

2022 SCEA Board Recruitment Committee Report to Association Members June 2022

Context

The role of the SCEA Board Recruitment Committee (BRC) was established under the current SCEA Constitution which was adopted in late 2021. The Terms of Reference of the Committee were designated in the Constitution as a Board Policy, but with high visibility to Association Members. Whilst the Committee is expected to consult extensively with the SCEA Board, it is independent of the Board and reports to Association Members.

Under the Constitution, the Committee is responsible *'to identify and nominate suitable candidates who have the requisite mix of skills, character and capabilities to contribute as a Director to the effective performance of the Board in advancing the Purposes of the Association.'*

Committee composition

The Committee was convened in May 2022 and currently comprises:

- a) three elected Association Members, being Caroline Blake, Neil David and Martin Bent. These members were elected at the adjourned Association Meeting held on 19 May 2022;
- b) the Chief Executive Officer, Graeme Cross; and
- c) a SCEA Principal elected by the SCEA Principals, namely Michael Bolan.

The Committee agreed that Martin Bent should be the Chair for the current year.

Committee Meetings

With the SCEA Annual General Meeting (AGM) scheduled for 30 June 2022, the Committee had a tight schedule for any nominations for election at the AGM.

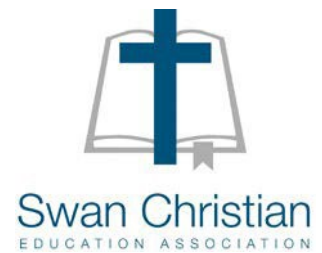
At its first meeting, the Committee agreed that there was insufficient time to seek, screen and nominate any new Directors for this AGM. The Committee decided

- to review the criteria for nomination;
- to interview Board Members and the CEO about these criteria, the current performance of the Board, any gaps in the Board's composition, and the contributions of the re-nominees; and
- to undertake due diligence on the re-nominating Directors

Board recruitment Criteria

The Committee reviewed the current Skills Matrix of the Board. The expertise in specific industries or sectors included the following:

- | | | |
|------------------------|-------------------------------------|---|
| • Christian Leadership | • Fundraising | • Advocacy |
| • Education | • Major Building Projects | • Business Leadership/
Management (<\$50M) |
| • Legal | • Land Acquisition /
Development | • Risk & Compliance |
| • Financial | • Government Policy | • Media & Communications |
| • Community Relations | | |



The Committee considered that theological input into Board decision-making was an imperative and Theological Expertise needed to be added to the list. In subsequent interviews with Directors, it also emerged that Director(s) with experience in Board Governance in larger organisations could make valuable contributions on the governance front.

In addition to the Industry/Sector expertise, the Committee considered a series of general criteria that relate more to character and capability. The following General Criteria were identified:

- Christian Lifestyle and Testimony.
- Understanding and commitment to SCEA's mission, culture and values.
- Knowledge and understanding of independent low fee schools.
- Excellent strategic thinking.
- Highly developed analytical and critical thinking.
- Strong interpersonal and communication skills
- Emotional intelligence
- Strong understanding of SCEA Governance structure, philosophy and processes.
- Confident independent thinker and speaker on issues.
- Availability for meetings
- Diversity (gender, age, church, geographical, etc)

As guidelines for exploring the criterion of Christian Lifestyle and Testimony, the Committee considered compliance with the SCEA Christian Lifestyle Policy, evidence of the Fruits of the Spirit (Gal 5:22-23), and the expectations of Christian Eldership (1 Tim 3:1-7) to be appropriate indicators.

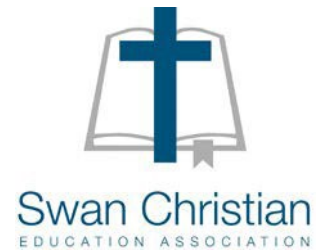
Board Interviews

The Committee decided that it would be appropriate for Director interviews to be conducted by the elected Association Members. Each Director and the CEO were interviewed about the Board nomination criteria, the current performance of the Board, any gaps in the Board's composition, and the contributions of the re-nominees. The interviewees are acknowledged for their time, thought and candour in this process.

Based on these interviews, it is apparent that the current Board are working reasonably well together. There is a variety of views and opinions that are considered and respected, and robust debate. All Directors were recognised as making valued contributions. Prior to the interviews, the Committee was informed that Charlene Woodbine was resigning due to work and family commitments. Her contributions were appreciated by the Board, and the need for legal/compliance/risk management expertise on the Board was re-iterated, as well as diversity in age and gender.

It was apparent that the role of Director takes significant time, thought and energy, and this is a major challenge (in different ways) for all Directors that needs to be reviewed to ensure long-term sustainability of the Board (and individual Directors).

It was noted that both the Board Chair and Deputy are re-nominating in the same year, and this is a point of some risk to SCEA. However, the Board determines who holds each of these positions, so the roles of the Recruitment Committee and the Association Members is limited to ensuring that the Board has members with sufficient experience and expertise to fulfil these roles.



Board Nominations

The Committee has considered the re-nominations of Robert Edkins and Craig Clark. Rob Edkins has completed two terms of three years and Craig Clark has completed one term.

The Committee has considered the feedback from the Board interviews, from the interviews with the candidates themselves, and their church referees.

Based on these processes, the Committee considers that both candidates have made, and will continue to make, valuable contributions to the Board. They bring Industry/Sector perspectives that are required within the Board, and they meet the general character and capability criteria outlined above.

The Committee recommends these two candidates to the Association Members for election to the Board.

The Committee expects to pro-actively seek additional Directors in the next twelve months with the possibility of temporary appointments (co-opting) being made to fill any significant gaps until elections at the next AGM (as outlined in the Constitution clauses 22.1(b) and 22.4).

Martin Bent

Chair, Board Recruitment Committee