



Policy History
<b>Policy No.</b> HR22
<b>Approving Jurisdiction:</b> Board of Governors
<b>Administrative Responsibility:</b> Board of Governors
<b>Effective Date:</b> February 1, 2024

# Presidential Search Advisory, Appointment and Re-appointment Procedure

## A. DEFINITIONS

1. **Candidate Profile:** Outlines the position, the desired education, knowledge, experience, abilities and traits that the ideal candidate should possess in order to successfully perform in the role, as well as an overview of Kwantlen Polytechnic University (KPU), search process and other factors the candidate might want to consider in determining whether or not to apply. Candidate profiles are created by Human Resources or an external search consultant (when used).
  
2. **Key Party:** Individuals identified with whom the potential candidate might directly or indirectly work with such as a one-up-supervisor, direct report, and/or peer. Key party members will uphold the values of KPU to provide a safe, welcoming and inclusive environment for the candidate and will participate in key party meetings with full attention.
  
3. **President:** means the president of KPU who is to be the chief executive officer and must generally supervise and direct the academic work of KPU. The President has overall responsibility for leading and managing KPU through the development and implementation of strategies and policies, and efficient and effective operations.
  
4. **Pro Tem:** Acting positions; in a position temporarily.
  
5. **Search Advisory Committee (SAC):** For the purpose of this policy, a committee established for the presidential search process.

## B. PROCEDURES

### 1. Search Advisory Committee

- a. The SAC shall familiarize themselves with the job description located within the Board Governance Manual in order to assess candidate suitability. The role of the SAC will be to participate in the search process and to interview and recommend appropriate candidates for the role of the President.
- b. The SAC will be appointed according to Appendix A – Composition of Search Advisory Committee.
- c. The Board will develop and approve the Terms of Reference for the SAC.
- d. The SAC will be bound by the following regulations:
  - i. In advance of the posting of a new appointment, the members of the SAC will be appointed according to the Appendix to this Procedure. The Collective Agreement between Kwantlen Polytechnic University (KPU) and the Kwantlen Faculty Association (KFA) will be followed for the appointment of KFA representatives to the SAC.
  - ii. SAC members shall disclose any conflicts of interest with applicants and may be excused if the conflict cannot be mitigated. SAC members will be required to sign a Confidentiality Agreement prior to participation in their first search.
  - iii. Before the SAC is announced, potential members of the SAC must agree, as a condition of membership, that they will not be candidates for the position under consideration.
  - iv. The Board has the authority to substitute members of the SAC if one of them should declare their candidacy for President.
  - v. Faculty appointed by the Senate will be based on recommendations from the Senate Governance and Nominating Committee in consultation with each Faculty Council to ensure appropriate representation, taking into account Faculty representatives appointed by the KFA. Other appointments are made according to the Appendix.
  - vi. The membership of the SAC, once established, will be made public to the KPU community by the SAC Chair as defined in the Appendix.
  - vii. If a SAC member must resign their position, where possible, replacements will come from a similar constituency. Replacements may not be made after the start of interviews.
  - viii. All proceedings of the SAC and all communication to and from the SAC shall be held in strictest confidence, and all members of the SAC will comply with their obligations under related legislation and KPU policies, both during the term of the SAC and thereafter. Only the SAC Chair is authorized to release information about the proceedings of the SAC. Any SAC member who fails to comply with the requirement of confidentiality will be discharged from membership of the SAC and may also be subject to disciplinary action.

## 2. Term Limits

- a. The President will normally be appointed for a five (5) year term. Normally, the position can be renewed for one or more additional five year terms after a review undertaken according to Section 3 below.

## 3. Renewal of Appointments

- a. When the presidential position is being considered for renewal, the Board will establish a SAC with a composition determined by Appendix A of this Procedure to recommend on their reappointment.
- b. The SAC will inform the KPU community that a review of the incumbent will be conducted and invite submissions, as the SAC shall deem appropriate.
- c. After it reviews the incumbent, the SAC will determine whether it will recommend reappointment of the incumbent.
- d. The SAC Chair will make a written recommendation to the Board based on the advice of the SAC.
- e. The Board will inform the SAC if its recommendations are not accepted or followed.
- f. If the incumbent is not reappointed, the Board will determine next steps.

## 4. The Search Process: the search process are the procedures that the SAC will follow to select, appoint, or re-appoint candidates. The search process will honour the Policy principles.

