



## Board Governance Policy Manual

**POLICY CATEGORY: GOVERNANCE/ BOARD PROCESS**

**POLICY NUMBER: B05**

**POLICY TITLE: RECRUITMENT AND ORIENTATION OF NEW GOVERNORS**

**EFFECTIVE: FEBRUARY 9, 2011**

**LAST REVISED: APRIL 17, 2024**

**REFERENCE (MOTION): 388.0.7.6 (EST. OCT. 2005)**

### **PURPOSE**

This policy addresses the process for the appointment or re-appointment of members of the Board of Governors in compliance with the Ontario Colleges of Applied Arts and Technology Act, 2002 (the Act) and regulations, the Minister's Binding Policy Directive - Protocol for Board Nominations and Appointments (the Protocol), and the Mohawk College By-law No. 1 (the By-law).

### **APPLICATION AND SCOPE**

This policy applies to the Mohawk College Board of Governors.

### **POLICY STATEMENT RULES**

#### **1. College Board Appointment Framework**

1.1. The Board of Governors shall be composed of:

An even number of members, as established by the by-laws, of not less than 12 and not more than 20 members, appointed in accordance with subsection 4(2) of O.Reg 34/03;

The President by virtue of office, as a voting member; and

One student, one academic staff member, one administrative staff member, and one support staff member, each of whom shall be elected by the students or by the respective groups (procedures outlined in Appendix 1 to the By-law, Schedules "A" and "B").

1.2. The Board will directly appoint two-thirds of its external members. The remaining one-third of external members are appointed by the Lieutenant Governor in Council (LGIC). The LGIC shall appoint no less than four and not more than seven members of the Board.

#### **2. Nomination and Appointment Principles**

- 2.1 The Governance and Human Resources Committee is responsible for making recommendations to the Board of Governors on the recruitment and selection of external governors. The Governance and Human Resources Committee may establish a sub-committee or task force in order to assist in completing the recruitment process while observing the principles outlined in the Protocol in making its recommendations.
- 2.2 According to the Protocol, the single, overriding principle for nominations and appointments is **merit**. Only qualified and experienced individuals with the necessary skills and knowledge will be considered. With merit as a precondition, the other principles that ought to be considered when assessing a potential nominee are as follows:
- a. **Diversity** - Nominations and appointments will reflect diversity in the range of relevant background, experience, and professional skills. The dimensions of diversity include but are not limited to the applicant's age, gender identity, gender orientation, educational background and expertise. The Board will seek a range of relevant backgrounds for candidates that complement the Board composition in representing a broad cross-section of the community that the College serves
  - b. **Strategic Directions** - Nominations and appointments will support the strategic directions of the College. The strategic directions will be important factors in determining the necessary skills and knowledge for Board candidates. The Board will create a skills matrix that can be used by the Board to assess the abilities and qualities of potential nominees against the needs of the College in order to facilitate the appointment of members who can best serve the College and the community in which it operates.
  - c. **Probity** - Responsibilities as a candidate for Governor mean a commitment to the principles and values of public service and the success of the College, and to acting collectively with the Board and not representing constituent interests.
- 2.3. The nomination and appointment process must be open and transparent to the College community and to the broader community that the College serves. The Board may engage a recruiting firm to seek meritorious candidates meeting the above criteria.
- 2.4. The Board will strive to fill vacancies as they arise in order to support effective governance. Carrying vacancies, whether to be filled by LGIC appointees or by members appointed by the Board, ought to be avoided.
- 2.5. With respect to LGIC appointments, the College will submit nominations to the government's Public Appointment Secretariat (PAS). The Board is expected to put forward up to three nominations for every LGIC spot that is to be filled. The Minister will recommend candidates for appointment which may be from those nominated by the Board or those who have applied directly to the PAS. Each nomination put forward by the Board will be accompanied by the required documentation as outlined by the Ministry.

2.6. The PAS appointment process for LGIC appointed Governors includes a security screening process. Correspondingly, the Board will ask potential nominees to provide a clear police record check as part of the nomination process.

### **3. New Governor Orientation**

3.1. The Corporate Secretary is responsible for implementing the orientation program for new Governors. This program, as recommended by Colleges Ontario, includes:

- a. Preparation and distribution of a Board of Governor's Resource Manual that includes key information on Board policies and governance, relevant provincial legislation, specific information on Board members, meeting schedules and a wide range of Mohawk College information;
- b. Identification of Board mentors to act as a source of information, experience and support for new Governors; and
- c. Delivery of an orientation session to familiarize new Governors with their roles and responsibilities, Board governance procedures, and the operation of Mohawk College.

3.2. The Board encourages new Governors to attend College Ontario-led orientation workshops and certification programs.

### **MONITORING**

The Board will evaluate the effectiveness of this policy every three years.

### **POLICY REVIEW:**

Review by the Board of Governors

Attestation - N/A

Next Review - April 2027