

CHANCELLOR RECRUITMENT POLICY

Name:	CHANCELLOR RECRUITMENT POLICY
Policy Number:	2019-01
APPROVING BODY:	BOARD OF GOVERNORS
Approved:	March 22, 2019
Authority:	Saint Mary's University Act, 1970, Section 11
Internal Responsibility:	University Secretary
Effective Date:	March 22, 2019
Contact:	University Secretary
Application:	Board of Governors; All members of the Saint Mary's University Community

BACKGROUND

1. Section 11 of the Saint Mary's University Act, states:
 - (1) The Board may appoint a person to be an honorary officer of Saint Mary's University with the title of Chancellor.
 - (2) The duties of the Chancellor are as prescribed by the Board from time to time and include presiding over or assisting in all ceremonies of the University, including Convocation.
2. The Board has delegated responsibility to the Governance Committee to identify and recommend candidates for appointment to the office of Chancellor.

PURPOSE

1. The purposes of this Policy are to:
 - (a) Provide a description of the duties and ideal attributes of a Chancellor
 - (b) Allow for succession planning and identifying preferred candidates for the role of Chancellor; and
 - (c) Prescribe a consistent and transparent process for recruitment and selection of Chancellor.

POSITION PROFILE – DUTIES AND ATTRIBUTES

Summary

The Chancellor is the ceremonial head of the University and works in many capacities to support the goals and mission of the University. The Chancellor presides over Convocation and assists with ceremonies of the University. Working with senior officers and the Board of Governors, the Chancellor represents the University to the external community. In this role, the Chancellor is an advocate for the vision of the University as it is articulated by the President and Board of Governors. The Chancellor serves as an ambassador, helping to advance the University's goals and to enhance its reputation locally,

nationally and globally. The Chancellor supports the University's mission and strategic direction, embraces Santamarian values and champions the University's contributions to society.

The position is voluntary. The appointment is for a three-year term, renewable for one additional term of three years.

Specific Areas of Focus:

a) Relation to the University

The Chancellor has an established relationship with the University and demonstrates an unquestioned commitment to the University, exemplifying the University through individual conduct and personal standards. The Chancellor shares the President's commitment to the mission and values of the University. The Chancellor acts in an advisory and supportive role to the President.

b) Ceremonial Activities

The Chancellor is comfortable with and adept at ceremony and generally familiar with protocol in university and government settings. The Chancellor presides at Convocation ceremonies of the University. Currently, ceremonies are held over three consecutive days in May, two consecutive days in September, and one day in January. While this is the most significant time commitment, the Chancellor may also be invited to represent the University on other ceremonial occasions and to participate in promotion and fundraising. The Chancellor may be called upon to attend, to host, or to speak at a number of events throughout the year. The time commitment can be considerable. The Chancellor must be willing and able to commit to the expectations of the position.

c) University Governance

The Chancellor is an ex officio member of the Board of Governors. The Board meets on average 6 times per year in addition to an annual planning session/retreat. Although it is not expected that the Chancellor attend meetings, the Chancellor has the right to attend meetings. The Chancellor may be asked to serve on Board Committees, as mutually agreed.

d) University Advancement

The Chancellor reflects the mission and values of the University. By working with the President, Senior Administration and the Board of Governors, the Chancellor brings integrity and credibility to the University. The Chancellor is expected to participate in stewardship and profile-raising activities, and to provide leadership in advancement activities (friend-raising and fundraising). The Chancellor will advocate for the post-secondary educational system and for the University in particular.

Attributes

The Chancellor is a distinguished person with an exemplary record of demonstrated excellence in their chosen field and in public service. The Chancellor is an individual whose reputation, relationships and experience help advance the University. The Chancellor demonstrates a passion for and understanding of the University and its mission. The Chancellor has the ability to fulfill the requirements of the position, including desire, energy, commitment, an engaging presence and demeanor, and a high level of ease and comfort with ceremony.

The Chancellor should be an outstanding role model to members of the University, should be able to relate to donors and friends of the University, and should have the public stature and gravitas to represent the University with integrity and passion.

The individual should not have been Chancellor at another university or be in a conflict or apparent conflict of commitment between a duty to the University and another postsecondary educational institution.

