



Board Policy Title	Board Recruitment and Nominations
Policy Section	Board Process
Policy No	TBA
Issued and Approved by	Board of Trustees
Contact/Committee	Governance Committee
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Frequency of Policy Review By Board	5 Years

POLICY PURPOSE

The purpose of this policy is to define the principles and process that the Brescia Board of Trustees will use to ensure a qualified, diverse, and inclusive Board.

POLICY STATEMENT

The Board of Trustees (Board) of Brescia University College (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:

- A diverse set of skills, abilities, and backgrounds that provide the Board with sufficient expertise and perspectives in the required areas defined by the Board.
- An appropriate orientation program that familiarizes new Trustees with:
 - The mission of Brescia as a Catholic university in the Ursuline Tradition,
 - Brescia’s governance approach, and
 - Key strategic directions, and current and future opportunities, challenges, and issues.
- An ongoing continuing education/orientation program that keeps Trustees current with the post–secondary higher education sector.
- A blend of Trustee experience and turnover that provides an appropriate balance of stability, knowledge, fresh ideas, and energy.
- It is strongly recommended that people interested in serving on the Board start with serving on a Board Committee in one of the community member positions.

The Board is committed to operating a professional nominations process that effectively creates a diverse, inclusive, skilled, and committed Board on an ongoing basis. It is the responsibility of the Board to ensure ongoing and future Board capacity in governance excellence.

POLICY CRITERIA

Trustee Nomination

In order to achieve these objectives, the Board has developed the following procedures for recruitment, nominations, and retention of Trustees:

Coordination of Nominations

- The Governance Committee has the mandate to coordinate the nominations process for the Board. This Committee will support ongoing Trustee recruitment throughout the year to support effective Board succession planning. This work will include identification of a pool of potential candidates for future years.
- The Board will conduct an annual evaluation of its performance against its stated objectives. As well, the Board will conduct an annual assessment of the mix of skills and abilities that individual Trustees contribute, which, combined with a forecast of Trustee turnover, will provide a summary of criteria for new Trustee recruitment.
- In addition to seeking candidates for the Board who bring the needed skills and abilities, the Board will also attempt, to the maximum degree possible, to recruit and be inclusive with Trustees who are representative of the diverse communities represented by Brescia's broader stakeholders.
- The process for recruitment of new Trustees will include contact with a wide variety of people, organizations with connections to Brescia and the broader community. The process will include seeking out suggestions for potential nominations for Trustees who fit Brescia's needs. This process is facilitated through a central application process.

Call for Nominations

- An ongoing call for nominations to the Board will be maintained on the Brescia Board website. In addition, a call for nominations in February will occur each year facilitated by the Governance Committee.
- The call for nominations will be published in an e-mail to Trustees, in Brescia publications, in affordable mediums (e.g. association newsletters, online forums, LinkedIn, etc.).

Submission of Nominations

- All potential candidates will complete an application form which requests their biographical information, their qualifications against the Board's stated requirements, their governance experience, their references, and their commitment to and/or interest in Brescia's purpose and mandate.
- All nominations will be acknowledged at the time of receipt by the Governance Committee using a standardized letter signed by the Chair of the Governance Committee.

Review of Nominations

- The Governance Committee will prepare a Skills Matrix which profiles the Board's recruitment needs cross-referenced to the skill sets, experience, and commitment of potential candidates. The Skills Matrix will be shared with the full Board. This Matrix will be used by the Governance Committee to propose a slate of the potential Trustee candidates to be further researched.
- Applications will be reviewed by the Governance Committee prior to the April Board meeting.

- A slate of the potential recommended nominee candidates will be shared with the Board at its April meeting to seek preliminary feedback.
- Applications will be reviewed by the Governance Committee against the criteria set by the full Board.
- Potential nominees will be approached by the Governance Committee to determine:
 - More about their interest in standing for nomination.
 - Their willingness and ability to devote the time required to orientation, Board and Board Committee responsibilities.
 - Their skill sets and governance/leadership track record.
 - Their commitment and interest in the mission of Brescia.
 - This initial approach will be exploratory with no commitment made on behalf of Brescia.
- The Governance Committee will complete additional review as required.

Recommendations to the Board of Trustees

- At the May Board meeting, the Governance Committee will provide a full profile of the recommended nominees and prepare the recommended slate of candidates to fill available Board positions for the end of June each year.

Nominee Approval

- The full Board will approve or amend the slate of candidates for Board positions at its May meeting.
- The Mother St. Anne Lachance Society will be contacted for their review and approval to the final list of Board nominees prior to going to the Members for final approval in June.

Candidate Notification

- Candidates will then be notified by the Governance Committee Chair such that those approved by the Board can attend the June meeting as guests to observe the meeting.

Final Election of Board Members

- The candidate(s) will be elected to the Board by the Corporate Membership at the AGM in June.

Succession Planning

- The names of proposed candidates who have excellent credentials but whose skill sets are not required in a particular year will be retained on a list (for up to 3 years) for consideration in subsequent years.

Amending Nominations Process Timing as Needed

- The timing of this process can be amended by the Governance Committee should a Board position come available throughout the year.

Trustee Qualifications

- All candidates for nomination will demonstrate the following general commitments and governing competencies:

- Strong belief in the value of women’s higher education and the Brescia University College mission, vision, and mandate.
 - Commitment and passion for Brescia’s Strategic Directions and expected outcomes.
 - Understanding Brescia’s purpose, mission, vision and values.
 - Ability to be a team player with effective inter–personal skills.
 - Demonstrated leadership skills and track record.
 - Capacity to focus outward and on the long–term impact of Brescia.
 - Community respect and knowledge.
 - Ability to interact with complex challenges over time.
 - No specific structural conflict of interest.
 - Ability and intent to participate regularly and devote the required time and energy.
- Trustees will also be required to demonstrate or be prepared to acquire the following governance competencies:
 - 1) Contextual – Takes into account the culture, values, mandate, critical outcomes and norms of the organization.
 - 2) Educational – Becomes well informed about Brescia and about the Board’s own roles, responsibilities, and performance.
 - 3) Interpersonal – Nurtures group development; attends to Board’s collective welfare; fosters sense of cohesiveness, and teamwork.
 - 4) Analytical – Recognizes complexities and subtleties in issues; draws upon multiple perspectives to find appropriate responses to complex problems.
 - 5) Political – Accepts responsibility for developing and maintaining positive relationships with key constituencies and has the ability to build helpful networks with the community at large.
 - 6) Strategic – Helps envision and shape organizational direction (thought leadership) toward Brescia’s long–term outcomes and impact.
 - In addition, the Board annually prepares or refreshes its Board of Trustees Skills Matrix which it will use in February to evaluate the types of skills that need to be recruited for the next Board cycle depending on the anticipated upcoming Board turnover.