee to the Board of Trustees. If no change is to be made to its recommendation, the ACOP will make its formal recommendation to the Board on June 1, 2017 to appoint the candidate.