

Message from Maureen Armstrong, University Secretary

Dear members of the York University community,

Since December 2015, York University has been engaged in the important exercise of searching for our next President. In recent days, interest in the search process has heightened with a wide range of views and opinions being expressed either directly to the search committee or in the public arena. Unfortunately, these communications create confusion about our governance structure, authority of the Board and the search committee as well as the process.

As University Secretary with a role in ensuring effective governance and at the request of the Chair of the Board and Search Committee, I am providing the following clarification with respect to the presidential search.

FACTS ABOUT THE SEARCH PROCESS

Board Authority: In accordance with the *York University Act*, the sole authority to appoint and remove the President rests exclusively with the Board. The Senate has the authority to consult with the Board and make recommendations as to the appointment of the President.

Search Approach: In the past, many universities including York undertook open presidential searches whereby those being considered were required to be named publicly and present themselves to Senate before the final decision is made by the Board. Over time, this process became increasingly less popular because many qualified candidates are reluctant to be publicly identified given the potential adverse impact that can have on their current employment and stakeholders. Today, the open search process is rarely used by Canadian universities.

After a thorough community consultation, York University moved to confidential searches in 2005 with the creation of the current [Principles to Govern Presidential Search Committees](#). By approving and working under these principles, the Board and Senate agreed to work together, contributing equal numbers of search committee members who will follow a prescribed process leading to identification of a qualified candidate recommended for appointment by the Board. The steps provided by the Principles include conducting broad and extensive consultation with the community regarding the University's strategic needs and the specific attributes a President should possess, development of a Senate advisory statement on the criteria to be sought, and the confidential evaluation of candidates by the committee.

This process was used successfully in the 2006/07 presidential search that concluded with the appointment of President Mamdouh Shoukri. It is the same process that is currently being followed.

Search Committee and Community Consultation: In the Autumn of 2015 Senate approved criteria for designating its nominees and elected seven individuals. The slate of nominees to the search committee was approved by the Board in December 2015. The search committee then undertook extensive public consultations over several weeks in the Spring of 2016 gathering valuable input from a wide range of community members and groups. A complete list of the consultation activities undertaken is attached. Among them were three open consultations (two on the Keele campus and one at Glendon) to which all members of the community were invited. Representatives of the search committee attended meetings of every faculty council and of Senate. Invitations were extended to student governments and student groups which resulted in a number of meetings and written submissions.

Every employee group (YUFA, CUPE 3903, CUPE 1356, YUSA, IUOE772, OPSEU, OHFA and CPMEA) was specifically invited to provide input through one or more of three options; having members of the search committee attend one of their meetings, setting a special meeting or providing written submissions. Further, anyone wishing to share their personal views was invited to submit comments by email; this opportunity was used by several dozen students, faculty and staff. The progress of the full consultation process was reported to the community through the [Presidential Search website](#) and through Yfile.

Taking into account all the input received, a comprehensive position profile was created. That profile has been public information for five months and is guiding the committee in identifying and assessing suitable candidates. The responsibility of confidentially evaluating individual candidates is in the hands of the 14 faculty, staff, students and governors who comprise the search committee and who are devoting significant time and energy to this important initiative.

Community members should be assured that the search process is continuing as it has been established with a view to providing a recommendation to the Board in due course. Both the search committee and the Board are committed to performing their roles in selecting the next President of York University.

Regards,

Maureen Armstrong

Presidential Search Community Consultations and Updates

Notices:

- December 9, 2015 Y-File Announcement – Presidential Search Committee Membership confirmed
- February 5, 2016 Update posted to web and announced in Y-File
- February 9, 2016 Web posting and Y-File Update on February 4th meeting of PSC
- March 7, 2016 Web posting March 4th and Y-File update on March 2nd meeting of PSC
- March 11, 2016 Notification of community consultations [2 on Keele Campus March 22 and 23 and 2 on Glendon Campus March 24 (University closed due to inclement weather – session rescheduled to March 31)] - email to all faculty, staff and students – Appendix A
- March 11, 2016 Email to YFS and YUGSA re consultations – Appendix B
- March 14, 2016 Notice re community consultations in Y-File
- March 21, 2016 Email and Y-File reminder to all faculty, staff and students of community consultations
- March 29, 2016 Letter to all student clubs/groups (400) sent via YU Connect (SCLD facilitated) – Appendix C
- March 29, 2016 YFile and Glendon Announce - Notice of Glendon rescheduled community consultation - Appendix D
- March 31, 2016 Y-File: Notice of rescheduled Glendon community consultation
- April 6 & 11, 2016 Email to all employee groups inviting input – Appendix E
- April 13, 2016 Email to all AVPs & Registrar – Appendix F
- April 20, 2016 Notice of additional community consultations on April 28th at Keele via email to all faculty/staff/students and Y-File
- April 28, 2016 Approval of Senate's Advisory Statement to the Search Committee; Open Consultation
- July 13, 2016 Position Profile & Ad along with Message from Chair posted to web and announced in Y-File

