

The University of Alberta values the diversity of its community and is dedicated to achieving a more diverse, equitable, accessible, and inclusive environment for all who work, learn, and live within our community. Inclusivity across university governance bodies means fostering an environment where differences are welcomed, recognized, appreciated, respected, and responded to in ways that fully develop and utilize each person's talents and strengths.

We encourage women; individuals who identify as First Nations, Métis, or Inuit; members of visible minority groups; persons with disabilities; persons of any sexual orientation or gender identity and expression; and all those who may contribute to the further diversification of ideas and the University to become actively involved in collegial governance at the University of Alberta. University Governance is working to ensure that our environment is characterized by a fundamental shared commitment to respectful engagement and to be welcoming of and support a diversity of perspectives.

This document is intended as an information resource regarding the procedures utilized by the Board Governance Committee to recruit and select non-governor committee members on to serve on Board Standing Committees.

These procedures:

- align with the following Board-approved documents:
 - Board of Governors Bylaws
 - Principles for Board Standing Committee Composition
 - Board Governance Committee Terms of Reference
- ensure that accountability, transparency, accessibility, and diversity are upheld by the Board Governance Committee throughout the recruitment and selection processes
- outline the timeline that guides the annual recruitment process each Spring

OPERATING FRAMEWORK

As outlined in the Board of Governors Bylaws, voting membership of Board Standing Committees comprises members of the Board of Governors, as well as Non-Governor Committee Members appointed by the Board to provide additional expertise where needed.

The Terms of Reference for the Board Governance Committee includes a mandate to “develop and implement a systematic and open process for seeking applications for external members of the public to sit on Board committees.” These procedures outline the process to guide that work.

Membership parameters and term length are outlined within the Board of Governors Bylaws.

BOARD GOVERNANCE COMMITTEE PROCEDURES

Annual Review of Committee Membership Requirements

Each September, in preparation for the annual Non-Governor Committee Members recruitment process, the Board Governance Committee (BGC) will compile a list of vacancies anticipated for the next Board meeting year (September to June). At this time, BGC will also review the results of the annual board and committee Skills and Competencies Matrix and Equity, Diversity & Inclusion Questionnaire, to assess areas of need related to committee member succession-planning and recruitment.

Between September and November, the BGC Chair will consult with Board Standing Committee Chairs to review upcoming committee vacancies and determine areas where additional expertise may be required through the appointment of Non-Governor Committee Members.

A final review of upcoming committee membership vacancies will take place in November to guide the annual recruitment process.

Determination of Annual Advertising Plan and Recruitment Timeline

At its November meeting, the BGC will consider targeted advertising messaging and strategies, including the use of non-traditional and broad distribution networks, and will establish the timeline for the upcoming recruitment process.

Establishment of Board Governance Committee Selection Sub-Committee

The BGC will annually approve the membership of a Board Governance Committee Selection Sub-Committee (“selection committee”), a small sub-set of BGC tasked with providing focused consideration and review of applications, including interviews with shortlisted candidates, and ultimately with forming membership recommendations for BGC’s recommendation to the Board of Governors.

Unexpected Vacancies

In the event that unexpected vacancies arise as a result of a serving member resigning from their appointed seat, the BGC may need to assess the sensitivities of those vacancies and determine whether an amended Non-Governor Committee Members appointment process is required.

APPLICATION PROCEDURES

In early January, advertisements to fill anticipated membership vacancies for the coming Board meeting year are widely broadcasted. Interested individuals are called upon to complete and submit a [Non-Governor Committee Member application form](#). Advertisements will run from January to early April, however the application form will remain open on the website throughout the year.

An application form is completed and submitted online and includes requirements such as: contact details of the applicant; a brief expression of interest; resume and occupation/volunteer experience; a skills matrix questionnaire; and personal references with contact information.

Each application form is received electronically by the Board Secretary and Manager of Board Services (Board Secretary) who verifies the completeness of the application and prepares the package of applications for review by the selection committee.

