

President and Vice-Chancellor Search Committee

CHARTER OF EXPECTATIONS

INTRODUCTION

Each member of the President and Vice-Chancellor Search Committee is selected according to our policies and procedures and for the excellence they will bring to the process of recommending a new President. While members bring the perspective of a particular constituency within the Dalhousie community, they are not explicitly representatives of those groups or bodies and each member's duty is to consider the best interests of Dalhousie University (Dalhousie) as a whole. Members are expected to exercise their independent judgment to seek the best candidate for the position.

Being a member of the Search Committee (which will recommend the selection of Dalhousie's President and Vice-Chancellor) entails enormous responsibility and accountability. We are being entrusted individually and collectively to contribute a broad range of skills and attributes which will enable the best outcome – an outcome which is executed smoothly and professionally, and which can be benchmarked as a model for others.

Among the many familiar expectations of each member, 10 particular principles require extra emphasis when one takes stock of the successes and potential pitfalls which have characterized other search experiences both at Dalhousie and elsewhere.

EXPECTATIONS

1) Absolute Confidentiality

Confidentiality is mandatory, both with respect to committee work and deliberations and all documentation relating to the search process. Members need to fully understand what this means, and if there is any doubt at any time about what is permissible; members must speak with the Chair before acting. All Search Committee business must be kept strictly confidential both during the period of the search and thereafter.

- External discussion with anyone, at any time, about the candidates' names or any other aspects of the Search Committee's deliberations would constitute a breach of confidentiality.

2) Timely External Progress Updates

Thorough and appropriate communication within Dalhousie and with the external community on progress will be a priority.

- The Chair will be the official and only spokesperson for the Search Committee.

3) Avoiding Commentary in External Settings

In social settings and otherwise, people will be aware that one is a member of this Search Committee, and they will likely have heard of, or will speculate on, the names of potential or actual candidates who might be before the Search Committee for consideration. While listening to external advice and/or

recommendations, it is critical that members do not provide their own commentary, assessment or reflections.

4) Due Diligence and Reference Checking

Members are to refrain from unauthorized or informal reference-checking/due diligence, unless they are specifically assigned the task by the Search Committee.

- Reference-checking and complete and thorough due diligence can and will be planned and executed systematically and professionally at the appropriate time.

5) Value-Added Constructive Interventions

Members will be expected to add value to the Search Committee deliberations through constructive interventions and clarification, while taking care not to exert undue influence and/or dominate proceedings.

6) Early Declaration of Personal Biases and Assumptions

It is quite normal that as candidates' names are put forth, members might have their own personal biases and/or assumptions based on their familiarity with the candidates. Early acknowledgement and declaration of any personal bias or assumptions to the Search Committee will be considered both honourable and professional and will be expected.

7) Full Engagement by each Member at all Stages

It is proven that the ultimate success of selection committees depends a great deal on the degree to which individual members are engaged in each stage of the process. It is critically important that each member be fully engaged in the fair, objective, and comprehensive assessment of each candidate prior to short-listing, as well as for those candidates who have not been short-listed.

8) Constant Focus on Position Specifications and Role Profile

When assessing candidates throughout, members will be expected to constantly focus on the skills, relevant experiences and other key attributes agreed to in the Position Specifications and Role Profile developed from wide consultations.

- Experience demonstrates that committees responsible for the selection of leaders are more successful in deciding on the best candidate when, first they concentrate on and agree to the needs of the organization for the next 7-10 years, and second on matching the candidate to those specifications.

9) Role of the Search Consultant

During this presidential search process, the search consultant/firm will play the role of advisor and provide support to the Search Committee, but will not diffuse the responsibility and accountability of the Committee members, which is to recommend the very best and most appropriate President and Vice-Chancellor.

- The Search Consultant will have their own very specific mandate but will also be subject to this Charter of Expectations.

10) Meeting Attendance

Attendance at all meetings is expected, unless dire circumstances prevent it.

AFTER THE SEARCH

Our responsibilities will not end once the President and Vice-Chancellor is appointed. Members of the Search Committee collectively and individually will play a vital role in ensuring the President and Vice-Chancellor's success. Members will be expected to provide direct and indirect support to the new President and Vice-Chancellor once the office is assumed, as well as to serve as ambassadors for the appointment both within the Dalhousie University community and beyond.

I have read, understand, and agree to abide by, the terms of this Charter of Expectations as a condition of my service as a member of the Presidential Search Committee.

Committee Member Signature

Date

Print Name: _____