



Board Policy Title	Recruitment, Nomination, Appointment, Orientation, and Education Policy
Policy Section	
Approved by	Board of Trustees
Contact/Committee	Governance Committee
Date Approved by Board	March 9, 2023
Effective Date	March 9, 2023
Frequency of Review	Every 3 Years

Policy Purpose

The purpose of this policy is to define the principles and process that the Brescia University College (“Brescia”) Board of Trustees (“Board”) will use to ensure a qualified, diverse, and inclusive Board who are committed to excellence in Governance.

Policy Statement

The Board of Trustees of Brescia is committed to providing effective governance for Brescia. This will be partially achieved if the members of the Board, both individually and collectively, are equipped to make an effective contribution through:

- The recruitment of a skilled, experienced, and qualified Board of Trustees;
- Ongoing training and education for Trustees;
- Clear understanding by Board Members to act in the best interest of Brescia; and,
- Support for Brescia’s mission, vision, and values.

Composition of the Board

The *Recruitment, Nomination, Appointment, Orientation and Education Policy* includes elements that apply to Elected trustees, Representative Trustees and Community Members. Elected Trustees are nominated and elected by the Board whereas Representative Trustees are appointed to the Board by virtue of important relationships with Brescia and include representatives from Faculty, Staff, Student’s Council, the Alumni Association, the Ursulines, and the Mother St. Anne Lachance Society (“Society”). Committees of the Board may also include Community Members who are elected by the Board. The Brescia Board composition is outlined in the Constitution and General By-Law Number 1.

Term of Office

Elected trustees generally serve on the Board for 3 year terms and may be reappointed for a second 3 year term. Representative Trustee’s terms are the same as elected trustees for Faculty, Staff, Ursuline nominees, and the Society representative. Terms expire June 30. Terms

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for the Alumni and Student's Council Representative are based on the time they serve as President of those respective groups.

It is possible that a vacancy may result from a Board member resigning prior to the end of their term. If the vacancy is filled prior to July 1, then the incumbent's first "year" on the board would generally commence on July 1. In effect, they may be on the Board longer than 3 years for their first term in this instance.

The Brescia Board terms are outlined in the Constitution and General By-Law Number 1.

Trustee Qualifications, Commitments and Governing Competencies

The array of skills, experiences, knowledge, and diversity that individuals bring to the Board are important considerations in the recruitment, selection, and nomination process. Each member of the Board is expected to make a strong personal commitment to protect and advance the mission, vision and values of Brescia. Board members will be guided in their service to Brescia by principles of integrity, excellence, respect, equity, diversity, societal responsibility, and accountability.

The Governance Committee will strive to ensure that the following collective competencies are present in the Board as a whole and candidates for nomination will demonstrate the commitments and governing competencies below:

- Previous or existing board or committee experience;
- A variety of leadership skills and abilities;
- Strongly believe in Brescia's mission, vision, and values;
- Commitment to and passion for Brescia's Strategic Framework and Strategic Plan;
- Ability to be a team player with effective inter-personal skills;
- Ability to participate regularly and devote the required time and energy;
- Demonstrate or be prepared to acquire the governance competencies to support excellence in governance;
- Have no structural conflict of interest; and,
- Have other specific knowledge and/or experience that the Governance Committee may identify from time to time.

Recruitment

Recruitment of trustees is an ongoing process supported by Trustees and Community members. Recruitment shall consider and address any barriers to provide opportunities for all individuals to apply to the Board and ensure that everyone has an equal opportunity to access and participate in the application process. It is understood that it is best practice to focus on recruiting a skills-based board that is independent of any one interest group.

Recruitment shall consider a blend of Trustee experience and turnover to provide an appropriate balance of stability, knowledge, fresh ideas, and energy. The process shall include contact with a wide variety of people and organizations.

The recruitment process can be either active when a Board Vacancy is anticipated or passive to encourage potential candidates to consider serving on the Board at a future date. Both should generate a pool of potential candidates.

Board information contained within the Brescia Website shall contain information about the opportunity to be a Board member. When actively recruiting, a variety of platforms shall be utilized such as social media, and sites that attract candidates may be used to create a broad and diverse group of candidates.

