

**LOYALIST COLLEGE**  
**Board of Governors Policy**

<b>C2</b>	<b>C. Board/Governance Processes</b> <b>C2. APPOINTMENT AND REAPPOINTMENT PROCESS</b>
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**Date Last Approved:** March 2019

**Next Review Date:** 2026

**Background**

In this policy, unless otherwise defined herein or the context requires otherwise, words have the same meaning as they do in By-Law 1 of the College.

**Purpose**

- To ensure the processes followed by the Board in the selection and appointment of External Governors is consistent with the Protocol for Board Nominations and Appointments issued by the Ministry (the “**Protocol**”).
- To ensure that the Board is composed of individuals who possess the skills, qualities and experience to collectively contribute to effective board governance.
- To assist the Board in identifying qualified individuals to become External Governors.
- To establish processes to be followed by the Board to appoint External Governors.

**Policy / Procedure**

**Guiding Principles**

The nomination and appointment process shall be guided by the principles of merit, diversity and probity.

The Board will seek a balance within the Board with respect to the skills and experience of External Governors, while considering the strategic directions of the College and any unique or special requirements of the College at the current time.

The Board will ensure all External Governors possess the behavioural qualities necessary to perform their role as External Governors.

The Board will seek a range of relevant backgrounds for External Governors that support the strategic directions of the College and complement the Board composition in terms of representing a broad cross-section of the community that the College serves.

## **Application**

This policy applies to External Governors, those appointed by the Lieutenant Governor in Council (LGIC) or by the Board.

## **Term of Office**

An External Governor is appointed to the Board for a term of up to three years and may serve for a maximum of six years.

## **Process for Nominations**

### *Executive and Governance Committee*

The Executive and Governance Committee shall identify and recommend individuals to become External Governors.

The Board shall appoint the chair of the Executive and Governance Committee who shall be a member of the Board.

### *Nominations Process*

The Board shall identify qualified candidates through the following process:

- A profile for External Governors shall be established.
- The number of vacancies will be determined each year, and the necessary criteria to fill those vacancies will be identified by conducting a skills matrix analysis.
- The skills, experience, knowledge and behavioural qualities that the Board will consider in approving a profile for External Governors may be drawn from the skills, experience, and knowledge and qualities in Schedule A.
- Incumbent External Governors will be evaluated based on their performance and renewal will not be automatic.
- A call for nominations will be made and interested parties will be encouraged to submit applications.
- Vacancies will be advertised on the College's website. Other media may be used as appropriate.
- Any applications received, whether in response to an existing vacancy or not, will be acknowledged in writing by the Office of the President and the applicant will be advised of the relevant processes and timelines. Applications will be retained on file until such a time that they are forwarded to the chair of the Executive and Governance Committee for review and consideration.

- Applications will be submitted to the chair of the Executive and Governance Committee and reviewed by the Executive and Governance Committee.
- A short-list of candidates will be developed by the Executive and Governance Committee of those individuals who meet all of the criteria as identified by the Board. Short-listed candidates must be interviewed by the Executive and Governance Committee, even if they are standing for re-appointment.
- Reference and background checks will be completed by the chair of the Executive and Governance Committee or as delegated.
- Nominees will be required to confirm in writing that they:
  - have read the documentation setting out the roles and responsibilities of a Board member and any other governance information as well as the Strategic Plan, Annual Report and any other information deemed important by the Executive and Governance Committee and shared with the nominee;
  - will adhere to By-Laws and College operational policies; and
  - will participate in Board orientation sessions, Colleges Ontario orientation sessions, and Board Excellence programming delivered by the College Employer Council.

### ***Appointment Process***

#### *1. Lieutenant Governor in Council appointed External Governors*

The Executive and Governance Committee shall identify candidates to be forwarded to the Standing Committee of Government Agencies through the manager of Colleges Unit of the Ministry as required by the Protocol. Up to three candidates may be identified for each position.

All candidates shall be approved by the Board before they are submitted to the Colleges Unit.

#### *2. Board appointed External Governors*

The Executive and Governance Committee shall identify candidates for recommendation to the Board.

In the event that the number of candidates equals the number of vacancies, the External Governors (other than those nominated for re-election) shall be asked to vote by secret ballot for or against the slate and, if such vote does not carry, the vote shall take place for or against each nominee individually with any External Governor who is the subject of the particular vote not participating in the vote.

### **Monitoring**

The Executive and Governance Committee will provide the Board of Governors with a written report on how the nomination process was followed on an annual basis. The report will include

how skills were evaluated, the channels used to promote the position and the number of applicants interviewed. The report will also provide recommendations on how the nomination process can be improved and any amendments to this policy, if necessary.

## **Related Materials**

Ontario Colleges of Applied Arts and Technology Act, 2002, Ontario Regulation 34/03  
[http://www.e-laws.gov.on.ca/html/regs/english/elaws\\_regs\\_030034\\_e.htm](http://www.e-laws.gov.on.ca/html/regs/english/elaws_regs_030034_e.htm)

Ministry of Training, Colleges and Universities Governance and Accountability Framework - 2010  
[http://www.tcu.gov.on.ca/pepg/publications/GovAccount\\_Directive2010.pdf](http://www.tcu.gov.on.ca/pepg/publications/GovAccount_Directive2010.pdf)

Ministry of Training, Colleges and Universities, Protocol for Board Nominations and Appointments - 2011  
[http://caat.edu.gov.on.ca/Documents/Gov&Acc\\_Current/English/BoardAppointProtocol.pdf](http://caat.edu.gov.on.ca/Documents/Gov&Acc_Current/English/BoardAppointProtocol.pdf)

## **Schedule A**

### ***Skills, Experience and Knowledge***

The Board will reflect a complementary mixture of skills, experience and knowledge. The skills, experience and knowledge the Board will consider in selecting External Governors include the following:

- Community development/relations
- Construction management
- Education (post-secondary and/or continuing education)
- Environmental and sustainability
- Accounting, finance and audit
- Governance (private, public and non-profit)
- Government relations
- Information technology and cybersecurity
- Health care/services
- Talent management, organizational culture and compensation

- Law
- Public administration
- Risk management
- Senior-level corporate management
- Strategic planning

### *Behavioural Qualities*

The Board requires all Governors to:

- commit and adhere to the vision, mission, and core values of the College;
- act with honesty and integrity;
- commit to fostering and supporting equity, diversity and inclusion;
- understand a Governor's role and fiduciary duties, and the role of the Board;
- think strategically;
- work as part of a team;
- communicate effectively;
- have, or commit to acquire, financial literacy appropriate for the College's scope of activities;
- be willing to devote the time and effort required to be an effective Governor including attendance at Board orientation, Board retreats, Board meetings, committee meetings, and College events;
- be free of conflicts that would impede a Governor's ability to fulfill their fiduciary duties; and
- demonstrate ability to recognize and manage specific conflicts of interest that arise from time to time.