



**PROTOCOL FOR BOARD NOMINATIONS  
AND APPOINTMENTS  
FOR  
EXTERNAL GOVERNORS**

<b>APPROVED BY:</b>	Board of Governors	<b>DATE:</b>	March 8, 2023
<b>REVIEWED BY:</b>	Nominating Committee	<b>DATE:</b>	January 10, 2023
<b>SUPERCEDES:</b>	October 2022		
<b>UPDATED:</b>	March 2023		

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## PURPOSE

The purpose of this protocol document is to ensure a comprehensive and thorough process is used to ensure effective appointments to the Board of Governors of Confederation College. The protocol also complies with the Provincial Government's Protocol for Board Nominations and Appointments, issued on April 1, 2003 and revised in January 2011.

Quotes in this Confederation College protocol are from the above noted document.

## BOARD OF GOVERNORS' PROFILE

The goals in board membership are twofold. First, to attract members who will effectively support and represent the college as a whole; and second, to ensure a judicious mix of regional, sectoral and special interests integral to the growth of Northwestern Ontario. Strong and appropriate governor representation facilitates the work and development of Confederation College. The Council notes two key qualifications for governors: merit and diversity.

### 1. QUALIFICATIONS FOR GOVERNORS

In accordance with the *Ontario Not-For-Profit Corporations Act*, a governor must be an individual who:

- Is eighteen or more years of age;
- Is not an undischarged bankrupt;
- Has not been found **under** the *Substitute Decisions Act, 1992* or under the *Mental Health Act* to be incapable of managing property;
- Has not been found to be incapable by any court in Canada or elsewhere; and
- Has not been declared an ineligible individual under the *Income Tax Act* (Canada).

### 2. MERIT

"The single, overriding principle for nominations and appointments is that all appointments are merit based. Qualified and experienced individuals who bring necessary skills and knowledge to the table will be considered for nomination." (p. 4)

"The role of the board is to provide stewardship to the organization." (page 13)

This role is clearly articulated in the Confederation College Board Policies:

- Ends Policies
- Executive Limitations Policies
- Governance Process Policies
- Board-President Relationships

The statement above "will confirm the separation of the Board's responsibility for setting the strategic and policy direction of the college and management's responsibility for the management of the college," (p. 13).

All governors should bring skills and experience in the key areas and agree to commit the time and resources necessary to carry out their responsibilities effectively.

1. Strategic Thinking: Potential governors should demonstrate strategic leadership experience within their own organizations and communities. They should be known for “big picture” thinking.
2. Broad Perspectives: Potential governors should demonstrate a broad understanding of social and economic issues in northwestern Ontario. They should be seen as visionaries and open to new ideas and perspectives.
3. Advocacy: Potential governors should be seen as advocates within their current spheres of influence. They should understand the importance of advocating on behalf of the college and possibly bring government and business connections that match with college strategic directions and programming.
4. Strategic Directions: “Appointments will support the strategic directions for the individual college. The strategic directions will determine the necessary skills and knowledge for Board candidates. Candidates can be drawn from anywhere in Ontario, Canada, and even North America.” (p. 4)
5. Probity: “Appointments will be guided by probity. Individuals will understand that their responsibilities as a candidate for governor mean a commitment to the principles and values of public service and the success of the college, and to acting collectively with the Board and not representing constituent interests. Individuals are free from conflict of interest.” (p. 5)
6. Technical Expertise

### 3. DIVERSITY

“Nominations and appointments will reflect the diversity in the range of relevant background, experience, and professional skills.” (p. 4)

In addition to the “merit” criteria identified above there are several other significant factors that shape the composition of Confederation College’s Board of Governors.

1. Economic Sectors and Occupations: There is a need to ensure that the diverse economic sectors, professions, and occupations of northwestern Ontario, served by the college, are generally reflected in the make-up of the Board. The current make-up is reflected in the document “Board Profile” Appendix A and will be used in the Nominating Committee review process. The potential Board profile is also reviewed and used to determine gaps in Board representation.

