



Terms of Reference for the UCD Appointment of the President

Selection Committee

The Selection Committee will, with due regard to the statutes of the University:

1. Implement the procedures approved by the Governing Authority for the appointment of the UCD President in accordance with the terms of reference of the Selection Committee.
2. Consider all applications received for appointment to the office of President and, having regard to the criteria set down by the Search Committee, shall take appropriate measures to assess the suitability of candidates and to determine which, if any, of the candidates is suitable for appointment to the office of President.
3. After due deliberation, create a long list of potentially appointable candidates.
4. From the long list of candidates, produce an agreed short list of potentially appointable candidates, which list can be revised as deliberations proceed.
5. Ensure that appropriate background checks of the candidates have been conducted and considered.
6. In conjunction with the executive search agency, conduct first interviews with the candidates on the short list.
7. If required, conduct second round interviews with a reduced shortlist of candidates.
8. Submit to the Governing Authority the candidate which it deems to be most suitable for appointment to the office of President.
9. Should the Governing Authority determine the first candidate is not suitable, determine which, if any, of the candidates are suitable and submit, if requested, another suitable candidate to the Governing Authority.
10. Throughout the process, provide timely reports to the Governing Authority as to the progress of the Selection Committee's work.

Committee Composition*

The Selection Committee shall be appointed by the Governing Authority, and shall be composed of ten (10) members, including the Chair, as follows:

1. The Chair of the Governing Authority, who shall be the Chair of the Selection Committee.
2. Four (4) other members of the Governing Authority to include one (1) academic member, one (1) student representative and one (1) external member.
3. Two (2) members of the Academic Council, elected by the Academic Council.
4. Three (3) independent, external members, at least one (1) of whom is or was a President, Chancellor, or Vice Chancellor of a leading University.

A Deputy Chair will be appointed, who will be an external member of the Governing Authority, and whose role will be to chair proceedings in the case of the temporary absence of the Chair. Decisions will be made by consensus, but where this is not possible all members of the Selection Committee shall have a vote. In the event of a tie, the Chair of the Committee can avail of a second, casting vote.

The membership of the Selection Committee will adhere to UCD guidelines governing gender balance on committees.

*If a member of the Selection Committee ceases to be a member of the constituency from which he or she was appointed, the Governing Authority may determine whether he or she should cease to be a member of the Committee. If a vacancy arises, the Governing Authority may appoint a replacement member from the same constituency.

Committee Secretary

The Director, University Secretariat shall function as the Secretary to the Selection Committee but will not be a member of the Selection Committee.

Confidentiality of Proceedings

It is a condition of membership of the Selection Committee that its deliberations and all matters pertaining to its proceedings will be **strictly confidential**. Acceptance of membership constitutes an undertaking to adhere strictly to this condition.

Orientation

All members of the Selection Committee will be provided with an orientation session to establish expectations and responsibilities of the individuals on the Selection Committee and of the Selection Committee as a whole.

Quorum*

The Selection Committee meeting quorum shall be 50% of the members of the Selection Committee plus one, with all attending in person, through Zoom or some such other method (e.g., phone) where they are able to be fully present and address all deliberations.

Noting that the time commitment is extensive, members of the Selection Committee are expected to make their best effort to attend all meetings to ensure that the Committee's deliberations have full engagement and thorough continuity.

*If a member resigns or is unable to attend more than one of the scheduled meetings, or if a vacancy arises on the Committee for any other reason, the Governing Authority may appoint a replacement candidate.

Candidate Profile

The Selection Committee shall have regard to the criteria to be employed in assessing the suitability of candidates for the office of President, as determined by the Search Committee.

Selection Process Timeline

The Selection Committee shall carry out its deliberations and conduct interviews with due regard to the timeline approved by the Governing Authority. In accordance with the obligations for strict confidentiality, the Selection Committee may conduct some or all candidate selection activities off Campus, at an appropriate location.

Procedures

The Selection Committee shall implement the procedures approved by the Governing Authority for the appointment of the UCD President in accordance with the terms of reference of the Selection Committee.

The Governing Authority shall be regularly informed of the Selection Committee's progress. The Chair of the Selection Committee shall therefore provide a report at appropriate meetings of the Governing Authority, on the understanding that such reports will be made in general terms only, given the sensitivity and strict confidentiality of the Selection Committee's work.

Recommendation

In the event that the Selection Committee determines that one or more candidates is suitable, it shall recommend to the Governing Authority the candidate which it deems to be most suitable for appointment to the office of President.

The Governing Authority may appoint the candidate recommended by the Selection Committee to the office of President. If the Governing Authority determines that the recommended candidate is not suitable for appointment to the office of President, the Selection Committee shall be requested to recommend another suitable candidate.

The Selection Committee may, if one or more of the remaining candidates is considered suitable, recommend to the Governing Authority another candidate for appointment to the office of President. The Governing Authority may appoint to the office of President an alternative candidate recommended by the Selection Committee. The Governing Authority shall not appoint to the office of President a candidate who has not been recommended by the Selection Committee set up in accordance with the UCD statutes.

In the event that the Selection Committee decides that no candidate is suitable for appointment to the office of President, or the Governing Authority decides that no candidate recommended by the Selection Committee is suitable for appointment, or a candidate offered appointment by the Governing Authority declines to accept the appointment, the Governing Authority shall recommence the procedures set out in the statutes from any stage which, having regard to all the circumstances, the Governing Authority determines to be appropriate.

Terms of the President Appointment

In consultation with the professional executive search consultant and the Chief People Officer and Director of S.I.R.C and Legal Services, the Chair of the Governing Authority shall establish contract parameters for the successful candidate.

The Governing Authority will approve the final contract.