Board recruitment should be initiated such that final nominations can be considered by the Board no later than the June Board Meeting. In the event that a Board member resigns the timeline will be adjusted accordingly.

Selection/Nomination

Prospective Trustees and Community Members will be required to complete an Application Form and attach their C.V. The application form shall include biographical information, qualifications, governance experience, and an indication of commitment to and interest in Brescia's purpose and mandate.

A Nominations Working Group (at least two trustees) will identify what skills, knowledge, and abilities are needed, approve communications, facilitate the interview and selection of candidates, conduct reference checks, and prepare a recommendation to the Governance Committee for consideration (see Appendix A).

Interviews will be facilitated by the Nominations Working Group for qualified candidates recognizing that this may require a short-list. The interview shall be conducted by two Trustees and should include either the Chair and/or Vice-Chair/Past Chair of the Board. It is recommended that a greater number of candidates than vacancies be interviewed. The same interview questions shall be used in the evaluation of all candidates (sample questions are available in Appendix C).

Consideration will be given to each candidate's qualifications, commitments and governing competencies as outlined above and include knowledge, skills, and experience. Additionally, an assessment of where there will be gaps, based on the Board Skills Matrix, as a result of departing Board members (either in the current year or in future) shall be considered.

When assessing and considering candidates, the Nominating Working Group shall consider the importance that the Board be comprised of individuals who have unique experiences, perspectives, and identities (both visible and invisible).

Reference Check

Reference checks of at least three (3) references shall be completed for all candidates that will be recommended to become Board members. Sample questions for the references are included in Appendix D.

Election/Appointment

Once favourable reference checks are obtained, the Nominations Working Group shall submit recommendations to the Governance Committee for approval. Once the Governance Committee has approved candidates, and in the case of Elected Trustees, the Society shall have an opportunity to review the application and CV of candidates. It is within the Society's responsibilities to inform the Board as to whether or not candidates are acceptable. Community Members do not require a review by the Society.

Once candidates are determined as acceptable by the Society, nominations shall be formalized through a written recommendation including candidates application form and CV, and submitted by the Governance Committee and then the Board of Trustees.

Succession Planning

The Governance Committee shall maintain the Skills Matrix (Appendix E) of the current Board members' skills, experience and demographic information and annually identify specific characteristics that should be sought in recruitment, given the Board's current matrix, strategic priorities, and Board needs.

Board succession planning shall consider the progress of a trustee's expertise and experience as they progress from a Board member, possibly to chair of a committee and perhaps Vice-Chair and/or Chair of the Board.

Reappointment Process

Current Board members whose terms are expiring are not automatically re-elected but are considered for reappointment in light of the manner in which they discharged their governance duties and responsibilities.

Those wishing to stand for re-appointment will be requested to update their application form outlining relevant background and skills they bring to the Board as a member.

Interviews for those seeking re-appointment will be conducted by two of the following: Board Chair, Vice-Chair, and Governance Committee Chair with recommendations submitted to the Board for approval.

Orientation & Onboarding

Orientation recognizes that inclusion is the intentional process of creating a cultural space where all people are welcomed, respected, and feel that they belong. An inclusive culture is one in which people feel comfortable being their authentic selves openly and where their unique contributions are valued.

New Trustees and Community Members shall complete Board Member Orientation as soon as possible following their election/appointment.

Orientation may include the following:

- Foundational Elements (Brescia Organization; Mission, Vision, Values; Strategic Plan (including Strategic Directions and Outcomes, Board Policy Overview; OWL Overview)
- Principles of good governance
- Governance at Brescia
- Overview of Academics

New Trustees and Community Members will be assigned a Trustee mentor for at least the first 12 months of their service.

Education

Board education is intended to create an environment of continuous improvement to expand governance skills, knowledge, and abilities to support a high performing Board. In addition, education is intended to support effective functioning of the Board overall. Education opportunities, and the determination of priorities, will be determined and initiated by the Board. The Governance Committee may assist in the operationalization of education sessions. Following Education sessions, the Board will clearly determine and document any next steps identified. Both Trustees and Community Members are invited to participate in training opportunities.