2. Indigenous Representation: The development of an Indigenous “College within and throughout” Confederation College has been part of ongoing discussions between the Board of Governors and the Indigenous Postsecondary Education Training Council. The official naming of “Negahneewin College of Indigenous Relations provided confirmation of the process to affirm the work of the council toward a meaningful and long-term partnership at Confederation College. This partnership provides opportunities to advance mutual interests and lead the way in Indigenous Education. Consequently, one governor will be appointed by Negahneewin Council to sit on the College Board of Governors as its representative. This does not preclude Indigenous people from serving in other capacities on the Board to represent other sectors, occupations, geographic areas, etc.
3. Geographic Representation: It is essential that the board reflect the vast geographic region of northwestern Ontario. The college maintains campuses in Kenora, Dryden, Fort Frances, Sioux Lookout, Greenstone, Marathon, Red Lake and Wawa, and from time to time offers programs in most communities throughout the region. The Board will seek to recruit four Board members from the following communities or their surrounding municipalities:
  - Rainy River District
  - Kenora/Red Lake area
  - Dryden/Sioux Lookout area
  - Eastern Region (Marathon-Greenstone-Wawa).
4. Workforce Representation: A significant segment of the population of northwestern Ontario is represented by labour unions. The college respects and values its professional relationship with regional labour organizations at the governance level. The workforce representative will bring the core qualifications outlined under the “merit” criteria above but will also bring a broad understanding of labour issues throughout northwestern Ontario and across all areas of the workforce, both organized and unorganized.
5. Demographic Representation: The Board has adopted a policy for the college on education and employment equity, the principles, and goals of which are reflected in Board of Governors’ membership. Considerations might include other areas such as alumni, gender, Indigenous people, racialized people, persons with disabilities and the LGBTQ2S\* community.
6. Technical Expertise: Candidates may bring technical expertise in areas such as: strategic planning, internal controls, information systems, risk management, finance, regulatory, HR, asset management.
7. Other Considerations: Governor terms should be staggered to ensure an orderly transition when governors leave.

## **BOARD PROCESS – APPOINTMENT OF NEW EXTERNAL GOVERNORS**

When an external governor seat is being vacated the following process will unfold:

1. The Nominating Committee will meet to review the vacancy(ies) considering this protocol document and review a current Board Profile and an Economic Sector/Occupation Matrix to identify gaps in the Board profile and brainstorm potential candidates for future openings.
2. A gap analysis will be made to determine the needs of the Board according considering merit and diversity. The gap analysis must include the consideration of specific criteria required in the future to appropriately fill vacancies on all committees, including the Executive Committee. These criteria must include the willingness and capability of sufficient candidates to actively participate in all Executive Committee positions and any specific designation or qualification to adequately staff all committees.
3. A desired candidate profile will be developed to meet the gaps. In addition to considering the gaps in the Board Profile and Economic Sector/Occupation Matrix, the Nominating Committee will also give consideration to the candidates previous Board experience, i.e. types of Boards, number of years of experience, etc. when selecting a candidate for interview.
4. A potential list of candidate(s) will be generated from the existing bank, advisory committees, governors, administration, etc. Advertising may be necessary.

“Colleges are expected to advertise board vacancies on their websites. Other media may be used as appropriate to promote a broadly inclusive and transparent recruitment process. College boards should contact potential board members to gauge their interest in, and commitment to, the role of college board governor. College boards are to interview short-listed potential nominees.” (p. 6)
5. Potential candidate(s) will be provided with the following documents to assist in their understanding of the role, responsibility, and commitment of governors:
  - Strategic Plan
  - Board By-law
  - Ends Policies / Executive Limitations / Governance Process Policies / Board-President Relationship Policies
  - Existing Meeting Schedule
  - Standard Candidate Interview Questions (Attachment B)
6. The candidate(s) shall meet with the committee (or a member(s) designated by the committee) to review the standard questions (Attachment B) and determine if a “fit” exists.

NOTE: It is recommended that a minimum of three (3) people be on the interview panel.

Applications will be accepted until the Nominating Committee has selected a candidate(s) to be presented to the Board for approval.

In the event no candidate can be selected from the applications received, the process will be reinitiated.

7. Once interviews are completed, the Committee will assign an appropriate member, from the interview panel, to personally check the references of every potentially successful candidate prior to any recommendation to the Board.
8. If the candidate is a suitable fit for the Board, the Chair of the Nominating Committee, or designate, will contact the candidate to advise and ask that they request a Police Record Search from their local police detachment. A letter requesting the police record search will be forwarded to the candidate by the Board Secretary (Attachment D).

Once a negative\* police record search has been received, the name of the candidate will be recommended to the Board of Governors for approval. (\*Negative means that no information was revealed that can be disclosed in accordance with federal laws and RCMP policies.)

