

DURHAM COLLEGE OF APPLIED ARTS AND TECHNOLOGY PUBLIC MEETING OF THE GOVERNANCE REVIEW COMMITTEE AGENDA

Date: Wednesday, January 13, 2021, 7:00 p.m.

Location: MS Teams

Pages

1. CALL TO ORDER
2. INTRODUCTION OF GUESTS
3. ADDITIONS/DELETIONS TO THE AGENDA
4. CONFLICT OF INTEREST DECLARATIONS
5. PRESENTATIONS
6. ACTIONS ARISING FROM PREVIOUS MINUTES/REGULAR RECURRING ITEMS

- 6.1. Meeting Assessments

3 - 12

Recommendation

It is recommended that the Governance Review Committee provide direction on any further actions to be taken regarding the Board's current meeting assessment process.

7. DECISION ITEMS

Recommendation

That the Governance Review Committee recommend to the Durham College Board of Governors:

That based on Report GOV-2021-02, the following Board policies be approved as presented:

- Principles of Governance
- Election of Chair and Vice-Chair of the Board
- Committee Principles
- Delegation to the President
- President's Job Description
- Assessing the President's Performance
- Emergency Executive Succession

8. DISCUSSION ITEMS

9. MEETING CRITIQUE - J. Wilson

10. ADJOURNMENT

Report Number: GOV-2021-01

To: Governance Review Committee

From: Melissa Pringle, Corporate and Board Secretary

Date of Report: December 14, 2020

Date of Meeting: January 13, 2021

Subject: Meeting Assessments

1. Purpose

The purpose of this report is to respond to the request of the Governance Review Committee for more information regarding the best practices related to meeting assessments.

2. Recommendation

It is recommended that the Governance Review Committee provide direction on any further actions to be taken regarding the Board's current meeting assessment process.

3. Background

In response to the Board's goal of continuous improvement, the Board has historically engaged in a practice whereby meeting assessments are conducted at every Committee and Board meeting. At a Committee meeting, a verbal roundtable assessment is conducted at the end of each meeting. At Board meetings, a meeting assessor is assigned on a rotational basis, and the meeting assessor is provided a form to guide the conversation (**see appendix A for a copy of the current meeting assessment form**). Further, the Board engages in an annual effectiveness survey that is completed by all Governors. The Executive Committee reviews the results from the annual effectiveness survey to determine if additional actions are required.

For the 2020-2021 Board year, the Board approved a goal related to continuous improvement with the following measurement: "That the Executive Committee completes a review of the current meeting assessment process and makes refinements based on Board member input to ensure validity and to optimize Board engagement."

Following approval of the goal, it was noted that as per Durham College By-law No. 1, the Governance Review Committee is responsible for reviewing the Board's governance processes. However, the Executive Committee began its review of the Board's meeting assessment process at its meeting on November 2, 2020, and subsequently forwarded their initial ideas to the Governance Review Committee for discussion at its meeting on November 10, 2020.

At the Governance Review Committee meeting on November 10, 2020, the Committee discussed the impetus for the discussion, the problem that was trying to be solved, and various suggestions to enhance the meeting assessment process. As no consensus was reached on what suggestions, if any, to pursue to enhance the meeting assessment process, the Committee requested additional information on the best practices related to meeting assessments.

4. Discussion/Options

Engaging in a meeting assessment process is the best practice, and it is the Board's responsibility to decide what metrics will be used to evaluate its meetings and the appropriate tool.

Common performance factors include assessing meeting results, meeting process, participation, and next steps. The goal is to evaluate if all expectations were met.¹ More generally, meeting assessments are an opportunity to evaluate the effectiveness of a meeting by identifying what went well and areas of improvement. According to the *Manual for Effective College Governance*, the purpose of evaluating meeting effectiveness is to improve meeting quality and processes. A meeting effectiveness survey may evaluate the quality and timeliness of materials, effectiveness of the meeting, agenda management, effectiveness of the debate, conduct of meeting participants, the effectiveness of the chair, and overall satisfaction.² Sample forms are included in the *Manual for Effective College Governance* (section 4.10).

Currently, the Board evaluates its meetings based on three criteria: 1) the demonstration of leadership against the College's values, 2) the meeting structure and participation, and 3) success in achieving the targets of the Board's work plan and Board goals.