Applications from previous recruitments may be considered if unsuccessful applicants agreed to keep their application on file for future consideration.

SELECTION COMMITTEE PROCEDURES

Membership

Membership of the selection committee is determined by the Board Governance Committee (BGC) on an annual basis, and should include, where possible:

- The BGC Chair or Vice-Chair (as the selection committee Chair)
- No more than four other members of BGC (including ex-officio members)
- Chairs of Board Standing Committees, as required for committee-specific membership needs
- The Board Secretary and Manager of Board Services (as committee secretary)

Conflict declarations

Selection committee members must act fairly, objectively, and equitably in selecting candidates for membership positions. Members must disclose to the committee any relationship they may have with a nominee before consideration by the committee of that person’s application. If a committee member determines that their relationship with a nominee is such that the committee member cannot act fairly and objectively in considering that person’s application, or if the committee determines that the nature of the relationship is such that there is a reasonable perception that the committee member cannot act fairly and objectively, that committee member shall recuse themselves from the discussion and vote of that application.

Application of Principles of Equity, Diversity and Inclusivity

Selection Committee:

- If diverse representation cannot be achieved on the committee, then two members shall be appointed as EDI champions for the process.
- The committee shall undertake EDI training prior to beginning any deliberations, including shortlisting.

Shortlisting:

- The committee shall use a rubric to review applications/candidates.
- The rubric will take into consideration the need to expand the definition of suitability to include non-traditional forms of community and public service.
- The rubric will include screening for qualities and qualifications that will allow the candidate to contribute to the University's mandate and commitments to equity, diversity, and inclusivity.
- The committee will develop a long short list to ensure a diverse candidate pool

Short-listing:

Selection committee short-listing meetings will typically take place in late-April or early-May. These meetings will be held *in-camera* to enable a confidential and vigorous review of all applications submitted.

To help inform membership recommendations, the selection committee will:

- Review the approved committee compositions and skills matrices for all Board standing committees
- Review and discuss upcoming committee vacancies and member criteria, as determined in advance by the BGC
- Review the attributes and relevant qualifications of each applicant (as submitted by the application form)

Following a review of all applications, the Chair will call for a motion to put forward name(s) for recommendation for interview. Once a motion is seconded, further discussion will take place, followed by a simple majority vote by show of hand.

The selection committee may agree not to fill a vacancy at hand should there be no eligible applicants, and may propose to the BGC an alternate strategy to fill that seat, if necessary.

Interviews

Interviews will typically be held in early to mid-May, in-person where possible. Interviews will be conducted *in-camera* with short-listed applicants and members of the selection committee (not all selection committee members must be present, but participation in interviews for each vacancy must be consistent to allow for fair and equitable consideration of applicants).

COMMUNICATION PROCEDURES

With BGC and the Board of Governors

Through the BGC Chair, the selection committee will put forward a formal recommendation of committee appointments to BGC at the May BGC meeting for consideration of recommendation for final approval by the Board of Governors at the June Board meeting.

With Applicants

Should an applicant be shortlisted by the selection committee, the Board Secretary will contact the applicant and arrange for an interview with the selection committee. Reference checks will be conducted in strict confidence by the BGC Chair.

Following the interviews, and upon reaching a decision for recommendation to the BGC, candidates (successful or unsuccessful) will be contacted by the BGC Chair regarding the outcomes.

- Successful candidates will be asked to confirm their continued membership interest by accepting the selections recommendation for appointment. Upon consent, the candidate's name will go forward to BGC and for appointment approval.
- The BGC Chair, on the advice of the selection committee, may choose to ask unsuccessful candidates if they would be interested in keeping their application on file for future consideration.
- Following final consideration by the Board of Governors, the BGC Chair will communicate the Board's decision to the recommended candidates.

PROCEDURE REVIEW

A review of these procedures will be conducted by the BGC at the end of each recruitment process.