In order to meet the requirements of Section 22 – Nominating Committee of the by-law to that the Nominating Committee make a recommendation of candidate(s) for external Board and LGIC appointments and reappointments no later than June of each year, it may be necessary to obtain the Board's approval of the appointment pending the receipt of the police record search.

In the event a criminal record is disclosed, each situation will be assessed by the Nominating Committee to determine to what extent the individual would pose a risk to Confederation College. Consideration will be given to the following factors:

- The nature of the offence(s) and the number of convictions;
- The sentence(s) received;
- The length of time since the most recent conviction;
- Any rehabilitative efforts made by the candidate;
- The specific duties and responsibilities of the position and the relevance of the particular criminal conviction to the position; and
- Any other factors deemed relevant.

Individuals who fail to provide a Criminal Reference Check, having been requested to do so, within three (3) months of the request, will be considered terminated from the Board.

9. The recommended candidates, along with their applications and resumes, will be presented at the next Board of Governors' (In Camera) meeting for consideration.

In the event that the Nominating Committee puts forward more names than there are vacancies, the Board will give consideration to each candidate individually and vote on them separately.

10. Once approved by the Board, the candidates will be contacted by the Chair of the Committee, as soon as possible, to advise of their official appointment. Unsuccessful candidates will be advised by written correspondence.

11. The Chair of the Nominating Committee or his/her designate will notify candidates as soon as possible after their official appointment.

As a rule, the candidates will assume their position as Governor on September 1 for the academic year. The terms are for three years and can be renewed for an additional three years, to a maximum of six consecutive years.

Individuals can be reappointed, following the initial six-year term, following an absence of two years.

12. In accordance with the *Ontario Non-for-Profit Corporations Act* (ONCA), all governors must consent to hold office before or within 10 days of election or appointment. (Attachment E). Signed consents shall be maintained as part of the Corporate Record.

13. All newly appointed governors will be requested to sign the following, at orientation or their first meeting:

- Self Disclosure Form (Attachment F)
- Governor Commitment Form (Attachment G)



## **BOARD PROCESS – REAPPOINTMENT OF EXTERNAL GOVERNORS**

Section 4(6) of Ontario Regulation 34/03 for the *Ontario Colleges of Applied Arts and Technology Act, 2002* states: “A member of a board of governors appointed under subsection (2) or elected under clause (1) (c), other than a member elected by the students, shall hold office for a term not to exceed three years and shall not serve for more than six years consecutively but is eligible for reappointment or re-election, as the case may be, after two years absence from the board for successive terms not to exceed six years in total.”

Reappointments will be made in the following way:

1. The Nominating Committee will meet approximately 6 months prior to the end of a governor’s term to review the governor’s candidacy for reappointment.
2. The governor will be asked by the committee chair if he/she wishes to continue.
3. The committee will assess the candidate’s reappointment on the basis of:
  - Attendance
  - Participation on committees
  - Contribution to discussions
4. If necessary, the committee or its chair may wish to interview the governor to ensure a continued fit with the protocol and Board profile.  
The committee will make a recommendation to the Board, for approval.

In accordance with Section 22 – Nominating Committee of By-law No. 1, “the Nominating Committee shall: Properly screen potential Board members according to Board-stated needs by no later than June of each year.”

External Governors eligible for reappointment do not have to acquire another Police Record Search prior to reappointment.

## LIEUTENANT GOVERNOR IN COUNCIL APPOINTMENTS

In the event that the external governor will be appointed by the Lieutenant Governor in Council (LGIC), the Board of Governors for Confederation College “is expected to follow the same processes that are used in the recruitment of potential members to be appointed by the boards themselves.” (p. 5)

Effective October 1, 2010 college boards directly appoint two-thirds of their external board members. The remaining one-third of external members are appointed by the LGIC. LGIC appointments are made by Order-in-Council. The administrative screening and processing of LGIC nominations and appointments is conducted by the government Public Appointments Secretariat (PAS).

For each vacancy to be filled by a LGIC appointee (including reappointments), colleges are expected to put forward up to 3 nominees. Members of the public may also submit their names for consideration directly through the PAS.

The nominees put forward by the College will be requested to complete an online account on the Public Appointment Secretariat website at [www.pas.gov.on.ca](http://www.pas.gov.on.ca) by the Nominating Committee Chair or designate.