¹ Retrieved from <https://www.ittoolkit.com/articles/post-meeting-assessment>

² Manual for Effective College Governance, page 127.

The following is a summary of the meeting assessment practices of other colleges:

College	Meeting Evaluation Technique
Centennial College	Each meeting ends with a round of “ <i>For the Good of the Board</i> ,” where each member is asked to identify anything that worked well or anything that might be improved.
Georgian College	An electronic survey is provided to all members after each Board meeting (compliance is about 70%). <i>*sample survey attached as Appendix B</i>
Lambton College	Do not conduct meeting assessments, only annual Board evaluation survey
New Brunswick Community College	Do not evaluate committee meetings, but an electronic survey is provided after each Board meeting. Responses are collated and included in the next consent agenda. <i>*sample survey attached as Appendix C</i>
Southern Alberta Institute of Technology	Do not conduct meeting assessments, but conducts an annual Board evaluation. Also, the Board discusses effectiveness at the annual strategic retreat.
Northern Lights College	A meeting evaluator is appointed to provide a verbal report at each meeting. Following the verbal report, other members are welcome to provide feedback. The Board also completes an annual Board evaluation survey. <i>*sample survey attached as Appendix D</i>
Fanshawe College	An electronic survey is provided to all members after each Board meeting (the average number of responses is 9); the Board Process Committee reviews feedback.
Camosun College	Only do annual assessments on the Board and Committee meetings.

There is no “one size fits” all approach to meeting assessment, and many tools are available to assist with evaluating meeting effectiveness. The Board must determine its metrics and the tool it wishes to use to solicit feedback.

In support of this discussion, the following resources were provided by Governor Michalko:

1. [What it takes to run a great virtual meeting](#)
2. [Board or Committee Meeting Evaluation Form](#)

5. Financial/Human Resource Implications

There are no financial or human resources implications.

6. Implications for the Joint Campus Master Plan

There are no implications for the joint campus master plan.

7. Implications for Ontario Tech University

There are no implications for Ontario Tech University.

8. Relationship to the Strategic Plan/Business Plan

This report relates to the 'Our Work' pillar of the strategic plan and the goal to be a leader in teaching and learning while responsibly managing resources, ensuring good governance, and strategically investing in the future.

**Board of Governors
Board Meeting Critique****Date:****Critique by:**

Through the annual Board Effectiveness survey, governors recognize the Durham College Board of Governors as a highly effective board. In the spirit of continuous improvement and as a best practice, the Board assesses the effectiveness of each meeting using this critique form. The focus of the assessment is to be on the achievement of the meeting objectives.

1. Meeting participants demonstrate leadership in our values: collaboration, diversity & inclusion, excellence, innovation, integrity, respect, social responsibility.

☐

Satisfactory

☐

Needs improvement (provide suggestion(s) below)

2. The meeting structure and leadership encourages participation from all Board members.

☐

Satisfactory

☐

Needs improvement (provide suggestion(s) below)

3. We were successful in achieving the targets of the Board Work Plan and Board Goals for this meeting.

☐

Satisfactory

☐

Needs improvement (provide suggestion(s) below)

Additional Comments:



Board of Governors' Board Retreat/Board Meeting Evaluation Form

Date of the meeting:

EVALUATION CATEGORY	HIGHLIGHT ONE CATEGORY
1. The board focus of the workshop/meeting was	<div>Operational Strategic</div> <div>1 2 3 4 5</div>
2. The workshop/meeting structure allowed	<div>Limited participation Full participation</div> <div>1 2 3 4 5</div>
3. The workshop/board materials provided were	<div>Too late for review Timely for review</div> <div>1 2 3 4 5</div>
4. Also, the materials provided were	<div>Confusing Informative</div> <div>1 2 3 4 5</div>
5. The discussion was	<div>Unfocused Focused</div> <div>1 2 3 4 5</div>
6. The issues provided were	<div>Not very important Very Important</div> <div>1 2 3 4 5</div>
7. The time given to all agenda items was	<div>Inadequate Adequate</div> <div>1 2 3 4 5</div>
8. The use of consent agenda was	<div>Non effective Very effective</div> <div>1 2 3 4 5</div>
9. The board engagement was	<div>Poor Excellent</div> <div>1 2 3 4 5</div>