Meetings:

March 21, 2016	College Masters
March 22, 2016	Deans, Principal, University Librarian
March 29, 2016	Student Representative Roundtable
March 31, 2016	Senate; FES Faculty Council
April 1, 2016	Schulich Faculty Council, Glendon Faculty Council
April 4, 2016	Osgoode Faculty Council
April 5, 2016	Lassonde Faculty Council
April 6, 2016	Faculty of Health Faculty Council
April 7, 2016	Faculty of Graduate Studies Faculty Council
April 12, 2016	Faculty of Science Faculty Council
April 13, 2016	CPMEA Executive
April 14, 2016	Faculty of Liberal Arts and Professional Studies Faculty Council
April 19, 2016	President/Vice President Committee
April 21, 2016	Council of ORU Directors
April 29, 2016	Race Inclusion and Supportive Environments (RISE) Working Group
May 3, 2016	YUFA Executive; Board of Governors
May 9, 2016	York University Alumni Association
May 26, 2016	Student representatives of Senate, YFS, College Councils

APPENDIX A

Dear Faculty/Staff/Student – email sent March 11, 2016

The Presidential Search Committee is responsible for the search for York University's eighth President and Vice-Chancellor. As part of the process of developing the mandate and position profile for the University's next President and Vice-Chancellor, the Committee members would like to hear from as many members of the University community as possible.

We invite you to offer your perspectives. We have scheduled our first consultations for Tuesday, March 22nd and Thursday, March 24th. Additional dates and times will be published soon. Here is the format for the sessions:

Offer your perspectives to one or two Committee members in a quiet discussion. Committee members have prepared several questions (see below), will listen to your responses, and will capture and share them (unattributed to you) with the rest of the Search Committee.

Keele Campus

Tuesday, March 22, 2016
Halliwell Centre, Room 1014,
Osgoode Hall Law School, Ignat Kaneff Building Session One: 10:30am to noon

Tuesday, March 22, 2016
Halliwell Centre, Room 1014,
Osgoode Hall Law School, Ignat Kaneff Building Session Two: 1:00pm to 2:30pm

Tuesday, March 22, 2016
Halliwell Centre, Room 1014,
Osgoode Hall Law School, Ignat Kaneff Building Session Three: 3:30pm to 5:00pm

Glendon Campus

Thursday, March 24, 2016
The Ballroom, Glendon Hall Session Four: 9:30am to 11:00am

Thursday, March 24, 2016
The Ballroom, Glendon Hall Session Five: noon to 1:30pm

We look forward to hearing from you at one of these sessions. Please also watch for notices of additional sessions. If you would prefer to write your response, please take a moment to comment in confidence to yorkupresident@caldwellpartners.com. Your comments will not be attributed to you, but will be shared with the Committee.

Preparing to Provide Your Perspectives

The Presidential Search Committee has prepared the following questions to consider in advance of the sessions (or if you would like to prepare a written response):

- 1) What makes York University different from other universities / what strengths should York continue to build upon?
- 2) What challenges and opportunities do you see for York University over the next few years?
- 3) What should be the goals and priorities for the next President and Vice-Chancellor? (Alternatively, you may wish to just finish the sentence: "I hope that the next President does ...".)
- 4) What experience and/or leadership attributes should York University be seeking in its next President and Vice-Chancellor – and are there any characteristics of York itself that the next President should exemplify?
- 5) What else should we be considering?

We look forward to hearing your perspectives.

Thank you.

The Presidential Search Committee.

