



Board Governance Policy Manual

POLICY CATEGORY: BOARD-PRESIDENT RELATIONSHIP POLICY NUMBER: C04

POLICY TITLE: EMERGENCY SUCCESSION FOR THE PRESIDENT EFFECTIVE: FEB 13/13

REFERENCE (MOTION): 401.C.6.2.1 (EST. FEB. 2007)

1.0 PURPOSE

Recognizing that unforeseen events may impact presidential leadership and in effort to maintain college operations in respect thereto, it is important that the Board develop a procedure to appoint a successor to the president on an immediate short term basis as well as on an interim basis for a longer period of time. It is not intended to address planned absences such as a vacation or sabbatical.

2.0 APPLICATION AND SCOPE

This policy sets out an emergency succession plan to transition to both immediate and interim presidential leadership in the event of the disability, death or unplanned departure of the President. It is not intended to address planned absences such as a vacation or sabbatical.

3.0 DEFINITIONS

“Short-term Absence” – means an unplanned absence of the president that is expected to be no more than 3 months after which it is expected that the president will return to his/her position once the events precipitating the absence are resolved.

“Long-term Absence” – means an unplanned absence of the president that is expected to last more than 3 months after which it is expected that the president will return to his/her position once the event precipitating the absence are resolved.

4.0 PRINCIPLES

1. The Board of Governors maintains a clear understanding of the direction of the College and the President’s role in organizational leadership, his/her fiscal responsibilities, strategic role, operational role and relationships with the Board and the community as defined in Board policies, by-laws and the Mohawk College Strategic and Business Plans.
2. In the event of the unplanned absence of the President, whether for a Short-term or a Long-term absence, the Board of Governors is authorized to implement the terms of the emergency succession plan, through the Governance Committee.

A final decision on a replacement for the President, for a short-term or long term absence, or permanently, as dictated by circumstances, will be made by a motion of the full Board, on the recommendation of the Governance Committee.

3. To support this succession plan, in June each year, the President will bring forward a detailed Annual Emergency Succession Plan for approval of the full Board. The Plan will include a list of potential senior college executives who could be called upon to provide temporary leadership in the absence or as a result of an unplanned departure, death or disability of the President.

5.0 RULES

Short-term Absence

1. In the event of a Short-term Absence, the President or the Vice-President, General Counsel shall inform the Board chair immediately of such absence. As soon as it is reasonably possible, the Board chair shall convene a meeting of the Governance Committee to consider the appointment of any of the individuals named in the Annual Emergency Succession Plan as Acting President of Mohawk College for a period to be specified by the Governance Committee.
2. The appointment of the individual chosen from the names in the Annual Emergency Succession Plan as Acting President is effective immediately upon the passage of same motion by the Governance Committee at said meeting set out in section 1 of these Rules until it has been brought to the full Board for its final consideration and approval.
3. In the event the Governance Committee is not of the view, at its sole discretion, that it is in the best interest of the College to appoint any of the individuals named in the Annual Emergency Succession Plan as Acting President, the Board Chair shall convene a meeting of the full Board within 7 calendar days to consider the appointment of another individual to this role.

Long-term Absence

4. The provisions in sections 1, 2 and 3 of these Rules above shall equally apply in the event of a Long-term Absence or permanent departure, death or disability of the President.
5. The absent President and the Board Chair shall decide on a mutually acceptable schedule and start date for the return of the absent President to his/her leadership role at the College. If it is determined to be in the best interest of the College, they may develop a transition schedule.

Unplanned Permanent Departure, Death or Disability of the President

6. In the event of an unplanned permanent departure, death or disability of the President, an Acting President shall be appointed pursuant to section 1, 2 and 3 of these Rules. The Board Chair shall convene a meeting of the full Board within 3 months thereafter to consider the appointment of an Interim President, if necessary.
7. The Board shall appoint any of the individuals named in the Annual Emergency Succession Plan as Interim President taking into consideration the limit set out in Rule 9 below.
8. The Acting President may be considered by the Board to be appointed to the Interim President position.

9. As a general rule, the Board shall avoid appointing an individual as an Interim President who has expressed his/her interest in becoming the permanent President of Mohawk College.
10. The Board Chair and Vice Chair, as delegates of the Board of Governors will be responsible for providing guidance and support as necessary to the Acting or Interim President during the leadership transition.
11. Once the Interim President has been appointed, the Board shall follow the ordinary course of recruiting and hiring a permanent President.

Authority of the Acting or Interim President

12. The individual appointed as Acting or Interim President shall have the same authority for decision making and independent action as the permanent President with the following limitations:
 - a. Signing authority of up to \$500,000 per transaction with respect to any matter (either capital or operating) not approved by the Board through the annual budgetary process
 - b. No authority to terminate any existing member of or permanently hire any individual to the Mohawk Executive Group without prior approval of the Governance Committee
 - c. No authority to terminate any current member of the Senior Management Team without prior approval of the Governance Committee
 - d. Any other limitation that the Board imposes on the Acting or Interim President that it deems, at its sole discretion, to be within the best interest of the College.

Remuneration

13. Remuneration for assuming the role of Acting or Interim President shall be determined by the Board on recommendation of the Governance Committee

COMMUNICATION

1. The Board Chair will notify the full Board of the absence of the President as soon as possible
2. Immediately upon transferring responsibilities to an Acting or Interim President, the Board Chair (or highest ranking Board member available) will notify college staff, the Minister of Training, Colleges and Universities and the Deputy Minister, Training Colleges and Universities.
3. As soon as possible after the Acting or Interim President has begun covering the unplanned absence or departure of the permanent President, Board members and the Acting or Interim President shall communicate the temporary leadership structure to key external supporters of Mohawk College
4. The Board Chair will notify the full Board of the absence of the President as soon as possible.

5. The Board of Governors will appoint a Transition and Search Committee within ten days of determination of the President's permanent absence to plan and carry out the transition to a new President.

MONITORING

This policy will be reviewed as part of the regular review schedule established by the Board, and immediately following any implementation of the succession plan to determine its effectiveness.

POLICY REVIEW DATE:

February 14, 2007 – item 388.O.7.8

June 11, 2008 – item 401.C.6.2.1

Policy: 2010/2011 / Annual Emergency Succession Plan: 2008/2009

February 13, 2013