Board of Governors' Board Retreat/Board Meeting Evaluation Form

10. What was most helpful for you at this board workshop/meeting?
11. What was least helpful for you?
12. After having gone through this, what expectations do you have for next time?
13. What lessons have we learned as an organization?
14. Topics for discussion you would like added to a future Board agenda.
15. Questions/Comments:

BOARD MEETING EVALUATION

[Date] – [Location]

(PLEASE NOTE: [#] Governors completed the survey; [#] attended the meeting)

Our Vision: Transforming Lives and Communities
Our Purpose: We are a collaborative, learner-centred college – creatively contributing to social and economic prosperity through applied learning
Our Values: We learn together to: • Nurture a culture of belonging • Encourage, engage and inspire • Lead with integrity
 • Embrace innovation • Develop strong relationships
Our Goals: • Welcome more learners • Enrich the NBCC Advantage • Build our capacity to grow

QUESTION 1:

Did you receive the Board package in a timely manner and did the meeting package provide the right information?

Answer Choices

YES

NO

Responses

QUESTION 2:

The presentations made during the meeting were relevant.

Answer Choices

YES

NO

Responses

QUESTION 3:

Board discussion demonstrated that the Board is governing in alignment with the vision, purpose and values of the College.

Answer Choices

YES

NO

Responses

QUESTION 4:

Do you believe this meeting was more strategic than past meetings?

Answer Choices

YES

NO

Responses

6

4

Comments:

1.

QUESTION 5:

The meeting dynamic encouraged me to participate fully.

Answer Choices

YES

NO

Responses

Comments:

1.

QUESTION 6:
 In your own estimation, do you feel that you were fully prepared for this Board meeting? How long did it take you to prepare for the meeting?

Answer Choices	Responses
YES	
NO	

Comments:
 1.

QUESTION 7:
 Any noteworthy contributions by Governors at this meeting?

Comments:
 1.

QUESTION 8:
 Suggestions for future meetings.

Comments:
 1.

QUESTION 9:
 Request for information that would help you in your governance role:

Comments:
 1.

QUESTION 10:
 Other comments:

1.

Board Meeting Evaluation

The Board Evaluator and Timer will present an informal report regarding the performance of the Board during the meeting. As outlined in GP-1 Governing Style, the Board will govern with an emphasis on:

	Observed at this meeting?	
1. Outward vision rather than an internal preoccupation	Yes <input type="checkbox"/>	No <input type="checkbox"/>
2. Encouragement of diversity in viewpoints	Yes <input type="checkbox"/>	No <input type="checkbox"/>
3. Strategic leadership more than administrative detail	Yes <input type="checkbox"/>	No <input type="checkbox"/>
4. Clear distinction of Board and presidential roles	Yes <input type="checkbox"/>	No <input type="checkbox"/>
5. Collective rather than individual decisions	Yes <input type="checkbox"/>	No <input type="checkbox"/>
6. Future rather than past or present	Yes <input type="checkbox"/>	No <input type="checkbox"/>
7. Pro-activity rather than reactivity	Yes <input type="checkbox"/>	No <input type="checkbox"/>

Notes:

Evaluator Name: _____ Date: _____

Report Number: GOV-2021-02

To: Governance Review Committee

From: Don Lovisa, President

Date of Report: January 4, 2021

Date of Meeting: January 13, 2021

Subject: Board Policies Due for Renewal

1. Purpose

The purpose of this report is to review and recommend changes to the Board policies scheduled for renewal:

Governance Process

- Principles of Governance
- Election of Chair and Vice-Chair of the Board
- Committee Principles

Board-President Relationship

- Delegation to the President
- President's Job Description
- Assessing the President's Performance

Executive Limitations

- Emergency Executive Succession

2. Recommendation

That the Governance Review Committee recommend to the Durham College Board of Governors:

That based on Report GOV-2021-02, the following Board policies be approved as presented:

- Principles of Governance
- Election of Chair and Vice-Chair of the Board
- Committee Principles
- Delegation to the President

-
- President's Job Description
 - Assessing the President's Performance
 - Emergency Executive Succession

3. Background

Board policies are reviewed by the Governance Review Committee on a cyclical basis and are approved by the Board of Governors. This report outlines proposed edits, if any, to the policies currently scheduled for renewal.

