

1.17 – Board Recruitment Policy

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Subject:	Board Recruitment	Reviewed:	April 28, 2026
Policy:	1.17	Revised:	April 18, 2023
Policy Owner:	Board of Directors	Next Review:	April 2027
Approval Authority:	Board of Directors		

Objective

The objective of this Policy is to ensure that ongoing Board effectiveness is maintained through the recruitment of Board members whom possess a variety of skills, knowledge, and experiences, are committed the mission of the College, and who represent the diverse demographics of the region.

In recommending new Board members for appointment to the Minister of Advanced Education, the existing Board will identify potential candidates based on their qualifications, and the desired composition of the Board.

Board Composition

The composition of the Carlton Trail College Board will be such that:

- Board members have a variety of skills, experiences, and backgrounds that complements the Board as a whole, thereby ensuring broad and diverse perspectives.
- Representation of the Board will reflect the demographic profile of the region the College serves. Persons of Indigenous ancestry, persons of visible minorities, persons with disabilities, and gender balance are an integral component in Board diversity.
- Board members must reside in the Carlton Trail Region (as indicated in legislation).
- Immediate family members of employees of the College shall not be eligible to serve on the Board. For the purpose of this policy, “immediate family” is defined as an employee’s spouse common-law-spouse, son, son-in-law, daughter, daughter-in-law, father, father-in-law, mother, mother-in-law, brother, sister, grandchild, and grandparent.

It is recognized by the Board that while there are advantages in maintaining a balanced Board that is reflective of the region the College serves, the highest priority of the Board at Carlton Trail College is to have the best people with the right skills, knowledge, and experience to serve on the Board. Nonetheless, the Board will attempt to ensure representation throughout the region is achieved wherever possible. The Board shall make its best effort to ensure gender and minority interests are considered in recruiting new board member candidates.

1.17 – Board Recruitment Procedure

Section:	Board	Approved:	May 28, 2019
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In identifying potential candidates' competencies for the Board, the existing Board shall:

- determine what the optimal inventory of skills, experience, and knowledge are of the Board to ensure effective and strategic governance now and into the future,
- review the composition of the current Board to create an inventory of existing skills, experiences, knowledge, and representational affinities. A skills matrix may be used for this evaluation. This review takes into account diversity of background, skills and experience of each Board member currently on the Board, and
- from this analysis, the Board will ascertain gaps and seek to identify and recommend new Board members that bring with them the desired attributes.

Candidate Attributes and Competencies

Those interested in being recommended to serve on the Board at Carlton Trail College should possess the following attributes and competencies:

- Commitment to the mission, vision, and values of the College
- Demonstrated ability to enact the *Values* of the College: Accountable, Inclusive, Innovative, Respectful.
- Proven leadership and interpersonal skills
- Knowledge and understanding of the region that the College serves
- Governance experience and understanding of Board governance, policy and procedure
- Recognize and understand the importance of advanced skills training and post-secondary education
- Ability to take a broad, holistic, and strategic view of the College; ability to see the interrelationship between the College and its current environment; ability to connect strategies to current objectives
- Demonstrated ability to work as part of a team and to respect others; ability to raise challenging questions in a manner that encourages open discussion
- Ability to invest the time required to undertake the responsibilities as a Board member
- Board appointment terms are three (3) years and Board members can serve for a maximum of two (2) terms

To ensure that the Board can make timely recommendations of potential Board members to the Minister of Advanced Education, six (6) months prior to the end of a Board member's term, the following will occur:

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- Where the Board member is finishing their first term, the Board Chair will:
 - confirm with the member that they are willing to let their name stand for a second term. If so, the Board Chair may send a letter to the Minister of Advanced Education recommending the Board member's name stand for a second term, and
 - if the Board member wishes to step down after the completion of their first term, the Board will begin the process of recruitment for a replacement Board member.
- Where the Board member is at the end of their second term, the recruitment process will begin in a timely manner to fill the upcoming vacancy.
- Where a Board member steps down or is no longer able to fulfill their term due to unforeseen circumstances, the Board will begin the process of recruitment in a timely manner.

To create a list of potential candidates, advertising for Board members will be undertaken throughout the College region. Interested candidates will be required to submit a cover letter and resume for consideration by the Board. Candidates who are deemed to meet the desired attributes, functional skills, and experience, with an eye on ensuring diversity, will be asked to participate in a meeting with the Board to engage in a discussion regarding their suitability and desire to serve on the Board. Through this process the Board will identify suitable candidates and subsequently submit recommendations to the Minister of Advanced Education.