



Policy Title	Policy on the Appointment, Review and Renewal of the President of Brescia University College
Issued By	Brescia University College Board of Trustees
Contact	Chair of the Board of Trustees
Approved By	Brescia University College Board of Trustees
Effective Date	March 3, 2015
Revised	March 9, 2022
Next Review	April 2025

POLICY

The Board of Trustees of Brescia University College (the Board) is responsible for the recruitment, appointment and review of the President of Brescia University College (Brescia). There is a deep commitment throughout these processes to the principles of consultation with representatives of Brescia’s campus and broader community. While benefiting from such broad consultation, the ultimate decision and responsibility for the transition of executive leadership of Brescia rests with the Board.

President’s Search Committee

When there is a vacancy or impending vacancy in the position of President, the Chair of the Board will convene, on recommendation from The Board, an *Ad Hoc President’s Search Committee* to advise the Board on an appropriate appointment for this role. This committee will operate as an advisory committee to the Board, mandated to make recommendations as the Board selects the next President for Brescia.

The Search Committee will be determined by the Board of Trustees, including size and composition.

Note: Brescia’s Director of Human Resources (serves as a resource to the Search Committee and is not a member of the Search Committee).

No member of the Search Committee can be an applicant for the position of President.

The Chair of the Board shall either choose to serve as Chair of the *Search Committee*, or shall appoint from among the Trustees of the Board serving on the *Search Committee*, a Chair.

All members of the *Search Committee*, whether Trustees or others representing the Brescia community, will be expected to uphold the Brescia values and adopt an institutional stance throughout the process. Members who are unable to set aside their personal interests in seeking the broader best interests for Brescia will place themselves in a conflict of interest. No one can serve on the *Search Committee* if it is deemed that a conflict of interest existed prior to appointment or developed during the process. Members shall immediately disclose any conflict of interest to the Chair of the *Search Committee*.

Procedures for the Selection of a Brescia President

It is also anticipated that prior to appointing and convening the *Search Committee*, that the Board will conduct a process in keeping with Brescia's procurement policies to secure proposals from several potential recruitment/search consultants (the Search Firm) to assist with the search process. It is further anticipated that the Board will review the proposals received through that process and will then appoint the recruitment/search consultant to assist in the search process.

The Search Firm will recommend and assist the Board in identifying required qualifications for the position and recommend specific steps in the process for Board approval based on current best practices to attract a pool of candidates followed by the selection of a President.

It is anticipated that a comprehensive position prospectus/profile will be created in the early stages of the process with the guidance of the Search Firm, and considering consultation and input from the Brescia Community and follow principles of Equity, Diversity, and Inclusion..

Role of the Search Committee

Subject to specific steps in the process, as approved by the Board based on the Search Firm's recommendations, the role of the *Search Committee* may include:

- To participate fully in the process
- To seek input from the Board via the Board Chair the required qualifications and scope of the President position going forward.
- To conduct the search process with a defined timeline and milestones.
- To provide input into the questions for interviews.
- To participate in interviews with candidates.
- To make recommendations from the Search Committee to the Board for one (1) candidate.

Note: Contract negotiations with the recommended candidate will be managed by the Chair and Vice-Chair/Past Chair in consultation with Brescia's legal counsel and subject to final approval of the Trustees.

Parameters for the Search and Recommendation Process

Without limiting the role of the Board in setting process, the following elements are anticipated:

1. The work of the *Search Committee* will benefit from the administrative support of the Office of the President, where appropriate and as required by the Committee.
2. The incumbent shall not be a member of the *Search Committee*, but this restriction in no way precludes the *Search Committee* from seeking the advice of the current President.
3. The *Search Committee* will seek guidance from the Search Firm with respect to a process for managing the short-listed finalists, balancing Brescia's interest in having a public process with the interest in retaining the best possible candidate for this role, an interest that could result in a confidential process for assessing the short-listed finalists.
4. It is anticipated that the entire selection process will normally be completed within 9 – 12 months.

5. The Chair of the *Search Committee* will provide the Brescia community with updates on the search process as deemed appropriate. The Chair of the *Search Committee* is the only person who will act as spokesperson for the *Search Committee* during the search process.
6. To ensure that the search process respects the professional needs of candidates and is conducted with integrity, strict confidentiality must be maintained by members of the *Search Committee*. In particular, the identity of any candidates under consideration must not be disclosed, even to the constituencies represented by certain members of the *Search Committee*.
7. The Board will normally confine itself to a consideration of one candidate or, in rare cases, a ranked list of two suitable candidates recommended by the *Search Committee*.
8. In rare instances and for compelling reasons, the Board reserves the right if, in their judgment, circumstances warrant to depart from the recommended candidate(s) or from the procedures suggested in this policy. A final decision to appoint will be made by Trustees of the Board, on the basis of a simple majority vote.
9. The Chair of the *Search Committee* is empowered to dismiss a member of that committee if confidentiality is determined to have been violated by that member or if such member is determined by the Chair to have ignored or failed to follow any of the rules and procedures set for this process.
10. The Mother St. Anne Lachance Society will review the background and credentials of the successful applicant for President in so far as relevant to The Society's exercise of its canonical sponsorship responsibilities and will inform the Board of Trustees whether or not such candidate is acceptable.
11. Once the Board has elected to appoint a President and the appointment has been ratified by The Society, the Chair and Vice-Chair/Past Chair of the Board has negotiated the terms and conditions of appointment with that candidate, the Board will provide their approval of the terms and conditions.
12. Following Board approval, the Chair of the Board will work with the President-elect and Brescia staff to create a mutually acceptable communications plan. In particular, this plan may involve collaborating with the home institution of the President-elect to ensure consistency and appropriate sequencing.