4. Discussion/Options

The following is a brief description of the proposed changes to each policy.

Principles of Governance – see Appendix 1

- Minor editing and stylistic changes
- Section 2 expanded to define the Board's interpretation of its policy governance approach

Election of Chair and Vice-Chair of the Board – see Appendix 2

- Minor editing and stylistic changes
- In the procedure, proposing the nomination period be reduced from five (5) to four (4) business days to allow time to receive written confirmation of the willingness to stand for election
- In the procedure, removed reference to the Declaration of Acceptance Nomination Form. Written confirmation of the willingness to stand for election may be submitted in alternative formats.

Committee Principles - see Appendix 3

- Minor editing and stylistic changes

Delegation to the President – see Appendix 4

- Minor editing and stylistic changes
- Update language in Section 2.4 to align with the Emergency Executive Succession policy

President's Job Description – see Appendix 5

- Minor editing and stylistic changes

Assessing the President's Performance – see Appendix 6

- Minor editing and stylistic changes
- Section 2.5 – removed reference to prescriptive nature of when a 360 degree survey must be used in the assessment of the President's performance, while recognizing it is a tool the Board may use at its discretion.
- Section 3 – revised timing as to when assessment updates are to be provided to the Board based on the Board's meeting schedule

Emergency Executive Succession – see Appendix 7

- Minor editing and stylistic changes
- Section 2.1.1 – wording to identify the positions at the college of senior officials who may serve as Acting President
- Section 2.5 – increased the amount of time for the Executive Committee to convene to begin the presidential search process
- In the section 'Temporary Loss of Service' – language to clarify when an Acting President shall be appointed

5. Financial/Human Resource Implications

There are no financial or human resources implications.

6. Implications for the Joint Campus Master Plan

There are no implications for the joint campus master plan.

7. Implications for Ontario Tech University

There are no implications for Ontario Tech University.

8. Relationship to the Strategic Plan/Business Plan

This report relates to the 'Our Work' pillar of the strategic plan and the goal to be a leader in teaching and learning while responsibly managing resources, ensuring good governance, and strategically investing in the future.



BOARD OF GOVERNORS POLICY

POLICY TYPE: Governance Process
POLICY TITLE: Principles of Governance
EFFECTIVE DATE: February 2010
REVISION DATE: ~~February 2018~~ February 2021
RENEWAL DATE: February ~~2024~~ 2024

1. Background

1.1. The Board of Governors oversees the direction and management of a College so that it carries out its mandate and objectives effectively to carry out its mandate and objectives effectively. Under the *Ontario Colleges of Applied Arts and Technology Act*, the objects of the Colleges are to offer a comprehensive program of career-oriented, post-secondary education and training to assist individuals in finding and keeping employment, to meet the needs of employers and the changing work environment, and to support the economic and social development of local and diverse communities.

1.2. According to the ~~Ministry's~~ Ministry's Binding Policy Directive on Governance and Accountability, the ~~board board~~ of governors of a college is to govern effectively and is accountable to the citizens of Ontario for the successful achievement of its mandate. Good governance requires that policies, processes, and structures be put in place to promote effective operation of the college and to the College's effective operation and allow it to fulfill its mandate and meet its objectives. Essential elements include organizational integrity, financial management, communication with stakeholders and clients, collecting and reporting of information, and good management practices.

It is believed that following well-accepted principles of good governance reduces risk and generates greater long-term value for the institution and its stakeholders.

4.2.1.3.

2. Policy statements

The Durham College Board of Governors has adopted a policy governance approach, which generally means:

2.1. The Board of Governors is accountable to its stakeholders and for ensuring the College is appropriately managed.

2.2. The Board of Governors will speak with one voice or not at all. Once a matter is decided, all Governors must accept the decision and support its implementation.

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2.3. The Board of Governors makes decisions primarily by policy and is responsible for communicating its beliefs, commitments, values, and vision through written policy.

