

Policy Name: Succession Planning
Approving Authority: Board of Governors

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Statement

The Succession Planning Policy of Beal University Canada (“BUC” or the “University”) supports the University’s commitment to ensure continuity of leadership of the University.

Purpose

The purpose of this policy is to provide guidelines for the University senior leadership team to ensure all University standards and policy requirements are met and maintained in the event of a change in key management positions which will ensure the ongoing continuity, stability and success of the institution.

Roles and Responsibilities

The responsibility of implementation of this policy is the Board of Governors. The Board of Governors will review this policy annually.

Policy

The Succession Planning Policy provides the requirements to ensure continuity of leadership. The University believes as a successful organization that the planning for leadership is a continuous process and not just for an impending departure or retirement. Leadership will be instilled at every level.

Planning for and building leadership continuity will involve the University making investments in the capacity and skills of individuals within the University. The University senior leadership will operate with effective management through effective delegation, coaching, timely feedback, and by giving employees ever-increasing responsibilities to ensure there is always an appropriate “stretch” element to the growth path that they are on. At each level, the University leaders will delegate meaningful work, creating motivating environments, coaching employees up or out, and assuring there is learning and feedback on a routine basis.

The Board of Governors of the University will assure that planning and building leadership continuity is a University priority. The Board of Governors evaluates, anticipates, and addresses changes in leadership on an annual basis and when deemed necessary. The Board of Governors will assist leaders of the University identify and address challenges and build leadership teams for long-term strength.

The Professional Development and Training Plans Policy requires each position to include senior leadership, middle management and staff in both administrative and academic areas to develop professional development plans. The plans will be developed with specific goals and timelines for completion. Leadership will continuously monitor for personnel’s completion of the activities within the professional development plans. During the annual review, leadership will provide feedback and assessment for staff’s progression towards those goals. There are specific financial commitments encompassed within the annual financial budget of the University for training and development of staff

and faculty.

This policy provides the experience and depth of leadership at multiple levels to ensure in the event of a change of presidency, interim internal leadership continues seamlessly until a new president is employed.

The key senior positions to the continuous stability of leadership of the University consist of the following:

1. President
2. Vice President of Academics
3. Vice President of Operations

The circumstances which would trigger the policy implementation would include:

1. The replacement of any of the three key positions due to voluntary or involuntary termination.
2. The retirement of any of the three key positions.
3. The long-term illness and death of any of the three key positions.

If the key positions are below the President level, the President will be responsible to obtain a replacement following the University's Hiring Standards policy. The Board of Governors will serve in an advisory role to the President.

If the change in key position is the President level, the Board of Governors will be responsible for the implementation of the succession plan as defined in the Addendum to this policy.

Related Policies and Documents

AA-013 Faculty Hiring Standards Policy
HR-005 Non-Academic Hiring Standards Policy
HR-008 Professional Development and Training Plans Policy

Addendum

Succession Plan Development

The Board of Governors will ensure a smooth transition with a change in the President position through an established succession plan as follows:

In emergency situations:

- The Board of Governors will appoint temporary positions to ensure no interruptions with the student, staff, and academic activities.
- The Board of Governors Chair will call an urgent meeting to establish short-term actions and implementation of the Succession Planning Policy.
- The Board of Governors will continue with the succession plan as detailed in the non-emergent situations.

In non-emergent situations:

- The Board of Governors will oversee, or choose to establish an ad hoc committee, the implementation of the succession plan, as deemed necessary.
- The Board of Governors will be authorized to hire an executive search firm to find diverse, exceptional leaders who invigorate organizations as deemed appropriate.
- The Board of Governors will create an Executive Search Committee to conduct pre-search assessment and planning to help calibrate the President position to achieve the school goals when deemed necessary.
- The Executive Search Committee will have a rigorous and multi-stage interview process that brings the depth and wisdom to their selection process.
- The Executive Search Committee and transition management process will focus on the legacy issues of the school that might otherwise undermine the new executive's performance.
- The Executive Search Committee also will provide post-hire guidance and mentoring that help new executive get off to a fast start by ensuring clarity about roles, goals, and responsibilities.