The following signed original documentation will be submitted for each nominee to the Manager of the Colleges Unit of the Ministry by Confederation College:

- Governor Appointment Assessment form, completed by the Board of Governors and signed by the college President or Board Chair; (Attachment G)
- Nominee Resume; and,
- Board Skills Matrix/Profile, showing where the nominee fits.

The Minister of Colleges and Universities’ office will recommend candidates to Cabinet for LGIC appointment from among those nominated by college boards and those submitted directly to the PAS. Recommended candidates will be requested, individually or through the College, to complete PAS Personal & Conflict of Interest Disclosure Statement, parts 1 and 2, completed according to the instructions on the form.

Nominees recommended by Cabinet for LGIC appointment may be called before the Standing Committee on Government Agencies for an interview. If this is the case, the Ministry of Colleges and Universities will contact the candidate to provide assistance.

Once the Ministry receives confirmation that the LGIC has signed the Order In Council (OIC) for a new nominee, the Ministry notifies the college of the results with an informal call from a senior Ministry official. Based on the Ministry phone call, colleges may notify successful nominees and commence arrangements for orientation and training.

New appointees will be officially informed of their appointment via a letter from the Minister with a copy to the college president and the board chair.

NOTE: Applicants who are not selected for appointment are notified by the colleges themselves unless they are nominees submitted directly to the PAS.

### **LGIC - REAPPOINTMENT**

The Governor shall complete and submit the following to renew their LGIC appointment:

- Governor Reappointment Form (Attachment H)

The Board will approve the reappointments or recommend the reappointment(s) as an LGIC appointment.

Section 4(2(1)) of Ontario Regulation 34/03 for the *Ontario Colleges of Applied Arts and Technology Act, 2002* states: "A member of the board appointed by the Lieutenant Governor in Council shall not participate in a vote of the board relating to a renewal or extension of his or her appointment."

As per the Ministry of Colleges and Universities, LGIC applications for appointment or reappointment are due to them by December 15<sup>th</sup> of each year, unless otherwise identified by MCU.

Guidance on Appointments and Effective Governance of the province's *Protocol for Board Nominations and Appointments* provides additional information regarding the importance of a good nominating and appointment process in support of effective governance and can be found at the link below.

<http://www.tcu.gov.on.ca/pepg/documents/BoardAppointProtocol.pdf>

## BOARD STRUCTURE SUMMARY

Section 4 of Ontario Regulation 34/03 for the *Ontario Colleges of Applied Arts and Technology Act, 2002* states:

- (1) A board of governors of a college shall be composed of:
  - (a) an even number of members, as established by the by-laws of the board of governors, of not less than 12 and not more than 20 members to be appointed in accordance with subsection (2);
  - (b) the president of the college, by virtue of office, as a voting member; and
  - (c) one student, one academic staff member, one administrative staff member and one support staff member, each of whom shall be elected by the students or by the relevant staff group. O. Reg. 34/03, s. 4 (1); O. Reg. 169/10, s. 2 (1).
- (2) On and after October 1, 2010, the members of a board of governors appointed under clause (1) (a) shall be appointed as follows:
  1. The following number of members shall be appointed by the Lieutenant Governor in Council:
    - i. If, under the board's by-laws, the total number of members to be appointed under clause (1) (a) is 12, four of the members shall be appointed by the Lieutenant Governor in Council.
  2. The remaining members of the board to be appointed under clause (1) (a) shall be appointed by the members of the board holding office at the time of the appointment, subject to paragraph 3.

## TOTAL OF 17 GOVERNORS

### 12 EXTERNAL GOVERNORS (8 APPOINTED BY THE BOARD – 4 BY THE LGIC)

The Board will seek to have representation in the following areas:

- Rainy River
- Kenora/Red Lake
- Dryden/Sioux Lookout
- Eastern Region (Marathon/Greenstone/Wawa)
- Negahneewin Council
- Workforce
- Six (6) At-Large

### 5 INTERNAL GOVERNORS (ELECTED BY PEER GROUPS UNLESS OTHERWISE STATED)

- President (Ex-Officio - Voting) – BY NATURE OF THE OFFICE
- Administrative Staff
- Faculty
- Support Staff
- Student (One Year Term)

**ATTACHMENT A**

**BOARD OF GOVERNORS – EXTERNAL GOVERNOR APPLICATION**



**BOARD OF GOVERNORS  
EXTERNAL GOVERNOR APPLICATION**

Confederation College protects your privacy and your personal information. The personal information requested on this form is collected under the authority of The Ontario Colleges of Applied Arts and Technology Act, 2002, S.O.2002, Chapter 8, Schedule F, Section 6, and in accordance with the Freedom of Information and Protection Privacy Act (FIPPA) for the administration of the College and its programs and services. Please feel free to direct any questions about this collection to our Board Secretary, Barbara Greer at 807-475-6351.

