

BOARD RECRUITMENT AND SELECTION GUIDELINES

Approval Authority: Board of Governors

Established: 2013 03 20

Amendments: 2019 02 20, 2021 08 25, 2022 04 05

Category: Governance and Legal

Parent Policy: Recruitment Committee ToR

1. Purpose

Each year, the Governance Committee considers the governance leadership and committee membership requirements. Guided by bylaws, policies, role and responsibility statements, committee terms of reference and skill matrices and considering succession planning, the Committee prepares recommendations for consideration of the Board membership, the appointment of the Board Chair and Vice-Chair as well as the Committee Chairs and Committee Member appointments.

Recommended appointments to these specific roles and committee assignments will reflect the Board's balance and diversity goals.

In fulfilling this role, the Governance Committee will develop and implement strategies that allow it to fulfill the Board's aspirations in relation to balance and diversity. These strategies will address both the recruitment of new members and succession planning for leadership roles.

These guidelines are intended to provide support to the Committee responsible for recruitment of individuals to the Board. It is part of the process for the Governance Committee, through its work, to seek and respond to input from community stakeholders in its work of identifying the gaps and needs for recruitment.

The Governance Committee, it will pursue continuous improvement to its policies, processes, communications, and outreach to engage the interest and participation of individuals who bring valuable skills to governance. Particular attention will be given to measures that can cultivate and support diversity among elected members, with emphasis on the importance of reflecting balance and the diversity of Northern Ontario¹

Diversity “embodies inclusiveness, mutual respect, and multiple perspectives and serves as a catalyst for change resulting in health equity. In this context, we are mindful of all aspects of human differences such as socioeconomic status, race, ethnicity, language, nationality, sex, gender identity, sexual orientation, religion, geography, disability and age.”

[Source: [Association of American Medical Colleges](#)]

¹ <https://culture.nosm.ca/diversity/>

NOSM University is committed to creating a climate where learners, faculty, staff, and patients can expect the highest standards of respect, kindness and professional collegiality and civility.²

The over-riding consideration in identifying and confirming individuals to serve is merit and experience in relation to the governance needs of the University. All candidates must possess the qualifications, experience and commitment required to govern an institution of the size, complexity, and reputation of the NOSM University and should reflect the diversity of the communities served by the University.

2. Balance and Diversity within the Board

The Board, as a whole, should be skilled, credible, capable, experienced and well able to lead NOSM University.

The membership should be drawn widely to:

- achieve a balance of skills and expertise needed for the Board to fulfill its governance roles and responsibilities,
- reflect the geographic and demographic diversity of Northern Ontario (specifically) including indigenous, francophones and rural and remote communities and reflect the social accountability mandate,
- identify strategies to encourage representatives of institutional partner organizations and other external organizations and constituencies to provide suggestions of potential candidates, including those who would help meet the balance and diversity objectives.
- subject to exceptional circumstances, members should be residents of Northern Ontario

3. Personal Qualities of Individuals on the Board

- a commitment to the mission, vision, and core values with emphasis on the social accountability mandate aligned with NOSM University's statement on equity, diversity, and inclusion,
- personal and professional integrity and informed judgment,
- understanding of governance including the roles and responsibilities of the Board as a whole, as well as those of the individuals on the Board and the difference between governance and management,
- ability to work positively, co-operatively, and respectfully and communicate effectively,
- ability to provide wise counsel and ask relevant questions at a strategic level,
- enthusiasm for the role and its demands,
- ability and willingness to commit the necessary time to prepare for and participate in orientation and continuing education, meetings, committee meetings, retreats, and selected NOSM University related events,
- a commitment to comply with the code of conduct and conflict of interest policies, and
- ability and willingness to represent and be an ambassador for NOSM University when called upon.

² <https://culture.nosm.ca/about/>

4. Skills, Experience and Knowledge

While the Board will give priority to recruitment of different skills, expertise and experience over time, the members should collectively possess a range of specific skills, expertise, and experience from among the following:

Academic

- University (higher education) policy, governance and/or management experience
- Undergraduate and postgraduate medical education residents, graduate students, and health sciences learners (NOSM University learners)
- NOSM University Alumni
- Research and Scientific Discovery

Governance

- Municipal governance/management with a broad regional perspective/ experience
- Francophone and/or Indigenous governance
- Corporate or Not-for-Profit Governance.

Functional Expertise

- Financial management and oversight with professional designation.
- Human resources including labour relations
- Information Management Strategy
- Legal expertise
- Conflict Resolution
- Quality Improvement and Risk management
- Strategic planning
- Health Policy and Administration
- Knowledge of and experience in Indigenous health care, policy or administration and governance
- Knowledge of and experience in francophone health care, policy or administration and governance
- Equity, diversity inclusivity and anti-racism
- Health care delivery and clinical experience
- Government relations
- Fundraising, Media, and Public Relations

5. Authorities and Officers

The authorities and officers for this document are as follows:

- Approving Authority: Board
- Designated Executive Officer: President
- Procedural Authority: Governance Committee Chair
- Procedural Officer: Secretary

Review Period: 3 years

Next Review: 2025 03