



Board of Governors

| Guidelines

Appointment of a President

I. Roles & Responsibilities

The Board of Governors is responsible for all aspects of the employment relationship with the President of the Nova Scotia Community College, including the President's appointment, review, removal and terms and conditions of employment. The process adopted by the Board for the appointment, review and removal of a President is subject to the approval of the Minister. (*Community Colleges Act*, s. 60)

The Board and its Committees are responsible for different aspects of this relationship.

A. Role of the Full Board of Governors

1. Approving the criteria for appointment of the President.
2. Appointing the President.
3. Providing input into, and reviewing, the evaluation of the President.
4. Removing the President from office.
5. Obtaining the approval of the Minister for the guidelines governing the process of appointing, reviewing, and removing the President.

B. Role of the Executive Committee of the Board

1. Managing and negotiating all terms and conditions of the President's employment relationship with the NSCC Board of Governors informed by consultation with Advanced Education and alignment with the *Compensation Framework for Chief Executive Officers of Nova Scotia Government Agencies* per the *Personal Services Contract Regulations*.
2. Evaluating the President.
3. Reviewing and recommending to the Board of Governors any revisions to the guidelines governing the process of appointing, reviewing, and removing the President, pending Ministerial approval.
4. Determining the selection process for the Search Committee membership and selecting its members.

C. Role of the Search Committee of the Board

1. Carrying out the process of recruiting, selecting, and recommending presidential candidates for approval to the Board of Governors.

II. Renewal of an Incumbent President

A. Executive Committee of the Board

1. Upon an incumbent President coming to the end of his or her term, the Executive Committee of the Board shall decide whether to recommend a renewed term.
2. The Executive Committee of the Board shall submit its recommendation to the Board in a timely manner in an in-camera session of the Board.

B. Full Board of Governors

1. If the Board accepts a recommendation to renew the current President's contract, it shall pass a motion formally affirming the decision and directing the Executive Committee of the Board to negotiate and execute the terms and conditions of the employment relationship in consultation with Advanced Education to ensure alignment with the *Compensation Framework for Chief Executive Officers of Nova Scotia Government Agencies* per the *Personal Services Contract Regulations*.
2. If the Board accepts a recommendation not to renew the term for the current President, it shall pass a motion formally affirming the decision and directing the Executive Committee of the Board to initiate a presidential search which would include a first step of reviewing and recommending any necessary revisions of the Board of Governors Guidelines for Appointment of a President for Board approval, pending Ministerial approval.

III. Departure of an Incumbent President

A. Executive Committee of the Board

1. Upon being notified of an incumbent President's intention not to seek a renewed term, retirement, resignation, dismissal, incapacity, or death, the Executive Committee of the Board shall clarify the circumstances surrounding the departure of the President and consult the College's legal counsel.
2. The Executive Committee of the Board shall inform the Board in a timely manner of its findings in an in-camera session.

B. Full Board of Governors

1. The Board shall ensure that either the incumbent President will continue to serve until a new President is installed, or that an **Acting** or **Interim President** is appointed.

Acting President: A caretaker with limited presidential authority, who acts for a short period of time. The individual can be a candidate for the permanent Presidency.

Interim President: Hired to take charge, with full presidential authority, to take whatever action might be necessary to pave the way for a new President. The individual cannot be a candidate for the permanent Presidency.

2. The Board shall pass a motion formally affirming the decision and directing the Executive Committee of the Board to initiate a presidential search which would include a first step of reviewing and recommending any necessary revisions of the Board of Governors Guidelines for Appointment of a President for Board approval, pending Ministerial approval.

IV. Search Committee of the Board Terms of Reference

A. Purpose

1. The Search Committee is responsible for carrying out the Presidential Search and Recruitment Process, the goal of which is the recommendation of an individual or individuals for consideration of appointment to the position of President for Board approval. The Board is responsible for making the final selection and appointment of a President.
2. All information discussed by the Search Committee shall be held in strict confidence.
3. All members of the Search Committee shall act in the best interests of NSCC and not a member's self-interest or the interests of any specific group or constituency. Members have a duty to disclose any conflict of interest or perceived conflict of interest to be assessed by the Chair of the Search Committee in accordance with the Board of Governors' Conflict of Interest Policy.