Confederation College is governed by a Board comprising of 17 individuals, which includes 12 external Governors who reflect the various sectors of the communities served by the College; four internal Governors representing Students, Faculty, Support Staff and Administrative Staff, plus the President. Board members bring unique and diverse perspectives given the various backgrounds and positions they hold in the community.

**QUALIFICATIONS:**

I, the undersigned, hereby apply to be considered for nomination as a Governor of Confederation College, and in doing so, acknowledge and declare that:

I am not a student or an employee of a college of applied arts and technology, and am not a spouse/partner or employee of a college of applied arts and technology.

I meet the qualifications for a governor, in accordance with the *Ontario Non-For-Profit Corporations Act*. (Outlined on Page 3 of the Protocol for Board Nominations and Appointments for External Governors.)

**NAME AND RESIDENTIAL ADDRESS:** (Please Print Clearly)

**NAME:** \_\_\_\_\_

**ADDRESS:** \_\_\_\_\_  
\_\_\_\_\_

**HOME PHONE:** \_\_\_\_\_ **MOBILE:** \_\_\_\_\_

**EMAIL:** \_\_\_\_\_

**WORK ADDRESS:** \_\_\_\_\_ **N/A**

**WORK PHONE:** \_\_\_\_\_ **N/A**

**WORK EMAIL:** \_\_\_\_\_ **N/A**

**PROFILE:**

I understand that Confederation wants to ensure that its Board of Governors has the necessary skills and experience to govern Confederation College and that the Board reflects the breadth, depth and diversity of the communities served by Confederation College, including, but not limited to, the demographic, economic, geographic, and social characteristics of these communities. To assist the College in establishing a Board that meets these objectives, I am providing the information requested below:

**A) I SPECIALIZE OR HAVE A DESIGNATION(S) IN THE FOLLOWING AREA(S):**

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

**B) I HAVE ADDITIONAL SKILLS OR EXPERIENCE IN THE FOLLOWING AREAS:**

(Please check all that apply)

- |   |          |       |
|---|----------|-------|
| <input type="checkbox"/> Community Leadership             | Explain: | _____ |
| <input type="checkbox"/> Construction Design/Management   | Explain: | _____ |
| <input type="checkbox"/> Education                        | Explain: | _____ |
| <input type="checkbox"/> Finance and Accounting           | Explain: | _____ |
| <input type="checkbox"/> Governance                       | Explain: | _____ |
| <input type="checkbox"/> Government Relations             | Explain: | _____ |
| <input type="checkbox"/> Human Resources Management       | Explain: | _____ |
| <input type="checkbox"/> Healthcare                       | Explain: | _____ |
| <input type="checkbox"/> Law                              | Explain: | _____ |
| <input type="checkbox"/> Marketing and Communications     | Explain: | _____ |
| <input type="checkbox"/> Public Sector Experience         | Explain: | _____ |
| <input type="checkbox"/> Risk Management                  | Explain: | _____ |
| <input type="checkbox"/> Senior Level Business Management | Explain: | _____ |
| <input type="checkbox"/> Strategic Planning               | Explain: | _____ |
| <input type="checkbox"/> Other: _____                     | Explain: | _____ |
| <input type="checkbox"/> Other: _____                     | Explain: | _____ |

**C) MY CURRENT OCCUPATION, IF APPLICABLE, IS:** \_\_\_\_\_

**D) LANGUAGES:** ENGLISH:  FRENCH:  OTHER(S):  \_\_\_\_\_

Confederation College Board of Governors  
External Board Member Application

Page 3 of 3

**CONFLICT OF INTEREST:**

Below I disclose my participation or affiliation with any organization that may create an actual or perceived conflict of interest with Confederation College:

\_\_\_\_\_  
\_\_\_\_\_

**PLEASE PROVIDE TWO REFERENCES WHO CAN VERIFY YOUR SUITABILITY TO SIT ON A GOVERNING BOARD OF A LARGE PUBLIC ORGANIZATION:**

