

**PRESIDENTIAL REVIEW**  
**Board of Governors, The University of Western Ontario**

1. Definitions

For the purposes of these terms of reference, the following words are defined:

- 1.1 "Board" means the Board of Governors of The University of Western Ontario
- 1.2 "Committee" means the Senior Operations Committee of the Board, expanded in membership as set out herein for the purpose of conducting the presidential review
- 1.3 "President" means the incumbent President
- 1.4 "Reappointment" means a second or subsequent appointment to a term of office as President.

2. Authority

- 2.1 The Board is responsible for the appointment of the President.

3. Mandate

- 3.1 The presidential review reflects the accountability of the President to the Board.
- 3.2 The Committee is advisory to the Board. Its mandate is to review the performance of the President and to make a recommendation to the Board with respect to reappointment.
- 3.3 In order that the President and the University benefit from the Committee's activity, the review should:
  - assess how the President provides leadership in the achievement of the University's mission;
  - identify the strengths and weaknesses of the President's leadership;
  - provide the President with constructive information and advice; and
  - define methods to support and enhance the President's performance.

4. Timing

- 4.1 Not fewer than 24 months before the term of the President is scheduled to end, the Board Chair shall ascertain from the President whether the President wishes to be considered for reappointment. Only if the President expresses an interest in reappointment will these procedures be implemented.
- 4.2 The Board of Governors shall constitute the Committee not more than 24 months but at least 21 months before the term of the President is scheduled to end.
- 4.3 The Committee shall order its affairs to ensure that it can complete its work and make a recommendation to the Board at least 18 months before the term of the President is scheduled to end.

5. Composition

5.1 **Senior Operations Committee**

**4 members of the Board, elected by the Board, including:**

2 members of faculty, 1 of whom was appointed to the Board by the Senate

1 student

1 member of the Board appointed to the Board by the Alumni Association

5.2 The Chair of the Board shall be the Chair of the Committee. The Vice-Chair of the Board shall be Vice-Chair of the Committee.

5.3 The Secretary of the Board of Governors shall act as Executive Officer to the Committee.

6. Duties

6.1 The Committee will develop a list of areas to be evaluated, using the criteria employed by the Presidential Selection Committee<sup>1</sup> in its search for that individual and the annual priorities established by the Board and the President during the President's current term.

6.1.1 The President will be asked to comment on the adequacy of the list, and the Chair should also discuss with the President how he (or she) views the President's own performance in such areas.

6.1.2 The Committee will consider the President's views on the adequacy of the list before reaching a final decision. The list of evaluation criteria will be made known to all those participating in the review.

6.2 The Committee will evaluate the performance of the President using the list of evaluation criteria established under 6.1.2. above, with due regard to the annual assessments of the President's achievements.

6.3 In addition to reflecting past achievements in light of previous priorities, the Committee should consider the changing context of the President's mandate -- are there areas of activity which need more or less emphasis in the next few years?

6.4 The Committee should encourage input which is appropriate and should avoid creating the impression that this is an opportunity to credit the President for all positive events during the President's term or to attribute all problems during that period to the President. The Committee should indicate areas of particular focus for the review.

6.5 The Committee will seek informed opinion of the President's performance primarily through private interviews. The Committee will seek to identify individuals who offer an objective view of the President's performance. The Committee is encouraged to interview or obtain the views of these individuals:

---

<sup>1</sup> The criteria employed by the 1993 Presidential Selection Committee are appended to this document.

**6.5.1 Representatives of the University Community:**

- a) Members of the Board and Senate
- b) Members of the Presidential Selection Committee which recommended the appointment of the incumbent President
- c) Vice-Presidents
- d) Deans
- e) Principals of the affiliated colleges
- f) student leaders
- g) President, UWO Faculty Association
- h) President of each recognized administrative staff employee group, including: PMA, UWOSA, union locals
- i) Representatives of the Alumni Association, Foundation Western, the Development & Fund Raising Committee of the Board, and the Community Relations Task Force

**6.5.2 Representatives External to the University:**

- a) Representatives of the business community
- b) Representatives of professional associations
- c) Senior public servants
- d) Individuals external to the University who play a role in post-secondary education at the national level

6.6 The Committee will accept written and signed submissions from interested persons.

6.7 The Committee will meet with the President at the outset of its work to: discuss the review process; provide an opportunity to the President to submit a statement of self-evaluation referring to criteria established under Section 6.1.2. At the conclusion of the consultative process, the Committee will meet with the President for discussion.

6.8 The Committee will ensure that its activities do not undermine the ability of the President to function effectively as institutional leader during the course of the review.

6.9 When the Committee formulates its recommendation to the Board, the Board Chair will meet immediately and in confidence with the President to review the general findings of the Committee and the nature of the recommendation to the Board. If the Committee recommends that the Board reappoint the President, the Board Chair will convene a meeting of the Senior Operations Committee which will establish the terms of contract which are agreeable to the Senior Operations Committee and to the President, in the event that the Board reappoints the President.

6.10 The Committee will prepare a written report to the Board which will include a general summary of the Committee's activity and its recommendation either to reappoint the President or to initiate the establishment of a Presidential Selection Committee as detailed in Section 19(a) of the University of Western Ontario Act (1982), or relevant provision in any subsequent amendment of the Act.

**7. Confidentiality**

7.1 All proceedings, interviews and documents and opinions expressed therein will be held in the strictest confidence by all individuals involved. The Board Chair will discharge any Committee member who fails to comply with this requirement.

7.2 When the Committee concludes its work in preparing its report for the Board, the Executive Officer will collect from each member all documents and notes associated with the Committee's work.

7.3 The Executive Officer will safeguard all documents and information associated with the work of the Committee and will supervise disposal upon decision of the Board with respect to reappointment.

8. Discharge

8.1 When the Board has made its decision to reappoint the President or to initiate a search for a successor, the Committee will automatically be discharged.

**SELECTION CRITERIA EMPLOYED**  
**BY THE PRESIDENTIAL SELECTION COMMITTEE (1993)**

The following criteria used by the Presidential Selection Committee (1993) were published in *Western News*, May 6, 1993, as part of a progress report by that Committee. Dr. Paul Davenport was selected by the Committee on the basis of these criteria. On September 20, 1993, he was appointed by the Board of Governors to serve as President of the University for a five-year term, July 1, 1994 - June 30, 1999, renewable.

**QUALITIES TO BE SOUGHT IN CANDIDATES**

The Presidential Selection Committee recognizes that no one individual will meet all of these criteria in equally strong measure; nevertheless, the following experience, attributes and personal abilities are seen to be desirable in, and will be sought in, candidates for President:

- The ability to lead the University as a whole, and the ability to balance both the internal and external presidential roles
- A clear record of achieving, recognizing and fostering excellence in research, scholarship and teaching
- Demonstrated ability to develop specific goals and to employ appropriate strategies to achieve them. Specifically, demonstrated ability to:
  - Play a central role in such areas as academic planning
  - Build, motivate, and work effectively with a team of skilled, senior administrators
- A commitment to maintaining a personal presence and visibility on campus and to exercising leadership on key academic and resource allocation issues
- A personal style that respects collegiality, seeks consensus, and inspires respect and trust from students, faculty, and staff alike
- The ability to be articulate and persuasive on behalf of the University in its relations with its various external publics
- An openness to innovation and risk-taking that recognizes Western's unique history, character and strengths
- An awareness of the changing social landscape, and a genuine personal understanding of diversity and equity