

**Guidelines for the Identification and
Appointment of External Board Members**

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2. The Board should appoint external members who bring a balance of perspectives, backgrounds, experience and skills to the Board. These could include, but are not limited to:
 - (a) members of professional fields such as education, legal, finance, health care, scientific research, engineering, and marketing;
 - (b) members of the business community;
 - (c) members of local governments;
 - (d) members of labour organizations;
 - (e) members of the artistic community; and
 - (f) fund raisers.

It is expected that a breadth of perspectives would enable the Board to deal effectively with:

utilization of funds and resources;
evaluation of the effectiveness of the University's policies and programs in an accountability framework;
strategic planning; and
public relations.

3. In appointing external members, the Board will attempt to achieve representation from a broad cross-section of the community, thereby benefitting from a diversity of ability and interest. This representation should reflect:
 - (a) educational institutions, legal, finance, health care, scientific research, engineering, and marketing and other professional communities;
 - (b) business management (financial institutions, manufacturers, resource and service industries);
 - (c) government/public sector; and
 - (d) diversity, including gender, race, Indigeneity, sexual orientation, gender identity and other equity-deserving groups.
4. When it is anticipated that the Board will need to appoint an external member and before candidates are proposed to the Board, the Senior Policy and Operations Committee will conduct a needs assessment by analyzing the

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present Board against stated criteria and representation considerations. The present and future membership needs and priorities of the Board will be identified, based on the needs assessment.

5. When an external member is to be appointed the Chair of the Board, through the following process, will identify individuals capable of fulfilling the functional requirements of the Board and who best meet the objectives identified:
 - (a) Incumbent Board members who are eligible for reappointment will be consulted by the Board Chair to determine their interest in reappointment.
 - (b) Nominations from incumbent Board members will be solicited.
 - (c) All nominations, including those submitted with respect to earlier vacancies or statements of interest by potential candidates, will be reviewed.
 - (d) The Board Chair will submit to the Senior Policy and Operations Committee one or more names for each vacancy. The Senior Policy r morenior