**REFERENCES:**

**NAME:** \_\_\_\_\_

**ORGANIZATION/TITLE:** \_\_\_\_\_

**PHONE NUMBER:** \_\_\_\_\_

**NAME:** \_\_\_\_\_

**ORGANIZATION/TITLE:** \_\_\_\_\_

**PHONE NUMBER:** \_\_\_\_\_

**A COPY OF YOUR CURRENT RESUME IS REQUIRED IN ORDER FOR YOUR APPLICATION TO BE CONSIDERED. PLEASE INCLUDE A COPY WITH YOUR SUBMISSION.**

**DECLARATION:**

If my nomination by Confederation College is approved, I agree to act as a Governor of Confederation College and, in my capacity as a Governor of Confederation College, I shall at all times act honestly and in good faith. I acknowledge that Governors of Confederation College must act in the best interest of Confederation College as a whole and not solely in the interest of the community in which they reside. As a Governor of Confederation College, I agree that I shall abide by the Confederation College's By-Laws and policies and all governing legislation. I fully understand that any errors in my application may result in my application for consideration as a Governor being refused or my Governorship being revoked. I undertake to advise Confederation College immediately in writing of any change in the information contained in this Application.

**MAIL OR EMAIL YOUR COMPLETE APPLICATION TO:**

\_\_\_\_\_  
**PRINT NAME OF APPLICANT**

**MAIL:** Confederation College Board of Governors  
c/o President's Office  
Attention: Barbara Greer  
P.O. Box 398  
1450 Nakina Drive  
Thunder Bay ON P7C 4W1

\_\_\_\_\_  
**SIGNATURE OF APPLICANT**

**EMAIL:** [bgreer2@confederationnc.on.ca](mailto:bgreer2@confederationnc.on.ca)

\_\_\_\_\_  
**DAYTIME PHONE NUMBER**

**THANK YOU FOR YOUR INTEREST IN CONFEDERATION COLLEGE AND OUR GOVERNING BOARD.**

**ATTACHMENT B**

**STANDARD CANDIDATE INTERVIEW QUESTIONS**



**INTERVIEW WORKSHEET – NEW GOVERNORS**

Potential Governor's Name: \_\_\_\_\_  
(Revised February 2019)

QUESTIONS	RESPONSE	MARKS
1. Why are you interested in the Board of Governors for Confederation College?		
2. One of the key roles of the Board of Governors is to set the objectives or Ends for the Strategic Plan. What experience do you have in developing Strategic Plans?		
3. How did your previous organization(s) ensure the results of your Strategic Plan were achieved?		
4. What models of Board Governance are you familiar with, either directly or indirectly (previous experience or research)?		



QUESTIONS	RESPONSE	MARKS
5. What do you see as the differences between the role of the Board and the role of College administration?		
6. Describe three economic and social issues of Northwestern Ontario and the role the College could play in addressing these issues?		
7. Another role of a governor is to advocate on behalf of the College. Please describe your role in advocacy?		
8. On occasion, College governors are called on to assist in fund raising. Please describe your previous fund raising experience?		

QUESTIONS	RESPONSE	MARKS
<p>9. The college has a very diverse student body with a significant Indigenous and International component. What is your experience with the Indigenous and International communities?</p>		
<p>10. You were given the Board of Governors' policy on conflict of interest and how governors should conduct themselves.</p> <p>a) Do you see any difficulty in operating under these conditions?</p> <p>b) Are you currently serving on other boards or involved in an organization or a job whose activities may conflict with the College?</p> <p>c) How would you address a potential conflict of interest on this Board?</p>		
<p>11. During the course of the year Board members are required to prepare for and attend in person or via electronic means:</p> <ul style="list-style-type: none"> <li>• 6 monthly board meetings typically 2 ½ hours long</li> <li>• 1 or 2 committee meetings 2 to 3 times a year each</li> <li>• one to two workshops/retreats</li> <li>• various college functions throughout the year i.e. convocation, press conferences, events etc.</li> </ul> <p>Will your schedule allow this type of commitment?</p>		

QUESTIONS	RESPONSE	MARKS
12. Would you be interested in assuming the role of the Chair of the Board, during your term?		
13. What do you anticipate will be the biggest challenge for you, should you become a successful candidate?		
14. Do you have any additional information you wish us to consider in your application?		
15. Do you have any questions of us regarding the governor role on this Board of Governors for Confederation College?		