The ideal Chancellor:

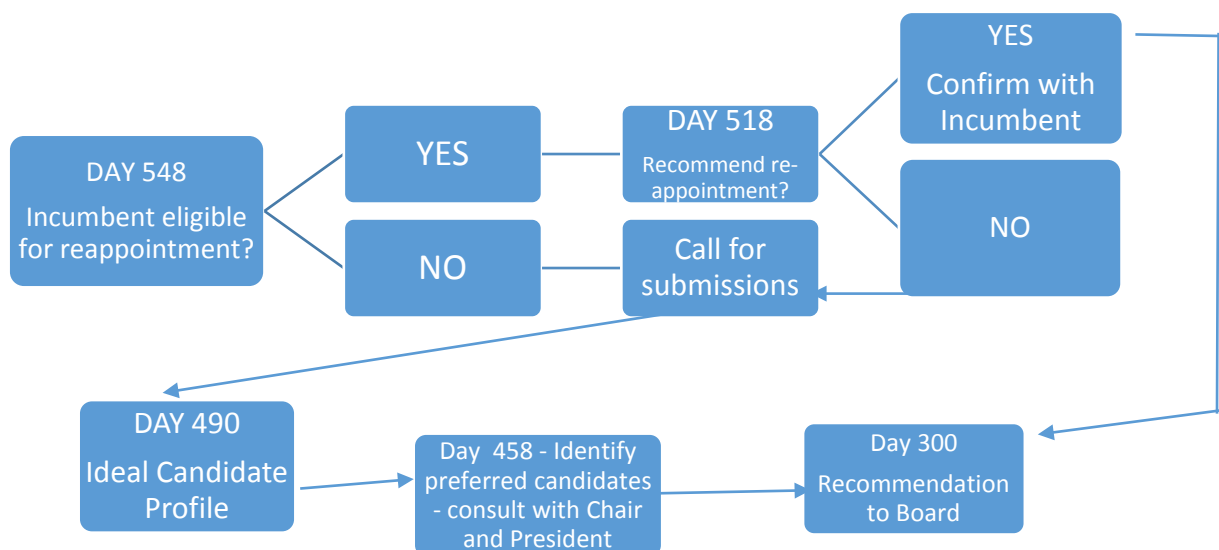
- Is distinguished and well-respected in their profession, with a strong public profile and history of community involvement
- Is gracious, diplomatic, inclusive, and student-friendly
- Has a strong commitment to the position and an ability to champion the University in diverse settings and with diverse groups
- Is an exceptional role model with the stature and demeanor to represent Saint Mary's University with the highest level of integrity and enthusiasm
- Is passionate about helping the University reach its potential, and is willing to lend personal endorsement to fundraising activities
- Is an articulate and effective communicator and public speaker, comfortable in a wide variety of public and private settings and with diverse audiences
- Has a demonstrated commitment to equity, excellence, diversity, and inclusion, and to providing leadership in the contexts of diversity
- Has experience building and maintaining connections with people and organizations; possesses the ability to understand and be sensitive to the needs and concerns of all members of the University community;
- Can serve as a confidant(e) and provide sound advice to the President

SELECTION PROCESS

1. The Governance Committee shall be responsible for the identification of potential Chancellors and shall recommend appointments to the office.
2. With the assistance of management, the Governance Committee shall develop and maintain an evergreen list of candidates, and shall review it at least annually, to be prepared in the event that an appointment is required.
3. A formal candidate selection process should commence at least eighteen months prior to the expiry of an incumbent Chancellor's term. The objective is to ensure continuity in the office of Chancellor.
4. The Committee's deliberations will be confidential.

STEPS:

1. Determine whether the incumbent is eligible for re-appointment. The Committee shall consult with the President and the Chair of the Board of Governors to determine whether the incumbent should be recommended to the Board for re-appointment. If it is the recommendation of the Chair and President to re-appoint the incumbent, the Committee will recommend to the Board that the incumbent be invited to remain in the role for a further term. If the incumbent agrees to re-appointment, the process ends.
2. If the incumbent is not eligible for re-appointment, or if the Board does not re-appoint the incumbent, a search process shall commence at least eighteen months prior to the expiry of the incumbent's term, as follows:
 - a. Under the direction of the Committee, the University Secretary will send notice to the University community and invite submission of candidates to the Committee. The submission period shall remain open for four weeks.
 - b. Before the closure of submissions, the Committee will develop a profile of the ideal candidate in the context of the circumstances of the University at the time, taking into account the views of the Chair of the Board and the President.
 - c. Within thirty days of closure of submissions, the Committee will consider its evergreen list of candidates and any additional suggestions received from the University Community and will assess candidates against the role set out in this Policy and the profile developed by the Committee.
 - d. Within sixty days of closure of submissions, the Committee will identify a selection of preferred candidates and will discuss its developing recommendation with the Chair of the Board and the President.
 - e. Given the nature of the role, the Committee must arrive at a recommendation that is supported by the Chair of the Board and the President.
 - f. A final recommendation must be made on a motion approved by at least two-thirds of the members of the Committee.
 - g. A final recommendation is due by no later than ten months prior to the expiry of the incumbent Chancellor's term.

WORKFLOW - TIMELINE

ACCOUNTABILITY

The University Secretary is responsible for the implementation, administration and review of this Policy.

APPROVED by the Board of Governors: March 22, 2019