March 9, 2023 – To Board of Trustees for approval

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BOARD RECRUITMENT & NOMINATIONS STEPS

The information below is a guideline.

Nominations Working Group:

Identify projected skills, knowledge, and ability gaps of Board Members considering term limits;

Consider a wide range of opportunities for advertising Board Vacancies (social media including Facebook, Twitter, Instagram, LinkedIn, Brescia website; Board Member networks, Alumni Association, Other websites) including a deadline for applications;

Finalize messaging for Social Media and Advertisement on Websites;

Review applications and, if necessary, create a short-list;

Facilitate the interview applicants (two trustees including the Chair and/or Vice-Chair/Past Chair of the Board);

Debrief interviews;

Conduct reference checks;

Prepare recommendations for the Governance Committee.

Governance Committee:

Make recommendations to the Board of Trustees.

Board Chair:

Liaise with the Society to ensure a review of recommended applicants (not required for Community Members).

Board of Trustees:

Approve the appointment of Community Members and elect Board Members.

Approved March 9, 2023

BRESCIA BOARD OF TRUSTEES - APPLICATION

Thank you for your interest in serving on the Brescia Board. If you have any questions about the application process or require assistance, please contact Dr. Laretta Frederking, President of Brescia University College at (lfrederk@uwo.ca) *(To Be amended to Board Associate Secretary when filled).*

Please complete the following information and submit it, along with a copy of your current resume/CV to (lfrederk@uwo.ca) *(To Be amended to Board Associate Secretary when filled).* Deadline for applications is *(insert date).*

Contact Information			
Name:			
Address:			
Phone (Cell)		Phone (Home)	
Email Address			

The array of skills, experiences, knowledge, and diversity that individuals can bring to the Board are important considerations in the recruitment, selection, and nomination process.

Please indicate your areas of knowledge, skills and experience by clicking on the relevant boxes in the table below and include a brief explanation as to the rationale for choosing the rating you did. It is not expected that you possess knowledge, skills and experience in all the areas set out in the table.

The scale is based on the following:

None - No experience

Minimal/Basic - A general level of understanding

Skilled - Significant operations experience/expertise in the area

Advanced/Expert – Senior level executive and/or professional designation (if applicable)

Section 1: Skills Matrix

Board Governance			
None <input type="checkbox"/>	Minimal/Basic <input type="checkbox"/>	Skilled <input type="checkbox"/>	Advanced/Expert <input type="checkbox"/>
A Brief explanation of the rational for choosing the rating you did:			
Strategic Oversight			
None <input type="checkbox"/>	Minimal/Basic <input type="checkbox"/>	Skilled <input type="checkbox"/>	Advanced/Expert <input type="checkbox"/>
A Brief explanation of the rational for choosing the rating you did:			
Equity, Diversity, Inclusion, Indigenization/Decolonization Expertise			
None <input type="checkbox"/>	Minimal/Basic <input type="checkbox"/>	Skilled <input type="checkbox"/>	Advanced/Expert <input type="checkbox"/>
A Brief explanation of the rational for choosing the rating you did:			
Finance			
None <input type="checkbox"/>	Minimal/Basic <input type="checkbox"/>	Skilled <input type="checkbox"/>	Advanced/Expert <input type="checkbox"/>
A Brief explanation of the rational for choosing the rating you did:			
Human Resources Management			
None <input type="checkbox"/>	Minimal/Basic <input type="checkbox"/>	Skilled <input type="checkbox"/>	Advanced/Expert <input type="checkbox"/>
A Brief explanation of the rational for choosing the rating you did:			
Labour Relations			
None <input type="checkbox"/>	Minimal/Basic <input type="checkbox"/>	Skilled <input type="checkbox"/>	Advanced/Expert <input type="checkbox"/>
A Brief explanation of the rational for choosing the rating you did:			
Legal			
None <input type="checkbox"/>	Minimal/Basic <input type="checkbox"/>	Skilled <input type="checkbox"/>	Advanced/Expert <input type="checkbox"/>
A Brief explanation of the rational for choosing the rating you did:			
Risk Management			
None <input type="checkbox"/>	Minimal/Basic <input type="checkbox"/>	Skilled <input type="checkbox"/>	Advanced/Expert <input type="checkbox"/>
A Brief explanation of the rational for choosing the rating you did:			

Section 2 Board Governance:

Considering the context of Board Governance, please provide a brief answer to the following:
Please provide a brief answer to the following in the context of Board governance:

As a Brescia Board Member:

- a) How would you support Brescia's Mission, Vision, and values?