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2.3.1. The Board of Governors has established four categories of Board policy: Outcomes, Governance Process, Board-President Relationship, and Executive Limitations.

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2.3.2. The Board of Governors will ensure that its policies are reviewed cyclically and are compliant with appropriate laws, government policy, and best practices.

2.4. The Board of Governors will exercise control by limiting, not prescribing activities.

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2.4.1. The Board of Governors delegates total authority for the overall management of the College to the President. Any limits to this authority will be documented in the Board's General Executive Constraint policy.

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~~1.1. It is believed that following well accepted principles of good governance reduces risk and generates greater long term value for the institution and its stakeholders.~~

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~~2.1. The Board of Governors has adopted a policy governance approach to governance of the College.~~

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~~2.2.2.5. The Board of Governors of Governors is accountable to the students, employers, and communities the College serves by ensuring the College is effectively and appropriately managed to achieve its established mandate and to provide needed services.~~

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~~2.6. The Board of Governors of Governors will establish governance structures to enable the achievement of expected institutional outcomes with clear lines of communication and internal accountability.~~

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~~2.7. The Board of Governors will foster a congenial and collaborative working relationship with management.~~

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~~2.3-2.8. The Board of Governors will monitor the President's performance, but only against established criteria outlined in a policy.~~

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~~2.4. The Board of Governors will set the College vision, strategic direction, and overall goals and outcomes of the College within the context of appropriate laws, government policy, and local need.~~

~~2.5-2.9. The Board of Governors will provide training and resources to ensure each of Governors will provide training and resources to ensure each Governor develops an understanding of Governor understands the College's College's vision, mission, and values, mandate, and policy governance approach.~~

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~~2.10. The Board of Governors will offer additional governance training and professional development opportunities, where appropriate.~~

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~~2.6. f Governors will make governance training available to each Governor through the College Centre of Board Excellence and other professional development opportunities as they arise.~~

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~~2.7. The Board of Governors will meet regularly and will conduct its meeting in accordance with the by-laws of the College.~~

3. Monitoring

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3.1. The Board of Governors of Governors will approve the College's College's strategic plan, annual business plan, budget, and annual report.

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3.2. The Board of Governors of Governors will review various performance measures, including the such as the metrics outlined in the Strategic Mandate Agreement and results of the Provincial Key Performance Indicator surveys.

3.3. The Board ~~of Governors of Governors~~ will ensure compliance with the ~~'Executive Limitations' Limitations'~~ policies, ~~through the annual compliance report from the President through the President's annual compliance report.~~

3.4. The Board ~~of Governors of Governors~~ will assess the ~~effectiveness of the Board~~ ~~Board's effectiveness with respect to concerning~~ governance and accountability through the annual Board ~~E~~ffectiveness ~~s~~urvey.

3.5. The Board ~~of Governors of Governors~~ ~~has delegated~~ ~~delegates~~ the responsibility of governance oversight to the Governance Review Committee.

4. **Related legislation, ~~Minister's Minister's~~ Binding Policy Directives and other documents**

- Durham College By-law No. 1
- ~~Ministry's Ministry's~~ Binding Policy Directive – Governance and Accountability

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BOARD OF GOVERNORS POLICY

POLICY TYPE:	Governance Process
POLICY TITLE:	Principles of Governance
EFFECTIVE DATE:	February 2010
REVISION DATE:	February 2021
RENEWAL DATE:	February 2024

1. Background

- 1.1. The Board of Governors oversees the direction and management of a College to carry out its mandate and objectives effectively. Under the *Ontario Colleges of Applied Arts and Technology Act*, the objects of the College are to offer a comprehensive program of career-oriented, post-secondary education and training to assist individuals in finding and keeping employment, to meet the needs of employers and the changing work environment, and to support the economic and social development of local and diverse communities.
- 1.2. According to the Ministry's Binding Policy Directive on Governance and Accountability, the board of governors of a college is to govern effectively and is accountable to the citizens of Ontario for the achievement of its mandate. Good governance requires that policies, processes, and structures be put in place to promote the College's effective operation and allow it to fulfill its mandate and meet its objectives. Essential elements include organizational integrity, financial management, communication with stakeholders and clients, collecting and reporting of information, and good management practices.
- 1.3. It is believed that following well-accepted principles of good governance reduces risk and generates greater long-term value for the institution and its stakeholders.