Annual Performance Review of the President

The President's performance feedback is provided on an ongoing basis throughout the year, using the Monitoring Reports with regular feedback and dialogue between the Board and the President. This policy describes the process for the Annual President's Performance Evaluation.

The process is designed to be a constructive performance development experience and hence the Board is committed to regular, on time performance evaluation in July annually following conclusion of the Board and academic year. The Board is committed to ensuring there are no surprises at the annual performance evaluation discussion.

In keeping with the *Constitution of the Brescia University College Board of Trustees* “The Board of Trustees will have responsibility for facilitating the annual performance review of the President of Brescia University College, and will annually approve, the performance objectives of the President.”

Achievement of the following major responsibility areas considered by the Board to indicate effective performance by the President along with the successful fulfillment of job requirements in the President’s Position Description Policy:

- Brescia Annual Outcomes and Annual Plan
- Compliance with Operational Risk Boundaries
- Effective Communication and Support of the Board
- Effective Leadership Approach

The purpose of the Annual President’s Performance Evaluation, at a minimum, include:

1. To formally summarize the performance trends identified throughout the year.
2. To make conclusions as to whether job expectations are being met.
3. To provide opportunity to commend the President on performance and provide constructive feedback.
4. To develop specific actions required, if any, to address areas for President improvement or development.

The President performance evaluation is made up of systematic assessment of performance measured by the following components:

1. Meeting President job expectations outlined in the President’s Position Description Policy including achievement of Brescia’s critical outcomes within the Board’s operating risk policies related to prudence and ethics.
2. Achievement of the annual President performance objectives (milestones).
3. Leadership effectiveness in building collaboration and achievement across the university and with our partner organizations.
4. Communication and support to the Board.

The Board will perform a factual, logical, and objective assessment of the President’s performance against the criteria listed above. The annual performance evaluation will be coordinated, prepared, and approved by the Board. An evaluation tool will be used that can be contributed to by all Board members and which addresses all of the criteria above. The Board will ensure that it has budget provision to seek third party support to contribute to the facilitation of the President performance review process, if necessary, as determined by the Board.

Broader stakeholder feedback, regarding specific criteria, may be invited two times in a President’s five-year term; at the conclusion of year one to inform future years and end of year three to evaluate success related to consideration of term renewal. Broader stakeholder groups include without limitation: students, staff, faculty, volunteers, and administration.

Renewal Procedures for the President of Brescia University College

Approximately 18 months prior to the expiry of the first term of the President, in a restricted *in camera* session of the Board, a decision will be considered respecting whether or not it is Brescia's intention to renew and reappoint the President for a subsequent term following the expiry of the initial term. The decision will include, among other things, a consideration of the results of the annual performance reviews of the President held during the initial term of appointment.

The Board may decide to seek renewal of the President without further review. However, in addition to the annual review material, the Board may also elect to seek additional input on the performance of the President from the Brescia community through the appointment of an *Ad Hoc Advisory President's Review Committee*. Should the Board decide to convene such a committee, the Board would create and approve membership and guidelines (including a clear reporting deadline) for such a committee.

Once the Board has arrived at a final intention to either seek or decline the renewal of the President, such decision will be communicated to the President in writing, at least 15 months prior to the expiry of the initial term of appointment.

The President will submit to the Chair of the Board in writing, at least 18 months prior to the expiry of the initial term of the appointment, an indication of their intention to seek or to decline to seek renewal for a subsequent term of office.

In the event that both the Board and the President have indicated an intention to seek a renewal of the President for a subsequent term, the Chair and the Vice-Chair/Past Chair of the Board and the President will enter into negotiations surrounding the terms and conditions of such renewal. Such agreement is subject to approval by the Board.

In the event that renewal to a subsequent term will not be sought, as a result of the intention of the Board and/or of the President the Board shall proceed with the process of convening a *Search Committee* in keeping with this policy.

It is recognized that a President may serve multiple subsequent terms of appointment, if deemed to be in the best interests of Brescia, by the Board, and the incumbent.

Vacancy Prior to the Expiry of the Term of Appointment of the President

In the event that an unanticipated vacancy arises in the Office of the President prior to the expiry of the President's term of office, either in the initial or any subsequent appointments, due to resignation, death or removal of the President from their office for any reason, the Board will immediately appoint an Acting President to assume the responsibilities of the President, so that wherever possible, no vacancy will occur in that office. The Board will then act to identify and appoint an Interim President to serve during the search for the new President.

Similarly, a President who is scheduled to depart at the end of their current term of appointment may agree, if requested by the Board, to extend that term for a limited period of time to avoid a vacancy in the office occurring prior to the arrival of that President's successor, or for any other reason determined by the Board to be in the best interests of Brescia. However, if such an extension is inappropriate or unavailable, an Interim President will be appointed in order to avoid any vacancy in

the Office of the President.

Whatever the circumstances, upon the appointment of an Interim President, pending a selection process, the term of that interim appointment will be clearly set. Unless unavoidable, such term should not exceed 12 months. Once the Board has elected to appoint an Interim President, the Chair and Vice-Chair/Past Chair of the Board will negotiate terms and conditions of appointment with that candidate. The Board shall approve any such agreement.