



Procedures to Guide Confidential Searches for Senior Administrative Positions

The Board of Governors recognizes the value to the MSVU community of a fully open search process for senior administrative positions. At the same time, the Board is aware that there are instances in which a top-ranked candidate may choose to withdraw from the search if the process is open to the full community. The candidate may, for example, be concerned about losing the confidence of her current institution's Board, faculty, alumnae, or major supporters if she is seen to be considering a move to another institution. In some cases, a candidate from an equity-seeking group may feel added vulnerability in her current position if she is perceived as being disloyal to her institution.

The search process will remain confidential until a short-list of candidates is agreed upon by the Search Committee. At that time, the Chair of the Search Committee will inform each short-listed candidate of her status and confirm that she wishes to be interviewed. The Chair will explain to each candidate prepared to move to the interview stage

- The high value placed by the campus community on the opportunity to hold open meetings with the finalists
- Equally, the value to the candidate of having an opportunity to meet a broad cross-section of the campus community and learn directly and in more depth about our university

Each short-listed candidate will be given the chance at this time to request that the search remain confidential throughout the remaining steps and to explain her reasons for requesting confidentiality. The Chair will discuss with the Search Committee the candidates' responses. In order to maintain consistency, should the Committee members choose to retain on the short-list one or more

candidates who have requested confidentiality at the interview stage, the following procedures will be enacted for all candidates who are interviewed:

1. The Search Committee chair will invite the Senate and the Faculty Association to select up to five members each to serve on a supplemental interview committee, with representation from across the three Faculties and the Library. These supplemental interview committee representatives will sign an agreement to maintain the confidentiality of the search. The supplemental interview committee will be scheduled to meet with each candidate during the final interview stage, in a session to be co-chaired by the Search Committee chair and a faculty member from the Search Committee. After this session, members of the supplemental interview committee will be invited to provide written feedback on each candidate to the Search Committee. The faculty co-chair may also provide a written summary of the session to the Search Committee.
2. The Search Committee chair will likewise invite the Students' Union to select up to five students to represent the students on a second supplemental interview committee. These student representatives will sign an agreement to maintain the confidentiality of the search. The student supplemental interview committee will be scheduled to meet with each candidate during the final interview stage, in a session to be co-chaired by the Search Committee chair and the student member of the Search Committee. After this session, members of the student supplemental interview committee will be invited to provide written feedback on each candidate to the Search Committee. The student co-chair may also provide a written summary of the session to the Search Committee.
3. The Search Committee chair will also invite participation by staff members from the University's other employee groups (CUPE, MPA, NSGEU, IUOE, Management Forum) . Up to four members of each of these groups will be selected by their employee group. Individuals selected will sign an agreement to maintain the confidentiality of the search and will be scheduled to meet with each candidate during the final interview stage, in separate sessions chaired by the Search Committee chair and, if there is a

member of this group on the Search Committee, co-chaired by that member. After each session, participants will be invited to provide written feedback on each candidate to the Search Committee. The co-chair, should there be one, may also provide a written summary of the session to the Search Committee.

4. In advance of the supplemental interview sessions, the Search Committee will agree on a consistent format for these sessions: e.g., whether the candidates will be asked to make a presentation; the nature of the questions to be asked; the length of the sessions.