2. Policy statements

The Durham College Board of Governors has adopted a policy governance approach, which generally means:

- 2.1. The Board of Governors is accountable to its stakeholders and for ensuring the College is appropriately managed.
- 2.2. The Board of Governors will speak with one voice or not at all. Once a matter is decided, all Governors must accept the decision and support its implementation.

- 2.3. The Board of Governors makes decisions primarily by policy and is responsible for communicating its beliefs, commitments, values, and vision through written policy.
 - 2.3.1. The Board of Governors has established four categories of Board policy: Outcomes, Governance Process, Board-President Relationship, and Executive Limitations.
 - 2.3.2. The Board of Governors will ensure that its policies are reviewed cyclically and are compliant with appropriate laws, government policy, and best practices.
- 2.4. The Board of Governors will exercise control by limiting, not prescribing activities.
 - 2.4.1. The Board of Governors delegates total authority for the overall management of the College to the President. Any limits to this authority will be documented in the Board's General Executive Constraint policy.
- 2.5. The Board of Governors is accountable to the students, employers, and communities the College serves by ensuring the College is effectively and appropriately managed to achieve its established mandate and to provide needed services.
- 2.6. The Board of Governors will establish governance structures to enable the achievement of expected institutional outcomes with clear lines of communication and internal accountability.
- 2.7. The Board of Governors will foster a congenial and collaborative working relationship with management.
- 2.8. The Board of Governors will monitor the President's performance, but only against established criteria outlined in a policy.
- 2.9. The Board of Governors will provide training and resources to ensure each Governor understands the College's vision, mission, values, mandate, and policy governance approach.
- 2.10. The Board of Governors will offer additional governance training and professional development opportunities, where appropriate.

3. Monitoring

- 3.1. The Board of Governors will approve the College's strategic plan, annual business plan, budget, and annual report.
- 3.2. The Board of Governors will review various performance measures such as the metrics outlined in the Strategic Mandate Agreement and results of the Provincial Key Performance Indicator surveys.

- 3.3. The Board of Governors will ensure compliance with the 'Executive Limitations' policies through the President's annual compliance report.
- 3.4. The Board of Governors will assess the Board's effectiveness concerning governance and accountability through the annual Board Effectiveness survey.
- 3.5. The Board of Governors delegates the responsibility of governance oversight to the Governance Review Committee.

4. Related legislation, Minister's Binding Policy Directives and other documents

- Durham College By-law No. 1
- Ministry's Binding Policy Directive – Governance and Accountability



BOARD OF GOVERNORS POLICY

POLICY TYPE: Governance Process
POLICY TITLE: Election of Chair and Vice-Chair of the Board
EFFECTIVE DATE: April 2010
REVISION DATE: February ~~2018~~2021
RENEWAL DATE: February 2024

1. Background

- 1.1. Ontario Regulation 34/03 Section 5(2) states the Board of Governors shall, in accordance with its by-laws, annually or every two years elect a Chair and Vice-Chair from among its members appointed under subsection 4(2) and the Chair and Vice-Chair are eligible for re-election.
- 1.2. This policy aligns with Durham College By-law No. 1, Section 8: Election of Chair and Vice-Chair.

2. Policy statements

2.1. Terms and Eligibility

- 2.1.1. Only External Governors are eligible to be elected as Chair and Vice-Chair of the Board.
- 2.1.2. The term of office for the positions of Chair and Vice-Chair is one-year, effective July 1 of each year.
- 2.1.3. The Chair and Vice-Chair are eligible for re-election.
- 2.1.4. If the office of the Chair or Vice-Chair shall be or become vacant for any reason, the Board of Governors ~~may shall~~ appoint an external Governor to fill such a vacancy. Such Governor shall formally agree to the appointment.
- 2.1.5. Desirable attributes of a Chair and Vice-Chair include:
 - Proven leadership skills;
 - Excellent strategic and facilitation skills;
 - Proven ability to influence and achieve consensus;
 - Proven ability to act impartially and without bias, and display tact and diplomacy;
 - Effective communication skills;

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- Political acuity;
- The time to continue the legacy of building strong relationships between the College and stakeholders;
- Proven ability to establish trusted advisor relationships with the President and other board members;
- Governance ~~and board level~~ experience; ~~and~~
- ~~Outstanding record of achievement in one or several areas of skills and experience used to select board members.~~

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2.1.6. It is desirable, but not necessary for a Chair to have served as Vice-Chair.