***ATTACHMENT C***

***STANDARD REFERENCE QUESTIONS***

1. How long and in what capacity do you know XX?
2. Describe, in your opinion, what skills and experiences you think XX could bring to the board?
3. Is there anything we haven't asked that you believe we should know about?

**ATTACHMENT D**

**SAMPLE – POLICE RECORD SEARCH LETTER**



**Office of the President**

P.O. Box 398                      Tel (807) 473-3727  
1450 Nakina Drive              Fax (807) 473-3727  
Thunder Bay, ON                Toll Free 1-800-465-5493  
Canada P7C 4W1                www.confederationc.on.ca

DATE

To Whom it May Concern:

**RE: Police Records Search**

Please be advised that \_\_\_\_\_ has been offered a position on the Board of Governors for Confederation College.

The position on the Board of Governors is a volunteer position.

In order to confirm \_\_\_\_\_ position on the Board, he/she requires a police records search.

If you have any questions, please feel free to contact me at 807-475-6351 or [bgreer2@confederationc.on.ca](mailto:bgreer2@confederationc.on.ca)

Yours truly,

Barbara Greer  
Secretary to the Board of Governors

**ATTACHMENT E**

**TEMPLATE  
CONSENT**



Office of the President

P.O. Box 398                      Tel: (807) 473-3727  
1450 Nakina Drive              Fax: (807) 473-3727  
Thunder Bay, ON                Toll Free: 1-800-465-3493  
Canada P7C 4W1                www.confederation.on.ca

**NEW GOVERNORS CONSENT FORM**

In accordance with Section 24 (8) – Director’s consent to act of the *Ontario Not-for-Profit Corporations Act 2010*, I, \_\_\_\_\_, consent to act as a governor on the Board of Governors for Confederation College of Applied Arts and Technology beginning on September 1, 20\_\_\_, having been appointed by the Board of Governors on \_\_\_\_\_, pending completion of my Polices Records Check.

My mailing address is as follows:

Street

City ON Postal Code

Signature

Date

**ATTACHMENT F**  
**TEMPLATE**  
**SELF DISCLOSURE FORM**



**SELF-DISCLOSURE FORM**

NAME OF GOVERNOR: \_\_\_\_\_

All questions must be answered. A false declaration or omission may be grounds for removal from the Board of Governors.

1. *I am an individual who is over the age of 18.*  
YES  NO
  
2. *Have you every been found incapable of managing property under the Substitute Decisions Act, 1992 or under the Mental Health Act.*  
YES  NO   
IF YES, PLACE: \_\_\_\_\_ DATE: \_\_\_\_\_  
DETAILS: \_\_\_\_\_
  
3. *Have you ever been found to be incapable by any court in Canada or elsewhere?*  
YES  NO   
IF YES, PLACE: \_\_\_\_\_ DATE: \_\_\_\_\_  
DETAILS: \_\_\_\_\_
  
4. *Have you ever had an undischarged bankruptcy?*  
YES  NO   
IF YES, PLACE: \_\_\_\_\_ DATE: \_\_\_\_\_  
DETAILS: \_\_\_\_\_
  
5. *Have you ever been pardoned under the Criminal Code of Canada of a criminal offence under any statue whether in Canada or in another country?*  
YES  NO   
IF YES, PLACE: \_\_\_\_\_ DATE: \_\_\_\_\_  
DETAILS: \_\_\_\_\_
  
6. *Are you currently under investigation or charged with any offence under any statute, in Canada or in another country?*  
YES  NO   
IF YES, PLACE: \_\_\_\_\_ DATE: \_\_\_\_\_  
DETAILS: \_\_\_\_\_

Over...

**Self-Disclosure Form**

**Page 2**

7. *Have you ever been dismissed from a position due to allegations of ethical or moral misconduct or been the subject of a decision of a court or tribunal that might reflect adversely on Confederation College?*

YES  NO

IF YES, PLACE: \_\_\_\_\_ DATE: \_\_\_\_\_

DETAILS: \_\_\_\_\_

8. *Have you every agreed to a settlement or resignation to avoid any proceedings or disciplinary action with respect to your professional conduct or competence?*

YES  NO

IF YES, PLACE: \_\_\_\_\_ DATE: \_\_\_\_\_

DETAILS: \_\_\_\_\_

\_\_\_\_\_  
SIGNATURE OF GOVERNOR

\_\_\_\_\_  
DATE



**ATTACHMENT G**

**GOVERNOR COMMITMENT FORM**



**GOVERNOR COMMITMENT  
FORM**

I, \_\_\_\_\_  
have read and understand my obligations as a governor under the Board By-Laws, Conflict of Interest Policy and Governance Process Policies and hereby agree to abide by them at all times in exercising my responsibilities as a governor.