Answer:

- b) How will you support the Brescia Board with regards to team development?

Answer:

- c) Where there are multiple perspectives shared during a group discussion, how would you support arriving at a consensus?

Answer:

Section 3: Other Knowledge, Skills and Experience

Describe other knowledge, skills and experience that you feel you bring to Brescia as a member of the Board of Trustees?

Answer:

Section 4: Conflict of Interest Disclosure

Committee members must avoid conflicts between their self-interest and their duty to Brescia. In the space below, please identify any relationship with any organization or individual that may create a conflict of interest, or the appearance of a conflict of interest, by virtue of being appointed to and serving the Brescia Board of Trustees.

Are you related to or have a personal relationship with a staff or faculty member of Brescia?	
Yes <input type="checkbox"/>	No: <input type="checkbox"/>
If Yes, please indicate that person's name(s) and relationship to you below:	

Are you related to or have a personal relationship with any current member of the Board?	
Yes <input type="checkbox"/>	No: <input type="checkbox"/>
If Yes, please indicate that person's name(s) and relationship to you below:	

Section 6: Diversity

The Board is committed to diversity. Completion of the following section is optional:

You may wish to indicate the following:	
Disability/Diverse-ability	
Gender expression and/or identity	
Identification as a visible minority	
Indigenous identity	
LGBTQ2S+ identity	
Equity deserving group status and ethnicity	
Religion	

Section 7: Declaration

By submitting this application, I declare that:

- a) I am able to comply with the requirements listed in the *Role of Trustees* Policy;
- b) I have declared all Conflicts of Interest; and,
- c) The information contained in this application and in my resume/CV is true and complete.

Signature	
Date	

DRAFT

Interview Guide to Support Selection of Brescia Board Members

CANDIDATE:

Date:

Interview Guide to Support Selection of Brescia Board Members

The goal of the questions is to determine nominees who will effectively support the Board. At a high level, this will include an assessment, through the questions of:

- More about their interest in standing for nomination;
- Their willingness and ability to devote the time required to orientation, Board and Board Committee responsibilities as either an Elected Trustee or a Community Member;
- Their skill sets and governance/leadership track record; and,
- Their commitment and interest in the mission of Brescia

The initial approach will be exploratory with no commitment on behalf of Brescia. In support of inclusion, it is best to utilize the same interview framework for each interview.

Each question will be scored out of 4 (4 = excellent; 3 = suitable/capacity for success; 2 = limited possibility of success ; 1 = unsuitable)

Welcome & Introductions

*The Board is committed to effective governance which includes:
Members that collectively have a diverse set of skills abilities and backgrounds that provide the Board with sufficient expertise and perspectives in the required area defined by the Board.
Members are supported by an orientation program; continuous education; and succession planning.*

QUESTIONS

Scoring: 4 = excellent; 3 = suitable/capacity for success; 2 = limited possibility of success; 1 = unsuitable)

1) Can you share why you are interested in serving on the Brescia Board?

2) Can you commit to the time required, both preparation and meeting time, to serve on the Board?

(Elected Trustees – Annually -5 Board Meetings; 5 Committee Meetings; Orientation & Retreats (at least one annually)

(Community Trustees – 5 Committee Meetings & Orientation)

3) There is an expectation that Board members will contribute to fundraising activities in a way that is appropriate for them. This may involve financial contributions and referrals. What is your level of comfort with this?

Scoring: 4 = excellent; 3 = suitable/capacity for success; 2 = limited possibility of success; 1 = unsuitable)

4) Some Board members have an opportunity to step into a leadership position (eg. Vice-Chair or Chair of a committee or of the Board). With appropriate support, education, and training, are you open to this possibility?

