

### **1. Authority**

Pursuant to the Queen's charter, the Board of Trustees is vested with the authority to appoint the Principal. The establishment of the Joint Board/Senate Principal Search Committee is based on the statement of the Queen's Joint Committee on University Government (1969), which provides that the selection of the Principal should henceforth be shared by the Board with the Senate through a Joint Committee, charged with making a "virtually unanimous recommendation" to the Board for the appointment of the Principal of Queen's University.

### **2. Mandate**

Principal Woolf began his term as Queen's University's 20<sup>th</sup> Principal on September 1, 2009 and was renewed for a second term beginning on July 1, 2014. This term is scheduled to conclude on June 30, 2019. Principal Woolf has confirmed his desire to not be considered for a third term and, in accordance with past practice, a Joint Board-Senate Principal Search Committee will be established.

The Joint Committee is an advisory body to the Board of Trustees and is established to conduct the search process, in confidence, with a view to delivering a recommendation regarding a candidate for the position of Principal and Vice-Chancellor to the Board of Trustees.

### **3. Composition**

In keeping with the recommendations of the Queen's Joint Committee on University Government (1969) and the current Purpose and Functions of Senate document, the Joint Board/Senate Committee is composed equally of members of the Senate and the Board, in addition to the Chancellor, who shall Chair the Joint Committee. The Chancellor, as Chair, shall have a vote only in the case of a tie.

By convention, the current members of the Joint Board/Senate Committee to Review the Principalship, having heard from the community regarding the present state and prospects for the future development of the University and of the Principalship, continue in their service as members of the committee, reconstituted as a search committee. Where individual members are not able to continue their service they shall notify the Secretary of the University, who shall cause a nominations and appointments process to occur through the appropriate Governance and Nominating Committee of the Board or Senate, as applicable, to replace such members. Where reappointments are necessary, the provisions of this Section shall guide the selection processes of the Board and the Senate.

As maintaining confidentiality and continuity of membership throughout the selection process is a paramount consideration, members of the Search Committee whose terms of membership on the Board or the Senate naturally conclude prior to the Search Committee completing its mandate shall continue on the Search Committee provided that, in the case of students, faculty, and staff members, they remain a student, faculty, or staff member of the University, as applicable based on their role when appointed. This provision shall not apply in the case of

members who are removed or placed on leave by motion of the Board in the case of Trustees, or pursuant to the obligatory leave and removal provisions of the Rules of the Senate in the case of Senators.

### **Board of Trustees Appointments**

In addition to the Chancellor, who is an ex officio member of the Joint Committee and its Chair, the Governance and Nominating Committee of the Board of Trustees shall nominate nine members of the board of Trustees to sit on the Joint Committee. This slate of appointees shall be placed before the Board of Trustees for consideration and Board of Trustees shall have the final authority to appoint these members to the Joint Committee.

By convention, two of the nine members appointed by the Board have been the Chair of the Board and the Rector. Additional considerations used by the Governance and Nominating Committee of the Board to guide the selection of recommended Trustee appointments to the Joint Committee are constituency, gender balance, diversity, length of service, and availability. The Board has traditionally appointed a Trustee elected by the staff of Queen's.

### **Senate Appointments**

The Nominating Committee of the Senate shall nominate nine members of the Senate to sit on the Joint Committee. This slate of appointees shall be placed before the Senate for consideration and the Senate shall have the final authority to appoint these members to the Joint Committee.

By convention, the nine members of the Senate have been selected as follows:

- Five faculty Senators, including one Dean
- Three student senators including the President of the AMS, the President of the SGPS, and one student at-large Senator
- One staff Senator

Additional considerations used by the Senate Nominating Committee to guide the selection of recommended appointments of Senators to the Joint Committee have been the desire to achieve a balance with respect to gender and diversity as well as the importance of selecting Senators who would make a positive contribution to the Joint Committee.

A representative from the Human Rights and Equity Office shall serve as a non-voting advisor to the Joint Committee.

The Secretary of the University shall act as Secretary to the Joint Committee and may appoint a member of the Secretariat staff who will act in a confidential support role.

The establishment of the Joint Committee, and its composition, is to be announced at a minimum in the Queen's Gazette and Queen's Journal. The Joint Committee will communicate on a regular basis with the Queen's community, within its mandate of confidentiality, on the progress of the search process. The Chancellor is the only member of the Joint Committee who shall speak on behalf of the Committee.

#### 4. Process

- 4.1 In order to respect the dignity of the Office of the Principal, its current and future incumbents, and the candidates participating in the search process, and to preserve the honour of the University, all members of the Joint Committee shall scrupulously and conscientiously observe the rules of confidentiality requisite for the task with which the Committee is charged. To evidence such a commitment, all members of the Joint Committee are required to sign a confidential undertaking.
- 4.2 The Joint Committee will establish the principles under which it will work and which will guide its decision-making. The Committee's activities will follow the Human Rights and Equity Office's [Senior Search Strategy](#) document as approved by the Vice-Principals' Operations Committee in 2014. All members will receive formal anti-bias and equity training, and will be provided with resources on academic leadership in the post-secondary sector.
- 4.3 A subcommittee of the Joint Committee will conduct a search firm selection process, guided by the legislation and policies in place for broader public sector institutions. In cases where there is not a clear consensus on the selection of a search firm, the Chancellor shall have the authority to make a decision in this regard and authorize the engagement. The subcommittee shall be composed of three Trustees, include the Chair of the Board of Trustees, and three Senators.
- 4.4 The Joint Committee will make available the position profile for public feedback. The development of the profile will be guided by feedback received on the role on the principal during the principalship review process, if such a review took place.
- 4.5 The Joint Committee will submit a written report to the Board of Trustees with its recommendation. The members of the Joint Committee may be requested to be present at the Board Meeting when its recommendation is placed before the Board of Trustees for consideration.
- 4.6 Following presentation of its recommendation to the Board of Trustees, the Joint Committee may meet one further time to debrief on the process used during the search in order to provide its advice to the Chair of the Board and the University Secretary in respect of future searches. Thereafter the Joint Committee shall be dissolved.

#### 5. Timeline

In order to conduct its work thoroughly, and with due attention to all matters and circumstances which may come to its attention, the Joint Committee cannot be overly constrained in how it undertakes its work. However, the timely and orderly completion of the work of the Committee is a primary objective.

The goal of the Committee shall be to recommend a successful candidate to the Board of Trustees prior to December 31, 2018. The Board shall be given ample time to consider its decision, with an announcement being made only when the successful candidate has formally agreed to the university's terms of employment.