

## B – Governance Process

## Recruitment and Orientation of New Governors

### Background

External members of college boards of governors are appointed in accordance with O. Reg. 34/03 made under the Ontario Colleges of Applied Arts and Technology Act, 2002.

Internal governors and student governors are elected according to procedures outlined in B-5 “Effective Student Governor Representation” and B-6 “Election of Internal Board Members” respectively.

The Protocol for Board Nominations and Appointment (October 2010) sets out requirements for recruiting and nominating external Board members for Lieutenant Governor in Council (LGIC) appointment. One-third of external governors are appointed by LGIC while the Board is responsible for making the remaining appointments.

The Northern College Board of Governors is responsible for ensuring that new governors understand:

- the roles and responsibilities of college board members;
- the college governance framework; and
- the issues facing colleges individually and as a system.

### Policy – Recruitment

The Board will ensure that members are recruited in accordance with the Minister’s Binding Policy Directive on Governance and Accountability and consistent with the strategic objectives of the Board.

### Procedure

1. The Vacancy Nominating Committee, a sub-committee of the Board, is responsible for making recommendations concerning the recruitment and selection of external governors. The procedures to be followed by the Vacancy Nominating Committee in the recruitment of new governors are outlined in policy B-4 External Governor Representation.
2. Consistent with best practices recommended by the provincial government, appointment and reappointment terms are staggered to maintain continuity and experience for the Board as a whole.
3. According to the protocol established by the Ministry of Colleges and Universities, the single, overriding principle for nominations and appointments is that all Board appointments and nominees for LGIC appointment are merit-based and, only

qualified and experienced individuals with the necessary skills and knowledge will be considered for nomination. With merit as a precondition, the following other principles come into play:

**Diversity:** the relevant background, experience, and professional skills that the candidate brings to the Board.

**Strategic Directions:** the candidate's capacity to support the College in achieving its strategic directions.

**Probity:** the candidate's commitment to the values and principles of public service.

Ultimately, each college will seek a range of relevant backgrounds for candidates 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.

The Board collectively and individually should demonstrate:

- strong commitment and interest in Northern College
- a connection and understanding of their area communities
- availability and willingness to attend and participate in Board and committee meetings
- comfort/ability in working with a policy governance model
- integrity and accountability
- ethical decision making
- adaptability
- sound judgment and problem-solving
- strong interpersonal skills
- effective communication
- courage of convictions
- positive impact and influence
- creativity
- passion for learning
- commitment and availability
- independence and impartiality.

## **Policy – Orientation of New Governors**

The Board is responsible for implementing an orientation program for all new governors.

### **Procedure**

The orientation program includes the following components:

1. Preparation and distribution of a meeting schedule, sample work plan and the New Governors' Orientation Manual. The Manual includes key information on Board policies and governance, relevant provincial legislation, and a wide range of Northern College information.
2. Delivery of an orientation session to familiarize new governors with their roles and responsibilities, Board governance procedures, and the operation of Northern College.
3. A mentorship program where a new member is paired with a long-standing or previous governor, at the start of their term of appointment. Through an informal process, the new member may seek guidance as well as clarification of matters from their mentor prior to or after Board meetings.

These three components are an integral part of the Northern College Board Orientation program. The Board also encourages new governors to attend Colleges Ontario-led orientation workshops which are held in conjunction with the annual Higher Education Summit.

### **MONITORING SYSTEM**

The Board will evaluate the effectiveness of these strategies for the recruitment and orientation of new governors as part of its annual self-assessment referenced in policy B-7 Board and Member Self Evaluation.