B. Membership

The membership of the Search Committee shall be chosen by the Executive Committee of the Board and shall take into consideration the person's knowledge of occupations that are of particular significance to the labour market and economic needs of the Province; and the desirability of achieving on the Committee an equitable representation of the diversity of educational and community interests served by the programs and services of the College. The membership shall, where possible, include:

1. Current Chair of the Board;
2. Current Vice Chair of the Board;
3. Three current members of the Board who are not employees, nor students at the College and whose term is expected to endure for the duration of the recruitment process, and where possible shall include the Governor who serves on both the Foundation Board of Directors and NSCC Board of Governors;
4. One current employee of the College whose employment is expected to endure for the duration of the recruitment process;
5. One current student at the College whose status is expected to endure for the duration of the recruitment process;

6. One person from industry to ensure inclusion of persons with knowledge of occupations that are of a particular significance to the labour market and economic needs of the Province. Examples include a member from the Nova Scotia Apprenticeship Agency (NSAA) Board, an industry partner, a program advisory committee member, etc.;
7. One person from community to ensure inclusion of persons with knowledge of community interests served by programs and services of the College;
8. Current Secretary, Board of Governors, who will serve as a non-voting member and Secretary to the Search Committee providing administrative functions to the Committee as required;
9. Current senior public affairs employee of the College who will serve as a non-voting member and support all communication needs of the Search Committee and the Board related to the search and presidential transition; and
10. The Chair of the Board, the Vice Chair of the Board, or one of the three current Board Members who are selected to serve on the Search Committee will serve as Chair of the Search Committee as determined by the Executive Committee of the Board.

C. Goals and Tasks

In carrying out its duties, the Search Committee **may**:

1. Upon direction from the Executive Committee of the Board, engage the services of a search consultant/firm, while adhering to appropriate procurement policies and procedures, to assist in the search.
2. Organize and participate in an Orientation Process to assure committee alignment and understanding of the process and responsibilities.
3. Consult with the College's Director of Human Resources, and/or other senior human resources staff of the College for confidential advice when necessary.

In carrying out the Presidential Search and Recruitment Process, the Search Committee **shall**:

1. Solicit the views of the College community (including but not limited to the Board of Governors, Foundation Board of Directors' Chair, Foundation Board of Directors, President's direct reports, staff, and students) regarding the recommended qualifications for the position of President using whatever methods are appropriate.
2. Establish the recommended qualifications for the position of President.

3. Receive the instructions of the Executive Committee of the Board regarding the salary and benefits range for the position of President.
4. Receive the instructions of the Executive Committee to establish whether the recommended term of appointment for the position of President will be fixed or negotiable.
5. Establish an institutional profile.
6. Submit the recommended qualifications, and institutional profile to the Board for approval.
7. Publicize the approved qualifications, and institutional profile, and invite nominations and applications for the position.
8. Based upon the approved qualifications, establish the criteria to be used for interviewing and evaluating the preferred candidates.
9. Establish a long list of candidates.
10. Shorten the long list of candidates to a preferred list for interviews.
11. Interview the preferred list of candidates.
12. Rank interviewed candidates in order of preference;
 - a. If more than one candidate is recommended, set a schedule for in-camera interviews and presentations to the full Board for the top ranked candidates, and circulate an information package to Board members on each of the candidates that includes their résumés and the evaluations of the Search Committee.
 - b. If only one candidate is recommended by the Search Committee, the Board reserves the right to interview the one candidate in an in-camera setting or accept the recommendation of the Search Committee without an interview.

D. Role of the Board of Governors

1. When the Board selects its preferred candidate, they shall affirm their decision with a formal motion, pending satisfactory references, and direct the Executive Committee of the Board to negotiate and execute the terms and conditions of the employment relationship.
2. If the Board is not satisfied with the recommended candidate(s), it shall request the Search Committee to determine whether the Search and Recruitment Process produced any other candidates who should be considered by the Board, and shall, if necessary, instruct the Search Committee to initiate a new Presidential Search and Recruitment Process.

V. Finalizing the Search and Relationship

Upon completion of the Presidential Selection and Evaluation Process, the Search Committee Secretary summarizes the process and submits a written report of the Search Committee's work for the Board records. This confidential report is filed with Board records.

A. Executive Committee of the Board

1. The Executive Committee of the Board shall negotiate and execute the terms and conditions of employment for the President informed by consultation with Advanced Education and shall hold such terms and conditions in strict confidence.
2. The Executive Committee of the Board shall direct College Administration to publicize the results of the Search to the College community, key partners, and general public.