APPENDIX B

Email sent to YFS & YUGSA – March 11, 2016

Sent on behalf of The Presidential Search Committee

Dear Members of the York Federation of Students:

The Presidential Search Committee is responsible for the search for York University's eighth President and Vice-Chancellor. One of the first orders of business for the Committee is to listen to a broad range of perspectives as part of the process of developing the mandate and position profile for the University's next President and Vice-Chancellor.

The Committee would like to hear the perspectives of students. There are several ways to do this:

You can **attend a community consultation** – an opportunity for you to share your views with Committee members. The first consultation will be held on **Tuesday, March 22nd on the Keele Campus at 10:30am-noon, 1:00pm-2:30pm, and 3:30pm-5:00pm in The Halliwell Centre, Room 1014, Osgoode Hall Law School, Ignat Kaneff Building. The next sessions will be held at the Glendon campus on Thursday, March 24th at 9:30am-11:00am and noon-1:30pm in The Ballroom, Glendon Hall.** (*Note that additional consultation sessions are being organized and will be publicized.*)

You can **write your responses** to any or all of the questions below and email them to: yorkupresident@caldwellpartners.com

The Presidential Search Committee has prepared the following questions to consider:

1. *What makes York University different from other universities / what strengths should York continue to build upon?*
2. *What challenges and opportunities do you see for York University over the next few years?*
3. *What should be the goals and priorities for the next President and Vice-Chancellor? (Alternatively, you may wish to just finish the sentence: "I hope that the next President does ...".)*
4. *What experience and/or leadership attributes should York University be seeking in its next President and Vice-Chancellor – and are there any characteristics of York itself that the next President should exemplify?*
5. *What else should we be considering?*

We would appreciate your assistance in sharing this information with students. You may also have some suggestions as to how we may broaden our outreach and ensure students have an opportunity to contribute. We look forward to hearing your perspectives.

APPENDIX C

Email Letter sent to all student clubs/groups (400) via YU Connect (SCLD)

Sent on behalf of the Presidential Search Committee

The Presidential Search Committee is responsible for the search for York University's eighth President and Vice-Chancellor. One of the first orders of business for the Committee is to listen to a broad range of perspectives as part of the process of developing the mandate and position profile for the University's next President and Vice-Chancellor.

The Committee would like to hear the perspectives of student members of your group. There are a few ways to do this:

You can **attend a community consultation** – an opportunity for you to share your views with Committee members. The first consultation was held on March 22nd on the Keele Campus. We will shortly be publicizing additional sessions to be held on the Keele and Glendon campuses.

You can **write your responses** to any or all of the questions below and email them to: yorkupresident@caldwellpartners.com. If you are part of a student club or group, you may wish to develop and email a group response.

The Presidential Search Committee has prepared the following questions to consider:

- 1) *What makes York University different from other universities / what strengths should York continue to build upon?*
- 2) *What challenges and opportunities do you see for York University over the next few years?*
- 3) *What should be the goals and priorities for the next President and Vice-Chancellor? (Alternatively, you may wish to just finish the sentence: "I hope that the next President does ...".)*
- 4) *What experience and/or leadership attributes should York University be seeking in its next President and Vice-Chancellor – and are there any characteristics of York itself that the next President should exemplify?*
- 5) *What else should we be considering?*

We would appreciate your assistance in sharing this information with students. You may also have some suggestions as to how we may broaden our outreach and ensure students have an opportunity to contribute. Please feel free to direct your suggestions to yorkupresident@caldwellpartners.com. We look forward to hearing your perspectives.

APPENDIX D

Notice via Glendon Announce and Y-File of rescheduled community consultation at Glendon on March 31.

**From the Presidential Search Committee:
Community Consultation at Glendon College
Rescheduled to March 31, 10am
Location: BMO Skyroom, 3rd Floor, Centre of Excellence**

The Presidential Search Committee Consultation Sessions scheduled for March 24th at Glendon College had to be cancelled due to weather conditions and the closure of the campus. The sessions have been rescheduled to Thursday, March 31, 2016, from 10am to 11:30am. We invite you to offer your perspectives to Search Committee members in the BMO Skyroom, 3rd Floor, Centre of Excellence.

Format: Offer your perspectives to one or two Committee members in a quiet discussion. Committee members have prepared several questions (see below), will listen to your responses, and will capture and share them (unattributed to you) with the rest of the Committee.