5) What is your understanding of important characteristics and considerations for a high performing and effective Board?

6) How would you define success as a Brescia Board Member?

Scoring: 4 = excellent; 3 = suitable/capacity for success; 2 = limited possibility of success; 1 = unsuitable)

7) Describe your communication skills.

8) Talk about a time when you were responsible for facilitating a discussion where you knew those receiving the information would be resistant or disagree.

Scoring: 4 = excellent; 3 = suitable/capacity for success; 2 = limited possibility of success; 1 = unsuitable)

9) Have you ever been a part of an unmotivated team? What did you do to stay motivated and interested?

10) What is your approach to resolving conflicts between team members?

11) Do you have any questions?

Score:

Maximum (48)

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REFERENCE CHECK GUIDELINES

Candidate:

Reference Information

Name:

Phone:

Cell:

Email:

Note: Reference checks are provided with the Role of Trustee Policy and Strategic Framework in advance

Questions:

- 1) How do you know **X**?
- 2) What do you see as **X**'s strengths?
- 3) What would be challenging for **X** as trustee?
- 4) Can **X** support a group decision even if **X** disagrees with it?
- 5) Did you have an opportunity to review the Role of Trustee Policy (or have governance experience on a Board)? Do you feel **X** will be successful in the role?
- 6) Is there anything else you would like to share?

BRESCIA BOARD OF TRUSTEES – SKILLS MATRIX

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Please indicate your areas of knowledge, skills and experience by clicking on the relevant boxes in the table below and include a brief explanation as to the rational for choosing the rating you did. It is not expected that you possess knowledge, skills and experience in all the areas set out in the table.

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Minimal/Basic - A general level of understanding

Skilled - Significant operations experience/expertise in the area

Advanced/Expert – Senior level executive and/or professional designation (if applicable)

Board Governance							
None	<input type="checkbox"/>	Minimal/Basic	<input type="checkbox"/>	Skilled	<input type="checkbox"/>	Advanced/Expert	<input type="checkbox"/>
A Brief explanation of the rational for choosing the rating you did:							
Strategic Oversight							
None	<input type="checkbox"/>	Minimal/Basic	<input type="checkbox"/>	Skilled	<input type="checkbox"/>	Advanced/Expert	<input type="checkbox"/>
A Brief explanation of the rational for choosing the rating you did:							
Equity, Diversity, Inclusion, Indigenization/Decolonization Expertise							
None	<input type="checkbox"/>	Minimal/Basic	<input type="checkbox"/>	Skilled	<input type="checkbox"/>	Advanced/Expert	<input type="checkbox"/>
A Brief explanation of the rational for choosing the rating you did:							
Finance							
None	<input type="checkbox"/>	Minimal/Basic	<input type="checkbox"/>	Skilled	<input type="checkbox"/>	Advanced/Expert	<input type="checkbox"/>
A Brief explanation of the rational for choosing the rating you did:							

Human Resources Management			
None <input type="checkbox"/>	Minimal/Basic <input type="checkbox"/>	Skilled <input type="checkbox"/>	Advanced/Expert <input type="checkbox"/>
A Brief explanation of the rationale for choosing the rating you did:			
Labour Relations			
None <input type="checkbox"/>	Minimal/Basic <input type="checkbox"/>	Skilled <input type="checkbox"/>	Advanced/Expert <input type="checkbox"/>
A Brief explanation of the rationale for choosing the rating you did:			
Legal			
None <input type="checkbox"/>	Minimal/Basic <input type="checkbox"/>	Skilled <input type="checkbox"/>	Advanced/Expert <input type="checkbox"/>
A Brief explanation of the rationale for choosing the rating you did:			
Risk Management			
None <input type="checkbox"/>	Minimal/Basic <input type="checkbox"/>	Skilled <input type="checkbox"/>	Advanced/Expert <input type="checkbox"/>
A Brief explanation of the rationale for choosing the rating you did:			

Describe other knowledge, skills and experience that you feel you bring to Brescia as a member of the Board of Trustees?

Answer: