



Policy Title	Policy on the Appointment, Review and Renewal of the Principal of Brescia University College
Issued By	Executive Committee, Brescia University College Board of Trustees
Contact	Chair of the Board of Trustees
Approved By	Brescia University College Board of Trustees
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POLICY

The Board of Trustees of Brescia University College (the Board) is responsible for the recruitment, appointment and review of the Principal of Brescia University College (Brescia). There is a deep commitment throughout these processes to the principles of consultation with representatives of Brescia’s campus and broader community. While benefiting from such broad consultation, the ultimate decision and responsibility for the transition of executive leadership of Brescia rests with the Board.

Principal’s Search Committee

When there is a vacancy or impending vacancy in the position of Principal, the Chair of the Board will convene and appoint, on recommendation from the Executive Committee of the Board, an *Ad Hoc Principal’s Search Committee* to advise the Board on an appropriate appointment for this role. This committee will operate as an advisory committee to the Board, mandated to make recommendations as the Board selects the next Principal for Brescia.

It is also anticipated that prior to appointing and convening the Search Committee, that the Executive Committee of the Board will conduct a process in keeping with Brescia’s procurement policies to secure proposals from several potential recruitment consultants to assist with the search process. It is further anticipated that the Executive Committee will review the proposals received through that process and will then appoint the recruitment consultant to assist in the search process.

The members of the *Search Committee* will include:

- a. Chair of the Board of Trustees;
- b. Past Chair and/or the Vice–Chair of the Board;
- c. Four additional Voting Trustees of the Board selected by the Board;
- d. One member of the Brescia Alumnae Association Executive Committee who is not an employee of Brescia, nominated by the Alumnae Association Executive Committee;

- e. Two members of the faculty of Brescia nominated by the Brescia Faculty Association;
- f. Two members of the staff of Brescia, nominated by the Brescia Staff Association;
- g. Two members of the Senior Leadership Team, nominated by the Senior Leadership Team;
- h. One member of the Brescia University College Students' Council Executive, nominated by that body;
- i. One member of the Mother St. Anne Lachance Society;
- j. One Ursuline Sister or their delegate;

Note: Brescia's Director of Human Resources (serves as a resource to the Search Committee and is not a member of the Search Committee).

No member of the Search Committee can be an applicant for the position of Principal.

Any of the *Search Committee* members appointed from the Alumnae Association, faculty or staff, the Principal's Senior Leadership Team and the BUCSC Executive may be serving, concurrently, on the Board, but such service is not required for this appointment. The Chair of the Board shall either choose to serve as Chair of the *Search Committee*, or shall appoint from among the Voting Trustees of the Board serving on the *Search Committee*, a Chair.

All members of the *Search Committee*, whether Voting Trustees or others representing the Brescia community, will be expected to uphold the Brescia values and adopt an institutional stance throughout the process. Members who are unable to set aside their personal interests in seeking the broader best interests for Brescia will place themselves in a conflict of interest. No one can serve on the *Search Committee* if it is deemed that a conflict of interest existed prior to appointment or developed during the process.

Procedures for the Selection of a Brescia Principal

The Chair of the Board, prior to the *Search Committee* beginning its work, will involve the Board in the process of identifying the required qualifications for the position and in outlining the process to be utilized in selecting a Principal.

Role of the Search Committee

- To seek from the Board via the Board Chair the required qualifications and scope of the Principal position going forward.
- To conduct the search process with a defined timeline and milestones.
- To design and fine-tune the questions for round one interviews.
- To conduct round one interviews of a short list of candidates.
- To make recommendations from the Search Committee to the Board for the top two (2) candidates.
- To facilitate presentations and interviews with the Board for the top two (2) candidates.

Note: Contract negotiations will be managed by the Chair and Vice-Chair/Past Chair in consultation with Brescia's legal counsel and subject to final approval of the Voting Trustees.

Parameters for the Search and Recommendation Process

Without limiting this role of the Board in setting process, the following elements are anticipated:

1. The work of the *Search Committee* will benefit from the administrative support of the Office of the Principal, where appropriate and as required by the Committee.
2. The incumbent shall not be a member of the *Search Committee*, but this restriction in no way precludes the *Search Committee* from seeking the advice of the current Principal.
3. It is anticipated that a comprehensive position prospectus/profile will be created in the early stages of the process, and that once approved by the Board for circulation, the document will be shared with the Brescia community with an opportunity for feedback prior to its finalization by the Board, and prior to the invitation of candidates or nominations for the role.
4. It is anticipated that the search process will include two main phases as outlined below.

Phase One: The first phase will likely consist of neutral-site, preliminary interviews of qualified applicants from the ‘long list’ of applications received.

Phase Two: The second phase would normally include a more comprehensive campus visit by the ‘short list’ of candidates established following the ‘long list’ preliminary interviews. Depending on the circumstances of the search, these standard processes might be modified. For example, if there is an Interim Principal serving a term appointment following the death or departure of the former Principal, the Board may elect to adopt a modified process.

5. Further to #4 above, the *Search Committee* will need to provide advice to the Executive Committee of the Board with respect to a process for managing the short-listed finalists, balancing Brescia’s interest in having a public process with the interest in retaining the best possible candidate for this role, an interest that could result in a confidential process for assessing the short-listed finalists that will ensure their continued participation in the process.
6. It is anticipated that the entire selection process will normally be completed within 9 – 12 months.
7. The Chair of the Board will provide the Brescia community with updates on the search process as deemed appropriate. The Chair of the Board is the only person who will act as spokesperson for the *Search Committee* during the search process.
8. To ensure that the search process respects the professional needs of candidates and is conducted with integrity, strict confidentiality must be maintained by members of the *Search Committee*. In particular, the identity of any candidates under consideration must not be disclosed, even to the constituencies represented by certain members of the *Search*

Committee. The Chair of the *Search Committee* is empowered to dismiss a member of that committee if confidentiality is determined to have been violated by that member or if such member is determined by the Chair to have ignored or failed to follow any of the rules and procedures set for this process.

9. The Board will normally confine itself to a consideration of a short list of names presented by the *Search Committee*. In rare instances and for compelling reasons, the Voting Trustees of the Board reserve the right if, in their judgment, circumstances warrant to depart from the recommended candidate(s) or from the procedures suggested in this policy. A final decision to appoint will be made by Voting Trustees of the Board, on the basis of a simple majority vote.
10. Once the Board has elected to appoint a Principal and the Chair and Vice–Chair/Past Chair of the Board have negotiated the terms and conditions of appointment with that candidate and the Board has approved these terms, the Chair of the Board will work with the Principal–elect to create a mutually acceptable communications plan. In particular, this plan may involve collaborating with the home institution of the Principal–elect to ensure consistency and appropriate sequencing.

Annual Performance Review of the Principal

The Principal’s performance feedback is provided on an ongoing basis throughout the year, using the Monitoring Reports with regular feedback and dialogue between the Board and the Principal. This policy describes the process for the Annual Principal’s Performance Evaluation.

The process is designed to be a constructive performance development experience and hence the Board is committed to regular, on time performance evaluation in July annually following conclusion of the Board and academic year. The Board is committed to ensuring there are no surprises at the annual performance evaluation discussion.

In keeping with the *Constitution of the Brescia University College Board of Trustees (Appendix A 6, 7, and 8)*, “The Executive Committee of the Board of Trustees will have responsibility for facilitating the annual performance review of the Principal of Brescia University College, and will annually recommend to the Board, the performance objectives of the Principal.”¹

Achievement of the following major responsibility areas considered by the Board to indicate effective performance by the Principal along with the successful fulfillment of job requirements in the Principal’s Position Description Policy:

- Brescia Annual Outcomes and Annual Plan
- Compliance with Operational Risk Boundaries
- Effective Communication and Support of the Board
- Effective Leadership Approach

The purpose of the Annual Principal's Performance Evaluation, at a minimum, include:

1. To formally summarize the performance trends identified throughout the year.
2. To make conclusions as to whether job expectations are being met.
3. To provide opportunity to commend the Principal on excellent performance and a forum for constructive feedback.
4. To develop specific actions required, if any, to address areas for Principal improvement or development.

The Principal performance evaluation is made up of systematic assessment of performance measured by the following components:

1. Meeting Principal job expectations outlined in the Principal's Position Description Policy including achievement of Brescia's critical outcomes within the Board's operating risk policies related to prudence and ethics.
2. Achievement of the annual principal performance objectives (milestones).
3. Leadership effectiveness in building collaboration and achievement across the university and with our partner organizations.
4. Communication and support to the Board.

