



## Board Governance Policy Manual

**POLICY CATEGORY: GOVERNANCE**

**POLICY NUMBER: B09**

**POLICY TITLE: BOARD LEADERSHIP SELECTION & SUCCESSION POLICY**

**EFFECTIVE: SEPTEMBER 17, 2025**

**LAST REVISED:**

**REFERENCE (MOTION): 510.OC.09.17.6.3**

### **PURPOSE**

This policy sets out the process for selecting, appointing, and developing Board and Committee leadership to ensure a transparent, competency-based, and predictable pathway for succession. The aim is to prepare leaders well in advance, foster strong governance capacity, and ensure continuity in the leadership of the Board.

### **APPLICATION AND SCOPE**

This policy applies to the Mohawk College Board of Governors.

### **POLICY STATEMENT RULES**

- 1.** Leadership roles of the Mohawk College Board of Governors shall generally be filled through a planned succession pathway following the below rules:
  - Standing Committee Vice Chair roles are the primary development tool for future Chair and Vice Chairs of the Board of Governors.
  - The Vice Chair of the Board is the preferred candidate to become the next Chair of the board.
  - Governors appointed to Vice Chair positions of a standing committee must complete The College Centre Board Excellence (CCBE) Good Governance course prior to appointment as a Chair of a standing committee. Exceptions require a Board decision on the recommendation of the Governance and Human Resources Committee through the Nominating Subcommittee.
  - Governors providing an expression of interest are providing their commitment to further learning and development for the purpose of filling future Chair and Vice Chair positions on the Mohawk College Board of Governors.
- 2. Eligibility Requirements**

To be eligible for appointment as a Committee Vice Chair or Chair, a Board member must:

- Be a current External Governor in good standing.
- Normally, will have sat as a voting member on the standing committee for at least one year.
- Have a commitment to completing or have completed The College Centre of Board Excellence (CCBE) Good Governance and Advanced Good Governance course.
- Demonstrate leadership competencies to complete the duties of the Officer as described in Board By-law No. 1.
- Have the availability to fulfill the time commitment associated with the role.

### **3. Succession Pathway**

#### **3.1 Committee Vice Chair to Committee Chair**

- All standing committees will have a Vice Chair position.
- Vice Chairs are appointed for a one-year term, with the expectation that they can move into the Chair role per the succession plan.
- Exceptions require a Board decision on the recommendation of the Governance and Human Resources Committee through the Nominating Subcommittee.

#### **3.2 Standing Committee Chair to Board Vice Chair**

- The Vice Chair of the Board shall be selected from the Chair of the Audit, Finance and Infrastructure Committee or the Governance and Human Resources Committee.
- Recommendations for Vice Chair positions shall come through the Nominating Subcommittee to the Governance and Human Resources Committee for consideration.
- The Standing Committee Chair not selected for the role of Vice Chair may be appointed as the Second Vice Chair to the Board as outlined in By-law No. 1.

#### **3.3 Board Vice Chair to Board Chair**

- The Vice Chair of the Board is the preferred candidate to become the next Board Chair at the end of the Chair's term, unless the Board determines otherwise.

### **4. Call for Interest Process**

#### **4.1 Timing**

As needed, the Governance Human Resources Committee will issue a Call for Interest for Vice Chair positions on standing committees. The call for interest

will be made with ample time for submission and review prior to position appointments occurring annually in June.

#### **4.2 Expressions of Interest**

Interested members must advise the Chair of the Board and Corporate Secretary of their interest to stand for the position of Vice Chair. A letter of interest may be presented to outline:

- Relevant skills and experience.
- Previous leadership or governance roles.
- Date or anticipated date of completion of the Good Governance and Advanced Good Governance course(s).
- Committee preference(s).

#### **5. Review and Recommendation**

The Nominating Subcommittee will:

- Review all expressions of interest for Vice Chair positions.
- Assess candidates against eligibility criteria and leadership competencies.
- Assess candidates for all positions against the succession planning document.
- Recommend appointments to the Board for approval through the Governance and Human Resources Committee.

#### **6. Terms of Appointment**

- Vice Chair and Chair roles are one to two year terms, renewable upon Board approval.
- No individual will normally serve as Chair of the same committee for more than three consecutive years.

#### **7. Performance and Development**

- Vice Chairs will receive mentoring from the current Chair.
- Chairs and Vice Chairs will receive governance support and leadership development as needed.

### **MONITORING**

The Board will evaluate the effectiveness of this policy every three years or earlier as needed.

Review by the Board of Governors

Attestation – N/A

Next Review – April 2028