



Extension of Term and Reappointment of the President: Policy and Procedures

Category: Governance and Legal;

Jurisdiction: General Counsel and University Secretary; Board Executive Committee;

Approval Authority: Board of Governors;

Established on: January 31, 2014;

Amendments: None.

I - Scope and Principles

1. **Extension of Term.** The Board may, on recommendation of the Executive Committee after consultation with Board members and the President, and with the agreement of the President, extend the term of an incumbent President once only for a period of up to one year at a salary and on terms acceptable to the Board.
2. **Consideration of Reappointment.** Except in the circumstance cited above and no later than 17 months prior to the end of the President's term, the Board Chair, on behalf of the Executive Committee, shall ascertain the willingness of the President to be considered for reappointment. If the President is agreeable, the Chair shall initiate the following process in order to facilitate the Executive Committee's deliberations about a recommendation to the Board concerning a reappointment. The term of a reappointment would be for up to five years from the end of the current term.
3. The reappointment process should have the following characteristics:
 - a) The process should focus on: (i) reviewing the University's progress in moving towards the strategic institutional goals and other priorities in the President's annual statements of goals and objectives; (ii) identifying issues which are relevant to institutional progress and presidential success during a further term of

- office; and (iii) taking stock of President's demonstrated leadership capacities and whether they fit well with the university's strategic priorities over another presidential term.
- b) The process should particularly seek out the opinions of those who are most likely to be well informed about the President's accomplishments and leadership qualities, and should be open to knowledgeable input from the University and the external communities.
 - c) The process should be the responsibility of the Board and should include significant opportunities for input from Board members.
 - d) Consultations and deliberations should be confidential and the process timely and efficient. During this period, care should be taken to ensure that review activities, communications and consultations do not compromise the ability of the President to discharge his/her responsibilities.

II – Process for Considering Reappointment

- 4. **Leadership.** The Board Chair is responsible for the overall management of the process and for acting to ensure its focus and timely completion. The Chair has the authority to supplement or modify the provisions of this Policy in ways consistent with the characteristics listed in paragraph 3 above.
- 5. **Structure and Timing.** The review will take part in three phases: preparations, consultations, and formulation of recommendations. Each phase should take no longer than three to four weeks. The three stages may overlap in ways that, in the view of the Chair, are consistent with the integrity of the process. The whole process should be designed to take a maximum of three months and should conclude with a Board decision no later than 14 months prior to the end of the President's term.
- 6. **Preparations:**
 - a) In order to focus the review on relevant issues, the Chair will prepare for the Executive Committee's review and approval a list of the most significant areas of the President's activities, particularly as reflected in the President's annual goals and objectives statements. The President will be asked to comment on the list in

draft form. A final list will be approved by the Executive Committee as the basis of request for feedback about the President's performance.

- b) The Chair will ask the President to prepare a self-assessment of his/her significant accomplishments to date, particularly in the areas selected by the Executive Committee for focus. The President will also be asked to comment on what he/she plans to accomplish during a second term if invited to serve.
- c) The Chair will review the outcomes of previous annual assessments of the President and ensure that these are taken into consideration in the planning of the process and in the Executive Committee's formulation of its recommendation to the Board.
- d) The Chair will hold discussions within the Executive Committee, without the President in attendance, about a plan for consultations. In preparing for these discussions, the Chair may consult other Board members for advice. The Chair of the Board will seek the President's comments, prior to their implementation, on the Executive Committee's consultation plans.

7. Consultations

- a) The Executive Committee shall seek input from individuals in the University and external communities deemed most likely able to provide informed opinion in one or more of the areas on which the review is focused. The Executive Committee has discretion to determine the balance between invitations for personal interviews and for written submissions.¹

¹ For example, invitations could be directed, as deemed appropriate and necessary, to Board members, senior members of the University's academic and administrative leadership (vice-presidents, vice-provosts, deans, and other senior Senate members), the heads of faculty and student organizations, and to external individuals in a position to comment on the President's activities.

- b) Personal interviews normally will be chaired by the Chair or Vice-Chair of the Board and include one or more other members of the Executive Committee. The person chairing the interview will ensure that notes are prepared summarizing the main points of the interview.

- c) All communications requesting input should state the areas of interest on which the review is focused and note that discussions with or communications to those involved in the process will remain strictly confidential.

8. Recommendations

- a) The Executive Committee shall meet with the President one or more times during the process for a discussion of his/her self-assessment and future plans. Following these meetings and the conclusion of consultations, the Executive Committee will consider its various inputs and reach a decision on its recommendation to the Board.
- b) Once the Executive Committee reaches a decision on its recommendation, the Board Chair and Vice-Chair shall meet immediately with the President to review the general findings of the Committee and the nature of its intended recommendation to the Board. If a recommendation for reappointment is to go forward, its presentation to the Board will be subject to agreement between the President and the Executive Committee on any changes to the President's contract for the new term of office.
- c) The Executive Committee's recommendation to the Board shall be submitted to the Board in a time frame that will allow the Board to make its decision within fourteen (14) months before the end of the President's term of office.

9. Committee procedures

- a) The Secretary of the University shall support the work of the Board Chair and of the review process and shall attend Executive Committee and consultation meetings for the purpose of keeping confidential notes, but shall not attend meetings at which the Executive Committee discusses its conclusions and recommendations. The Chair has the authority to retain any additional support which may be needed.
- b) Members of the Executive Committee and the University Secretary shall formally undertake to discuss the review process, consultations, input and all documentation only among themselves, except as permitted by this Policy. The Board Chair has the authority to require anyone who fails to observe this requirement to withdraw from further participation in the process.

- c) All proceedings, consultations, documents created or received, and discussions during the review process are strictly confidential to those involved in the process and shall remain so after the conclusion of the process.
 - d) Following the preparation of the Executive Committee's report to the Board, the Secretary shall collect from each member involved in the process all documents connected with the Committee's work and shall destroy them following the Board's action on the report, except and as directed by the Board Chair, for those required for a confidential file on the reappointment.
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Review Period: 7 years;

Date for Next Review: 2021-2022;

Related Policies and Procedures: None;

Policy Superseded by this Policy: None.

The University Secretariat manages the development of policies through an impartial, fair governance process, and in accordance with the Policy Governance Framework. Please contact the University Secretariat for additional information on University policies and procedures and/or if you require this information in another format:

Open: Monday through Friday from 8:30am to 4:30pm;

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