

MEMORIAL UNIVERSITY OF NEWFOUNDLAND
Board of Regents
Presidential Search, Appointment and Assessment Policy

PRINCIPLE:

One of the most significant responsibilities of the Board of Regents is that of the appointment of the President. An extensive and collaborative process is required to conduct the search and selection and confirm the appointment.

As per its Bylaws, the Board agrees to provide the President with the support, authority and responsibility required to lead and manage the University's affairs successfully. Regular assessments of the President's leadership strive to achieve continuous communication between the Board of Regents and the President about goals and accomplishments, the University's strategic position and vision, the effectiveness of various decisions taken, as well as provide feedback from the Board, members of the University community and stakeholders.

PURPOSE:

To ensure an appropriate framework for the search, selection and appointment of the President.

To provide for appropriate and periodic appraisal of the President's performance and leadership with the goal of assessment of the President's and the University's effectiveness.

SCOPE:

The President and the Board of Regents of Memorial University of Newfoundland

DEFINITIONS

Act - *the Memorial University of Newfoundland Act RSNL 1990 c. M-7, as amended.*

Board – Board of Regents of Memorial University of Newfoundland

Executive Committee– Executive Committee of the Board of Regents

PSC – Presidential Search Committee

President – the President and Vice-Chancellor of Memorial University of Newfoundland

Senate – Senate of Memorial University of Newfoundland

University – Memorial University of Newfoundland

POLICY:

1. Search, Selection and Appointment

In accordance with Section 51. of the Act, the Board appoints the President in consultation with the Senate and with the approval of the Lieutenant Governor in Council and following the **Procedure for Presidential Search, Selection and Appointment (please see below).**

2. Annual Assessment

The Board conducts confidential and timely annual appraisals of the President's performance and leadership, following the **Procedure for Annual Presidential Assessment (please see below)**.

3. Comprehensive Assessment

The Comprehensive assessment, which is conducted at least one year prior to the final date of the President's term of appointment, is conducted with confidentiality and builds on the previous annual assessments. See **Procedure for Comprehensive Presidential Assessment below**.

4. Records

Records created through the search, appointment and assessment of the President are under the custodianship of the Office of the Board of Regents and are administered in accordance with privacy legislation and the University's privacy policies.

Procedure for Search, Selection and Appointment

In undertaking the search and selection for the appointment, the Board strikes and establishes membership on a Presidential Search Committee (PSC), including the Board Chair as chair, and whose role it is to recommend to the Board one individual to serve as President and Vice-Chancellor. The PSC is tasked with developing a collaborative search process that includes:

- preparing a budget for the process;
- determining whether to engage a search consultant and when appropriate, engaging a search consultant;
- determining, at the outset, the degree of confidentiality for the process and the schedule for any communications throughout the process.
- determining at the outset the level of involvement of the University community;
- identifying and analyzing the University's needs and objectives;
- writing a suitable position profile;
- attracting a strong candidate pool;
- identifying the most appropriate candidates;
- interviewing the leading candidates; and
- deciding upon the best qualified candidate to recommend to the Board for appointment. The Board's decision is taken in consultation with the Senate and with the approval of the Lieutenant Governor in Council

The PSC recommends the proposed search process to the Board for approval.

To secure the appointment, a contract is developed and negotiated which sets out among other things the start date for the appointment and the range of compensation and benefits for the President and annual review of the same. Once signed the contract is available publicly by posting to the University's website.

At the conclusion of the process, the Board Chair makes an announcement to the University community.

The Board develops and adopts a transition plan which normally includes assistance from the departing President as well as the establishment of a transition team who work with the incoming President in the period near the start of the appointment to assist in preparing him/her for the role.

Procedure for Annual Presidential Assessment

The Executive Committee (excluding administrative members other than the Executive Director and the Secretary to the Board) which includes the Board Chair as chair, is tasked with conducting the annual assessment of the President using a fair and timely process as determined by the Executive Committee. The work of the Executive Committee is conducted confidentially between the Committee, the Board and the President. The Executive Committee determines whether to engage an external leadership assessment consultant to assist with the annual assessment.

The process begins with the President preparing a self-assessment which includes performance relative to the previous year's objectives, their leadership of the institution and the performance of the University. Board members are provided an opportunity to indicate how well these objectives have been fulfilled by the President by way of a confidential performance review survey from which a consolidated unattributed summary of the President's performance is compiled.

The Executive Committee reviews the self-assessment and the consolidated unattributed summary from Board members, summarizes its deliberations and provides the summary to the President, who is then given an opportunity to respond.

The Executive Committee compiles its report which it then forwards to the Board Chair who meets with the President to discuss the contents. The cycle is then repeated for the next year as the President develops a set of goals and objectives for the year ahead for the University and him/herself.

The Committee's report and the President's goals and objectives for the subsequent year are submitted to the Board for its consideration.

Procedure for Comprehensive Presidential Assessment

At least three months prior to the start of the President's final year of the term of appointment, he/she shall notify, in writing, the Board Chair, as to whether he/she wishes to stand for reappointment.

In the event that the President stands for reappointment, the Executive Committee (excluding administrative members other than the Executive Director and the Secretary to the Board) which includes the Board Chair as chair is responsible for conducting a comprehensive and confidential assessment of the President's performance. This process is initiated and completed at least 12 months prior to the final date of the President's term of appointment. The comprehensive assessment is based on their leadership of the institution, results of the annual presidential assessments, the performance of the University and written submissions which are invited by the chair from members of the Board of Regents and members of the University community and follow the steps outlined here:

1. The President prepares a self-assessment which includes performance relative to objectives for the previous years, their leadership of the institution and performance of the University.
2. Board members and members of the University community other than members of the Executive Committee, are provided an opportunity to submit written comments, as well.
3. The Executive Committee reviews the self-assessment and any submissions from members of the Board of Regents and members of the University Community, summarizes its deliberations and provides the summary to the President, who is then given an opportunity to respond.

4. The Executive Committee, at its discretion, may interview any persons who made a submission.
5. The Executive Committee prepares a report and forwards it to the Board Chair who meets with the President to discuss the contents.
6. The Committee's final report is then submitted to the Board for its consideration.

If the review does not lead to a recommendation for reappointment, or if the President does not wish to stand for re-appointment, the Procedure for Search, Selection and Appointment is followed.

If a review leads to a recommendation for reappointment, it will include recommendations for compensation and benefits for the President subject to approval by the Board of Regents.

APPROVAL DATE:
February 2, 2017