

September 14, 2004

General Guidelines and Principles for Selection of the Presidential Search Committee

Policy – Composition

The composition of the committee as defined by *Policy Respecting the Appointment of a President* (1999) is:

- the Chairman of the Governing Council or a lay member of Council appointed by the Chairman (Chair of the Committee);
- 2 appointees of the Lieutenant Governor-in-Council to the Governing Council;
- 3 alumni of the University, who are neither staff nor students of the University;
- 5 members of the teaching staff of the University, no more than two of whom may be current holders of academic administrative posts;
- 1 member of the administrative staff of the University; and
- 3 students (one full-time undergraduate, one part-time undergraduate and one graduate student).

The Committee should include but need not have a majority of its members from the Governing Council. The Secretary of the Governing Council, or a person approved by the Executive Committee, shall be Secretary of the Search Committee.

General Guidelines – Committee Specifications

In keeping with the intent of the *Policy*, several factors are considered to ensure that the Search Committee as a whole:

- reflects the **organizational complexity and diversity** of the University community.
- contains a **wide range of experiences and skills** that will be relevant to the work of the Committee, that is the perspective of excellent working **scholars** and also those who are involved with University **leadership and policy issues**.
- brings together **specific kinds of expertise** that will help the Committee evaluate presidential candidates' multi-dimensional capabilities in such areas as: overall leadership, fiscal management, and relations with internal and external communities, including staff, students, governors, alumni, public office holders, corporate and community leaders and donors.
- conducts its affairs *in camera* and adheres to **strict standards of confidentiality** on matters related to the Committee's work.

Specific Principles – Individual Members

First Principle: Very High Standards

Our new President will embody and exemplify the very best personal attributes and professional qualifications, and in doing so, will symbolize the university's greatness and its excellence. It is therefore essential that the individuals that comprise the membership of the Search Committee, and who are collectively responsible for the success of this endeavour, reflect the very finest the university has to offer. Presidential candidates of the highest calibre, need and want to be assessed and selected by the best, most impressive individuals. It is also well-known that top rate candidates' decisions are influenced by the person(s) interviewing and/or conveying information and standards to them. Similarly, prestigious

universities are known to have their top scholars persuade presidential candidates. Therefore, just as we will set the highest standards for the presidential qualifications both on professional and personal attributes we will do so for the Search Committee members as well.

Experience and Profile Characteristics

Lieutenant Governor-in-Council appointees to the Governing Council should:

- be able to relate broadly to the entire lay community, including federal, provincial and municipal governments and the donor community.
- be able to serve several more years on the Governing Council.

Alumni should:

- reflect broadly the alumni community, i.e degree program or academic division and time from graduation.
- include representation from the University's donor community.
- include individuals who are closely connected to and involved with the University and those who are informed but less closely involved.

Teaching Staff should:

- be exemplary scholars.
- reflect a range of disciplines / academic divisions and the three-campus nature of the University.
- include individuals who are in early, mid- and later stages of their academic careers.
- include individuals with academic and / or administrative experience at universities other than the University of Toronto.

Administrative Staff should:

- be able to offer a reasonably comprehensive view of and be sensitive to administrative staff experience or issues at the University.
- have demonstrated engagement in the University through, for example, leadership activities.

Students should:

- have a distinguished record of academic achievement.
- reflect a balance among disciplines and campuses
- have demonstrated engagement in the University through, for example, leadership activities.

Finally, the groups should be seen by their respective constituencies to be representative of the constituency.