2.1.7. Although only External Governors of the Board shall stand for election as Chair or Vice-Chair, all Governors are eligible to nominate candidates and participate in the electoral process.

2.2. Election Date

2.2.1. No later than the regular meeting of the Board in June of each year, the Board of Governors shall elect a Chair and Vice-Chair from its external members.

2.2.2. It is recommended that elections take place in early spring to inform the planning for the following Board year, including appointments to Standing Committees.

2.3. Nominations and Election Process

2.3.1. Potential candidates for the office of Chair and Vice-Chair must be nominated by another Governor. A Governor cannot nominate his/herself.

2.3.2. The Board of Governors ~~has delegated~~delegates responsibility for conducting the election of Chair and Vice-Chair of the Board to the Nominating Committee.

2.3.3. The Board Secretary shall perform the duties of chief returning officer for the election.

2.3.4. If the Board of Governors fails to appoint any or all of such officers by July 1, the incumbents for whom no replacements have been appointed shall continue in office until their successors are appointed except in the case of a Chair or Vice-Chair whose term as governor has expired.

2.3.5. Following the close of the election, the Chair of the Nominating Committee will report back to the Board of Governors at its next regular

meeting, announcing the outcome of the election.

3. Monitoring

- 3.1.1. The Nominating Committee shall have responsibility for annually monitoring the implementation of the policy and shall make any recommendations for revision to the policy to the Governance Review Committee.

4. Related legislation, Minister's Binding Policy Directives and other documents

- Durham College By-Law No. 1
- Ontario Colleges of Applied Arts and Technology Act, 2002
- Policy on Roles of Chair and Vice-Chair of the Board
- Procedure for Election of Chair and Vice-Chair of the Board



BOARD OF GOVERNORS PROCEDURE

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Board Procedure

POLICY TYPE: Governance Process
PROCEDURE TITLE: Election of Chair and Vice-Chair of the Board
EFFECTIVE DATE: April 2010
REVISION DATE: February 2021
RENEWAL DATE: February 2024
PROCEDURE TITLE: Election of Chair and Vice-Chair of the Board
POLICY TYPE & TITLE: Governance Process — Election of Chair and Vice-Chair of the Board
EFFECTIVE DATE: January 2018
RENEWAL DATE: January 2024

1. Procedure

- 1.1. The Board Secretary shall email all members of the Board a minimum of three (3) business days prior to the commencement of the ~~N~~omination ~~P~~period, outlining the policy on the Election of Chair and Vice-Chair of the Board and providing a copy of the Nomination Form.
- 1.2. The ~~N~~omination ~~P~~period shall be ~~five-four (45)~~ business days in duration ~~(Monday to Thursday)~~.
- 1.3. Completed Nomination Forms shall be returned to the Board Secretary who will perform the duties of chief returning officer for the election process.
- 1.4. ~~Using the Declaration of Acceptance of Nomination form, I~~the Board Secretary shall confirm with all nominees their willingness to stand for election.
- 1.5. To be declared a candidate, ~~the Declaration of Acceptance of Nomination Form~~written confirmation of a nominee's willingness to stand for election must be received by the Board Secretary within one (1) business day of the close of the Nomination Period (by the end of business day on Friday).~~prior to the close of the nomination period.~~
- ~~1.6. The names of nominators shall not be disclosed at any time.~~
- ~~1.7.~~1.6. Elections will be conducted electronically via a secure and confidential voting application. Each eligible voter will have one vote.
- ~~1.8.~~1.7. The duration of the ~~V~~oting ~~P~~period shall be two (2) business days.
- ~~1.9.~~1.8. Following the close of the election process, the Chair of the Nominating Committee will report back to the Board at its next regular meeting, announcing the outcome of the election.