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

**ATTACHMENT H**

**LGIC GOVERNOR APPOINTMENT ASSESSMENT FORM**



**Governor Appointment Assessment Form**  
(for college use when submitting nominations for LGIC appointment)

When considering nominations for LGIC appointment to the board, the board should base its assessment on the following principles from the *Protocol for Board Nominations and Appointments*:

- **merit** – the skills and experience that the candidate brings to the board
- **diversity** – the candidate's background, skills, and experience. The dimensions of diversity include, but are not limited to age, gender, race, ethnicity, physical and intellectual ability, religion, sexual orientation, educational background, and expertise
- **strategic direction** – the candidate's capacity to assist the college in achieving its strategic direction
- **probity** – the candidate's commitment to the values and principles of public service

To assist the Ministry and the PAS in carrying out their administrative responsibilities with respect to LGIC board appointments, please have the board chair or president complete the following:

1. College: \_\_\_\_\_
2. Name of candidate: \_\_\_\_\_
3. Has this candidate served on your Board previously: Yes  No   
If yes, please complete the following:
  - a) Period of appointment: \_\_\_\_\_
  - b) Attendance at board meetings (number of board meetings attended over appointment period; show both numbers and %):  
\_\_\_\_\_  
\_\_\_\_\_
  - c) Level of participation on committees (list committees; also indicate if member, chair or co-chair):  
\_\_\_\_\_  
\_\_\_\_\_
  - d) Contribution to discussions:  
\_\_\_\_\_  
\_\_\_\_\_

4. Describe how the skills and experiences of this candidate will help your Board in the achievement of your strategic direction:

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5. How will this candidate complement the Board composition in terms of representing a broad cross-section of your community: (e.g. inclusion, diversity, equity and accessibility, business, not-for-profit, etc.):

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6. Please provide any relevant information on the candidate's commitment to the values and principles of public service: (e.g. community voluntarism, etc.):

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7. Please add any other information you think relevant:

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For the Ministry and PAS to process the board nominations, please ensure that the following documentation is included with your submission:

- A. PAS Application for Appointment to Agencies, Boards and Commissions form, signed by the nominee
- B. Personal & Conflict of Interest Disclosure Statement, signed by the nominee and placed in a sealed envelope marked PAS
- C. Nominee's résumé
- D. Skills Matrix/Profile

Signed: \_\_\_\_\_ Dated: \_\_\_\_\_

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**BOARD OF GOVERNORS APPROVAL:**

Yes  No  Date of Motion: \_\_\_\_\_

**ATTACHMENT I**

**LGIC REAPPOINTMENT FORM**

**APPENDIX 3**

**Reappointment Information Form**

**Please complete this form at least four months prior to the expiration of your appointment**

**NAME OF APPOINTEE:**

\_\_\_\_\_

**NAME OF AGENCY:**

\_\_\_\_\_

**MY APPOINTMENT EXPIRES ON (month/day/year):**

\_\_\_\_\_

1. Are you interested in a reappointment to this agency?

YES: \_\_\_\_\_

NO: \_\_\_\_\_

If YES, then please proceed to question #2. If NO, then please sign and date page 2 and return to the Administrative Office of your respective agency, board or council.

2. Has there been any change to the information contained in the "Application for Appointment to Agencies, Boards and Commissions" form that you submitted previously to PAS when you were initially appointed to this agency?

YES: \_\_\_\_\_

NO: \_\_\_\_\_

If yes, then please provide details of the changes below (**NOTE:** do **NOT** submit a new application on-line if you are interested in being reappointed):

3. Has there been any change to the information contained in the "*Personal & Conflict of Interest Disclosure Statement*" form that you submitted when you were first appointed?

YES: \_\_\_\_\_

NO: \_\_\_\_\_

If yes, then please provide details of the changes below (NOTE: do **NOT** submit a new *Personal & Conflict of Interest Disclosure Statement* if you are interested in being reappointed):

Please sign and date this form below and forward a copy to the person who is responsible for administering the appointment process for your respective agency, board or council. Thank you.

**APPOINTEE'S SIGNATURE:**

\_\_\_\_\_

**TODAY'S DATE:** \_\_\_\_\_