Glendon Campus

Thursday, March 31, 2016

The BMO Skyroom, 3rd Floor, Centre of Excellence

10:00 am to 11:30 am

We look forward to hearing from you. Please also watch for notices of additional sessions. If you would prefer to write your response, please comment in confidence to yorkupresident@caldwellpartners.com. Your comments will not be attributed to you, but will be shared with the Committee. Thank you.

Preparing to Provide Your Perspectives

The Presidential Search Committee has prepared the following questions to consider in advance of the sessions (or if you would like to prepare a written response):

1. *What makes York University different from other universities / what strengths should York continue to build upon?*
2. *What challenges and opportunities do you see for York University over the next few years?*
3. *What should be the goals and priorities for the next President and Vice-Chancellor? (Alternatively, you may wish to just finish the sentence: "I hope that the next President does ...".)*
4. *What experience and/or leadership attributes should York University be seeking in its next President and Vice-Chancellor – and are there any characteristics of York itself that the next President should exemplify?*
5. *What else should we be considering?*

We look forward to hearing your perspectives. Thank you.

Appendix E

APRIL 6 & 11, 2016: Email Letter to: CPMEA; CUPE 1356-1 & 1356-2; CUPE 3903 Units 1,2,3; IUOE 772; OHFA; OPSEU 1&2; YUFA; YUSA

As you know, the Presidential Search Committee is responsible for the search for York University's eighth President and Vice-Chancellor. One of the first orders of business for the Committee is to listen to a broad range of perspectives as part of the process of developing the mandate and position profile for the University's next President and Vice-Chancellor.

The Committee would like to hear the perspectives of employee groups. There are several ways to do this:

- You can **advise us of your upcoming meetings**, and we will do our best to arrange for several Committee members to attend to hear your views. Alternatively, you can request to present to the Committee at one of its upcoming meetings. If you would prefer either of these options, please send your meeting schedule to Elaine MacRae, Coordinator, Board and Senate Support, University Secretariat (416-736-2100, ext 22219 / emacrae@yorku.ca).
- You can **write your responses** to any or all of the questions below and email them to: yorkupresident@caldwellpartners.com.

The Presidential Search Committee has prepared the following questions to consider.

6. *What makes York University different from other universities / what strengths should York continue to build upon?*
7. *What challenges and opportunities do you see for York University over the next few years?*
8. *What should be the goals and priorities for the next President and Vice-Chancellor? (Alternatively, you may wish to just finish the sentence: "I hope that the next President does ...".)*
9. *What experience and/or leadership attributes should York University be seeking in its next President and Vice-Chancellor – and are there any characteristics of York itself that the next President should exemplify?*
10. *What else should we be considering?*

We look forward to hearing your perspectives. Thank you.

Rick Waugh, Chair

APPENDIX F

April 11 Email Letter to all AVPs & Registrar

As you know, the Presidential Search Committee is responsible for the search for York University's eighth President and Vice-Chancellor. One of the first orders of business for the Committee is to consider a broad range of community perspectives as part of the process of developing the mandate and position profile for the University's next President and Vice-Chancellor.

- You can **attend a community consultation** – an opportunity for you to share your views with Committee members. The first consultations were held at Keele and Glendon in March. We have scheduled two additional consultations for April 28th at Keele Campus: one from 11am to noon and a second session from 1pm to 2pm to be held in the Senate Chamber, N940 Ross Building. At these sessions, you will have an opportunity to share your views by means of a quiet conversation with a member of the Presidential Search Committee. Your thoughts will be captured and shared (unattributed) with the Presidential Search Committee.
- You can **write your responses** to any or all of the questions below and email them to: yorkupresident@caldwellpartners.com. Your thoughts will be shared (unattributed to you) with the Presidential Search Committee.

The Presidential Search Committee has prepared the following questions to consider.

- 1) *What makes York University different from other universities / what strengths should York continue to build upon?*
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- 4) *What experience and/or leadership attributes should York University be seeking in its next President and Vice-Chancellor – and are there any characteristics of York itself that the next President should exemplify?*
- 5) *What else should we be considering?*

We look forward to hearing your perspectives. Thank you.

Rick Waugh, Chair
Presidential Search Committee