



## Presidential Search Committee: Community Update Q&A

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On February 6, 2018, the Presidential Search Committee held an event to update the Emily Carr University community on the search process and provide an opportunity for people to ask questions. For those who were unable to attend the event, the following is an overview of the material that was presented as well as of some of the frequently asked questions that have been posed to the committee through [presidentsearch@ecuad.ca](mailto:presidentsearch@ecuad.ca).

### **Will the candidates be making presentations to the University community?**

- The Search Committee understands that this is an extremely important decision and is committed to ensuring that the process includes input from across ECU's community and is as transparent as possible.
- After careful consideration, the Committee has decided that in order to attract the best candidates, we will not be divulging the names of those under consideration.
- The committee reviewed a number of studies indicating that candidates are less likely to apply if their name is made public during the search process. For this type of leadership position, candidates may face professional risk if their employer knows they are seeking other opportunities. We need to be sensitive to that and protect the privacy of applicants.
  - Caldwell Partners, the recruitment firm tasked with conducting the search, surveyed academic leaders from various institutions and found that the vast majority of respondents would not apply for a university presidency if their name would be made public during the selection process.
  - Also, a survey of other recent searches at BC universities showed that it is common practice to not divulge presidential candidates' names during the selection process.
- While we know that the community would like to have greater visibility to the candidates, in order to attract the best people, we will be conducting a closed search.

**How has the Search Committee been consulting with the University community?  
What feedback have you received?**

- Consultation with University stakeholders is critical to the success of the search.
- As such, the committee has provided a number of opportunities for the ECU community to provide input into the search: an online survey, an expression wall, a community forum, and group and one-on-one meetings. There has been a strong desire to glean information from everyone, and Caldwell Partners has helped us in compiling it.
- The community has expressed a desire for a leader who will be inspirational, listen to our concerns, foster a respectful workplace and understand what Emily Carr means to the internal and external community.
- We want a President and Vice-Chancellor who promotes the creative sector, has strategic vision (and brings this to external communities), is interested in cultural competencies, and can build successful partnerships with academics and institutions.
- This individual needs to be committed to diversity - for students, staff and faculty hires - and understand the political landscape here in BC. They need to be a community-builder, have a strong understanding of Indigenous communities, and recognize what we can learn from them and how we can incorporate that into our community.
- We have collected every single piece of feedback and you can continue to submit your feedback to us via email at [presidentsearch@ecuad.ca](mailto:presidentsearch@ecuad.ca).

**How is the Committee ensuring diversity amongst the candidate pool?**

- The Committee is committed to ensuring an inclusive process as we search for our new President and Vice-Chancellor.
- We are committed to creating a candidate pool that reflects the diversity of Canadian society. We are taking steps to remove barriers to ensure fair consideration of all candidates regardless of race, colour, creed, national origin, age, sex, marital status, disability or sexual orientation.
- We are also working to proactively recruit candidates that have been traditionally underrepresented: women, persons with disabilities, Indigenous peoples and members of visible minorities.

- For more, visit: <http://www.ecuad.ca/about/leadership-and-governance/presidential-search/diversity>

### **Are we looking for a candidate with an art and design background?**

- The Committee understands the importance of hiring a President and Vice-Chancellor who is an advocate for art and design. As we evaluate candidates' experience, art and design will be one of the key markers for us.

### **Given that we are a government-funded school that relies on fundraising, how would hiring an international candidate affect our ability to secure funding?**

- The Committee has talked about the kinds of leadership we need from an operational, personal and ethical stand point.
- We also recognize that we need advocacy — particularly as it relates to working with government. As we review candidates, we will be looking for evidence of successful working relationships with funders.

### **How do we know that the claims from the shortlisted candidates are true?**

- The search firm, Caldwell Partners, has a robust process to verify candidates' claims, including reference checks, internet searches and social media vetting.
- We feel confident that we have the mechanisms in place to properly determine the veracity of claims made by candidates.

### **Are you going to ask these candidates for permission to contact the faculty association at the institutions where they work?**

- Candidates will provide multiple references that form a cross section of their superiors, colleagues, faculty, direct reports, etc.
- The Search Committee has noted this specific request and it will be taken into consideration. A major factor will be the potential impact on the confidentiality of the process (see Q1. above).

### **Are we still on track to respect the original timeline?**

- Yes, we are currently on track and working hard, with Caldwell Partners' assistance, toward a successful outcome. There are of course no guarantees in any search, but we are optimistic.

### **After the President is hired, will there be an internal review process to assess his or her fit?**

- Emily Carr's Board is responsible for evaluating the President and Vice-Chancellor's performance once they take office. The Board will develop a set of markers which they will use to measure the new president's performance, ensuring they are successful and remain appropriate for the role.

### **Will the candidate have an understanding of Mount Pleasant, how the neighbourhood is changing and Emily Carr's role within the community?**

- The Search Committee has spent time discussing our place in Mount Pleasant, the history of the neighbourhood and how it is changing.
- We have had extensive conversations regarding the capacity and strategic vision necessary for a new leader to engage with our local communities.

### **Once a candidate is chosen, how do they get prepared for this job?**

- The Board and Human Resources have thought carefully about how we can structure the on-boarding process so that the new president fully understands the opportunities and challenges at ECU and can hit the ground running.

### **Why are we not hiring a president from within the University?**

- All interested and qualified candidates are encouraged to apply for this position.
- We are looking near and far to ensure that we attract the most qualified candidates.
- While we have strong resources internally, there are many reasons, both personal and professional, why people may choose to apply or refrain from doing so.

**How will the feedback provided by the ECU community be used as you evaluate candidates?**

- All the feedback that we receive is presented to the Committee and the search firm.
- Using this feedback, the Committee has developed a Litmus Test which will be used to help determine if a candidate is appropriate for ECU.

**Given the evolving nature of the creative economy, how will our new President and Vice-Chancellor ensure that future graduates leave the University prepared?**

- The Committee is looking for a leader that has the capacity to tackle the many issues and opportunities facing the University.
- This is where the Litmus Test that we have developed from the feedback we have received will help us assess if a candidate is appropriate for ECU.

**How will the Committee balance the community's desire for diversity/an art and design background and the need for a candidate with a strong financial track record?**

- The feedback from the community is strongly articulated in the Litmus test that we will use to evaluate candidates.
- That being said, we also need to ensure we hire an administrator that has a track record of responsible management practices.

**Will the Committee be discussing part-time vs. full-time instructors with candidates?**

- The Committee is looking for a leader that has the capacity to tackle the many issues and opportunities facing the University.
- We will be using the Litmus Test that we have developed from the feedback we have received to help us assess if a candidate is appropriate for ECU.

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