

<b>POLICY TYPE:</b>	Governance Process
<b>POLICY TITLE:</b>	Recruitment and Reappointment of External Governors
<b>EFFECTIVE DATE:</b>	June 2022
<b>REVISION DATE:</b>	
<b>RENEWAL DATE:</b>	May 2027

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In this policy, unless otherwise defined herein or the context requires otherwise, words have the same meaning as they do in the Definitions Schedule to By-law No. 1 of the College.

## **1. POLICY STATEMENTS**

- 1.1. Candidates shall be assessed based on the protocol established by the Ministry of Colleges and Universities, including diversity, ability to support the strategic direction of the College, probity, openness, and transparency.
- 1.2. The College is committed to having the diverse populations it serves reflected in the Board composition and will strive to ensure diverse representation.
- 1.3. The College is committed to a Board composition with experiential diversity and will strive for representation in the following sectors as they align with our academic offerings: agriculture, arts/entertainment/recreation, business, community services, education, energy, finance/investment/accounting, government, health services, hospitality, law, science and technology, and skilled trades.
- 1.4. Potential new candidates may be introduced by current Governors; however, all candidates will be subject to the full recruitment process.
- 1.5. No External Governor shall be an employee or a student of a college of applied arts and technology.
- 1.6. The oversight of the appointment and reappointment process of External Governors is delegated to the Nominating Committee, which shall be responsible for recommending to the Board the appointment of External Governors, and nominations for Lieutenant Governor in Council appointments. The Nominating Committee shall consult with the Executive Committee in respect of the appointment and reappointment process.

- 1.7. The Board Secretary shall support the work of the Nominating Committee by coordinating the administrative functions of the recruitment process, such as posting the advertisement where appropriate, collecting resumes, scheduling interviews, and conducting reference checks. The Board Secretary shall also support the work of the Nominating Committee by coordinating administrative functions of the reappointment process, such as contacting Governors to determine intent to seek reappointment and facilitating the collection of feedback.
- 1.8. Applications of candidates submitted after the recruitment deadline may not be accepted.
- 1.9. The Nominating Committee is not required to accept any candidate who applies for a particular vacancy and reserves the right to re-issue a vacancy notice if no suitable candidate is found.
- 1.10. The reappointment of External Governors appointed by the Lieutenant Governor in Council shall be overseen directly by the Public Appointments Secretariat through the Ministry; however, these Governors will be required to participate in the Board's reappointment process as outlined in Section 3.
- 1.11. A Governor shall not participate in a vote of the Board relating to a renewal or extension of their appointment.

## **2. RECRUITMENT PROCEDURES**

### **2.1. Skills Analysis**

- 2.1.1. The Board will utilize a skills matrix to identify ongoing professional development needs and any deficiencies in representation that would complement the College's strategic direction and balance the overall characteristics of the Board.

### **2.2. Recruitment Process**

- 2.2.1. When a vacancy occurs, the Nominating Committee shall determine the focus of the recruitment based on the skills matrix and may review and update the language in the communications plan.
- 2.2.2. The vacancy may be advertised using any method deemed appropriate by the Board Secretary, with guidance from the Nominating Committee.
- 2.2.3. Interested individuals may be required to complete a nomination form and submit a current cover letter and resume.

### **2.3. Interview Process**

- 2.3.1. Upon the close of the recruitment period, the Nominating Committee shall review the applications received and determine a short-list of candidates to interview.
- 2.3.2. Based on the direction of the Nominating Committee, the Board Secretary shall invite potential candidates to attend an interview.
- 2.3.3. The Nominating Committee shall determine the format of the interview.
- 2.3.4. To ensure fairness, all candidates will be asked the same interview questions and will be scored using an evaluation matrix.
- 2.3.5. Candidates being considered for an appointment may be requested to provide a minimum of two references relevant to the skills and competencies being sought.
- 2.3.6. The Nominating Committee will consider the interview results and make a recommendation to the Board for an appointment.

### **2.4. Appointment**

- 2.4.1. The Board is the final authority to appoint an External Governor (other than External Governors appointed by the Lieutenant Governor in Council) for a term not to exceed three years and shall submit in confidence to the Public Appointment Secretariat through the Ministry all recommendations for a Lieutenant Governor in Council appointment.
- 2.4.2. Once appointed, the Board Secretary shall notify the successful individuals(s) and will make the necessary arrangements for onboarding and orientation.
- 2.4.3. The Board Secretary shall notify candidates who are not successful in the interview process.
- 2.4.4. For a vacancy to be filled by a Lieutenant Governor in Council appointee, the paperwork required by the Public Appointment Secretariat shall be completed.

## **3. PROCESS FOR REAPPOINTMENT**

- 3.1. The Board Secretary shall contact a Governor eligible for reappointment no later than October 31 in the final year of their term to determine if the Governor wishes to seek reappointment.

- 3.2. The Chair of the Nominating Committee will initiate a confidential process to receive feedback from the Board on the performance of the Governor seeking reappointment.
- 3.3. The feedback received concerning the performance of a Governor will be reviewed and assessed against the established protocol, and if appropriate, a recommendation on reappointment will be brought to the Nominating Committee.
- 3.4. As part of the feedback process, the Chair of the Nominating Committee may seek input and initiate discussions with the Chair of the Board and College President.
- 3.5. If the reappointment of a Governor is supported by the Nominating Committee, the recommendation to reappoint will be forwarded to the Board of Governors for consideration and approval.
- 3.6. If the Nominating Committee does not support the reappointment of a Governor, the Chair of the Nominating Committee will advise the Governor of this decision.
- 3.7. If requested by a Governor, feedback from the Chair of the Board regarding the areas of strengths and weakness will be provided in confidence to the Governor seeking reappointment.
- 3.8. If a Governor chooses to pursue reappointment in the absence of a recommendation by the Nominating Committee he or she may make written application to the Board of Governors through the Chair of the Board.
- 3.9. The Board will consider the written submission of the Governor at an in-camera session and hear a report from the Chair of the Nominating Committee. The Governor seeking reappointment shall not attend the in-camera session.
- 3.10. The Chair of the Board shall issue to the Governor in writing, a final decision of the Board regarding the reappointment.
- 3.11. There shall be no further right of appeal.

#### **4. MONITORING**

- 4.1. The monitoring of this policy is achieved through the oversight of the appointment process as delegated to the Nominating Committee through the application of the Protocol for Board Nominations and Appointments.
- 4.2. Monitoring of Governor performance shall be achieved through the annual Board Effectiveness Survey.

**5. RELATED LEGISLATION, MINISTER'S BINDING POLICY DIRECTIVES AND OTHER DOCUMENTS**

- 5.1. By-law No. 1
- 5.2. Ontario Regulation 34/03 to OCAATA
- 5.3. Protocol for Board Nominations and Appointments