- a. A general (internal and external) search will be conducted. The search process for the position will be designed to seek an appropriate level of interest and response.
- b. The Board will determine if an external executive search firm will be used.
- c. The Board, in consultation with the SAC, as well as through community consultations, will develop the candidate profile. Care will be taken to ensure that biases and barriers are not embedded within the candidate profile.
- d. The Senate will review the candidate profile, providing advice and a recommendation to the Board.
- e. The Board, along with the external executive search firm, if used, will finalize the candidate profile based on the consultation with the SAC and the public. Candidates will be assessed against the candidate profile by the SAC and ultimately, the Board, in reaching a decision about the appointment of the next President of KPU.
- f. The Board and Senate will agree on the candidate profile.
- g. The position will be widely advertised both internally and externally as determined by the Board.
- h. Applications will be made in confidence to the SAC. The SAC will determine early in its process if the names of shortlisted candidates will be made public to the KPU community. Decisions will be communicated to the shortlisted candidates, including providing the candidates with notice that their names will be public.
- i. If a SAC member is absent from any of the interviews, normally they will not participate in further interviews, deliberations or recommendations to the SAC Chair. Exceptions may be made by the SAC Chair in consultation with Human Resources.

- j. Alongside the executive search firm, if applicable, the SAC will:
  - i. Receive and assess applications and nominations;
  - ii. Establish the long list of candidates followed by the further assessment of candidates on the long list;
  - iii. Establish the short list of candidates (up to six candidates) who will be invited for interviews;
  - iv. Assess the interviewed candidates relative to the candidate profile and determine if more interviews are necessary;
  - v. Advise the SAC Chair as a representative of the Board if the SAC determines that no candidates meet the candidate profile when identifying the final short list of candidates. The SAC Chair will then communicate with the full Board, as needed.
  - vi. The SAC may invite the short-listed candidates to meet with various Key Parties. The SAC Chair, in consultation with Human Resources, will determine a mechanism to provide feedback on candidates. The feedback will be shared with the SAC and the Board.
  - vii. Identify a final short list of not more than three candidates and return these to the Board. The SAC will be discharged of its responsibilities at this point;
- k. In the event that the SAC feels that it must refine the candidate profile it will return this question to the Board for consultation, guidance and approval.
- l. The Board will:
  - i. Consider/interview the candidates on the final list and ensure reference and background checks are conducted;
  - ii. Upon receipt of the background check report, determine its final choice for President; and
  - iii. Re-constitute a search if the Board determines that none of the candidates on the final short list are suitable for the position.
- m. The Board's final decision, offer of appointment, contract negotiations, acceptance, determination of a start date, identification of transitional time period and steps will represent the concluding step in the presidential search/appointment process.
- n. Public announcements will follow the decision of the Board and will be determined by the Board.

**5. Post Search Process**

- a. Negotiations of all terms of employment, employment agreements and verbal and written letters of offers will be handled as outlined in KPU's Policy HR26.

**6. Appointment to a Pro Tem Position**

- a. The Board will, in consultation with the Senate, identify one or more qualified personnel who may be asked to assume the role of President pro tem.

- b. The Board will appoint a President pro tem when a sitting President, for whatever reason, is unable to fulfill their duties, and/or to fulfill these duties during a presidential search.
- c. Those appointed in a pro tem capacity will not be eligible to apply for the position they are temporarily filling without the express permission of the Board.
- d. The Board may choose the mechanism to make a pro tem appointment.

## **C. RELATED POLICY**

Refer to Policy HR22 *Presidential Search Advisory, Appointment and Re-appointment*

	<b>Appendix A: Composition of Search Advisory Committee</b>
President	<p>The SAC shall be chaired by the Chair, Board of Governors (the “SAC Chair”) and shall consist of:</p> <ul style="list-style-type: none"> <li>i) Chair, Board of Governors Human Resources Committee</li> <li>ii) Three government-appointed Board Members, one of whom shall be an Alumni representative</li> <li>iii) Senate Vice Chair</li> <li>iv) Three regular faculty members appointed by the Kwantlen Faculty Association and three regular faculty members-at-large appointed by Senate. To the greatest extent possible by these 6 appointees, all Faculties should be represented.</li> <li>v) Two regular BCGEU staff members, appointed by the BCGEU</li> <li>vi) Two Deans, appointed by the Provost</li> <li>vii) Provost &amp; Vice President, Academic</li> <li>viii) Three students, appointed by the Board</li> <li>ix) Chair, Kwantlen Polytechnic University Foundation</li> </ul> <p><i>Staff Resources to the SAC:</i>  University Secretary  Vice President, Human Resources  Director, Communications and Media Relations  President</p>