The Board will perform a factual, logical, and objective assessment of the Principal's performance against the criteria listed above. The annual performance evaluation will be coordinated and prepared by the Executive Committee with input from all Board Members. An evaluation tool will be used that can be contributed to by all Board members and which addresses all of the criteria above. The Board will ensure that it has budget provision to seek third party support to contribute to the facilitation of the Principal performance review process as determined by the Board in consultation with the Executive Committee.

Broader stakeholder feedback, regarding specific criteria, may be invited two times in a Principal's five-year term; at the conclusion of year one to inform future years and end of year three to evaluate success related to consideration of term renewal. Broader stakeholder groups include without limitation: students, staff, faculty, volunteers, and administration.

Renewal Procedures for the Principal of Brescia University College

Approximately 18 months prior to the expiry of the first term of the Principal, in a restricted *in camera* session of the Board, a decision will be considered respecting whether or not it is Brescia's intention to renew and reappoint the Principal for a subsequent term following the expiry of the initial term. The decision will include, among other things, a consideration of the results of the annual performance reviews of the Principal held during the initial term of appointment.

The Board may decide to seek renewal of the Principal without further review. However, in addition to the annual review material, the Board may also elect to seek additional input on the performance of the Principal from the Brescia community through the appointment of an *Ad Hoc Advisory Principal's Review Committee*. Should the Board decide to convene such a

committee, the Board would create and approve membership and guidelines (including a clear reporting deadline) for such a committee. The Board would in no way be required to accept the recommendations of such a committee.

Once the Board has arrived at a final intention to either seek or decline the renewal of the Principal, such decision will be communicated to the Principal in writing, at least 15 months prior to the expiry of the initial term of appointment.

The Principal will submit to the Chair of the Board in writing, at least 18 months prior to the expiry of the initial term of the appointment, an indication of her/his intention to seek or to decline to seek renewal for a subsequent term of office.

In the event that both the Board and the Principal have indicated an intention to seek a renewal of the Principal for a subsequent term, the Chair and the Vice-Chair/Past Chair of the Board and the Principal will enter into negotiations surrounding the terms and conditions of such renewal.

In the event that renewal to a subsequent term will not be sought, as a result of the intention of the Board and/or of the Principal, the Chair of the Board shall proceed with the process of convening a *Search Committee* in keeping with this policy.

It is recognized that a Principal may serve multiple subsequent terms of appointment, if deemed to be in the best interests of Brescia and the incumbent.

Vacancy Prior to the Expiry of the Term of Appointment of the Principal

In the event that an unanticipated vacancy arises in the Office of the Principal prior to the expiry of the Principal's term of office, either in the initial or any subsequent appointments, due to resignation, death or removal of the Principal from her/his office for any reason, the Board will immediately appoint an Acting Principal to assume the responsibilities of the Principal, so that wherever possible, no vacancy will occur in that office. The Board will then act to identify and appoint an Interim Principal to serve during the search for the new Principal.

Similarly, a Principal who is scheduled to depart at the end of her/his current term of appointment may agree, if requested by the Board, to extend that term for a limited period of time to avoid a vacancy in the office occurring prior to the arrival of that Principal's successor, or for any other reason determined by the Board to be in the best interests of Brescia. However, if such an extension is inappropriate or unavailable, an Interim Principal will be appointed in this way in order to avoid any vacancy in the Office of the Principal.

Whatever the circumstances, upon the appointment of an Interim Principal, pending a selection process, the term of that interim appointment will be clearly set. Unless unavoidable, such term should not exceed 12 months.

In the event of an unanticipated vacancy arising in the Office of the Principal, and once an Interim Principal is appointed, the Chair of the Board will convene and appoint, on

recommendation from the Executive Committee of the Board, an *Ad Hoc* Principal's Search Committee. The search process as outlined on page one of this policy will commence.

Unless unavoidable, it is not anticipated that a process longer than 12 months will be required to complete a search process for the next Principal.

¹ *Constitution of the Brescia University College Board of Trustees*; approved as revised February 26, 2020; App. A, Article 7.

APPENDIX 1 – PRINCIPAL PERFORMANCE EVALUATION PROCESS AT A GLANCE