2. Related documents

- Policy on Election of Chair and Vice-Chair of the Board
- Nomination Forms (for chair and vice-chair)
- ~~Declaration of Acceptance of Nomination Forms (for chair and vice-chair)~~



BOARD OF GOVERNORS POLICY

POLICY TYPE:	Governance Process
POLICY TITLE:	Election of Chair and Vice-Chair of the Board
EFFECTIVE DATE:	April 2010
REVISION DATE:	February 2021
RENEWAL DATE:	February 2024

1. Background

- 1.1. Ontario Regulation 34/03 Section 5(2) states the Board of Governors shall, in accordance with its by-laws, annually or every two years elect a Chair and Vice-Chair from among its members appointed under subsection 4(2) and the Chair and Vice-Chair are eligible for re-election.
- 1.2. This policy aligns with Durham College By-law No. 1, Section 8: Election of Chair and Vice-Chair.

2. Policy statements

2.1. Terms and Eligibility

- 2.1.1. Only External Governors are eligible to be elected as Chair and Vice-Chair of the Board.
- 2.1.2. The term of office for the positions of Chair and Vice-Chair is one-year, effective July 1 of each year.
- 2.1.3. The Chair and Vice-Chair are eligible for re-election.
- 2.1.4. If the office of the Chair or Vice-Chair shall be or become vacant for any reason, the Board of Governors shall appoint an external Governor to fill such a vacancy. Such Governor shall formally agree to the appointment.
- 2.1.5. Desirable attributes of a Chair and Vice-Chair include:
 - Proven leadership skills;
 - Excellent strategic and facilitation skills;
 - Proven ability to influence and achieve consensus;
 - Proven ability to act impartially and without bias, and display tact and diplomacy;
 - Effective communication skills;

- Political acuity;
- The time to continue the legacy of building strong relationships between the College and stakeholders;
- Proven ability to establish trusted advisor relationships with the President and other board members;
- Governance experience.

2.1.6. It is desirable, but not necessary for a Chair to have served as Vice-Chair.

2.1.7. Although only External Governors of the Board shall stand for election as Chair or Vice-Chair, all Governors are eligible to nominate candidates and participate in the electoral process.

2.2. Election Date

2.2.1. No later than the regular meeting of the Board in June of each year, the Board of Governors shall elect a Chair and Vice-Chair from its external members.

2.2.2. It is recommended that elections take place in early spring to inform the planning for the following Board year, including appointments to Standing Committees.

2.3. Nominations and Election Process

2.3.1. Potential candidates for the office of Chair and Vice-Chair must be nominated by another Governor. A Governor cannot nominate his/herself.

2.3.2. The Board of Governors delegates responsibility for conducting the election of Chair and Vice-Chair of the Board to the Nominating Committee.

2.3.3. The Board Secretary shall perform the duties of chief returning officer for the election.

2.3.4. If the Board of Governors fails to appoint any or all of such officers by July 1, the incumbents for whom no replacements have been appointed shall continue in office until their successors are appointed except in the case of a Chair or Vice-Chair whose term as governor has expired.

2.3.5. Following the close of the election, the Chair of the Nominating Committee will report back to the Board of Governors at its next regular meeting, announcing the outcome of the election.

3. Monitoring

- 3.1.1. The Nominating Committee shall have responsibility for annually monitoring the implementation of the policy and shall make any recommendations for revision to the policy to the Governance Review Committee.

4. Related legislation, Minister's Binding Policy Directives and other documents

- Durham College By-Law No. 1
- Ontario Colleges of Applied Arts and Technology Act, 2002
- Policy on Roles of Chair and Vice-Chair of the Board
- Procedure for Election of Chair and Vice-Chair of the Board

BOARD OF GOVERNORS PROCEDURE

POLICY TYPE:	Governance Process
PROCEDURE TITLE:	Election of Chair and Vice-Chair of the Board
EFFECTIVE DATE:	April 2010
REVISION DATE:	February 2021
RENEWAL DATE:	February 2024

1. Procedure

- 1.1. The Board Secretary shall email all members of the Board a minimum of three (3) business days prior to the commencement of the Nomination Period, outlining the policy on the Election of Chair and Vice-Chair of the Board and providing a copy of the Nomination Form.
- 1.2. The Nomination Period shall be four (4) business days in duration (Monday to Thursday).
- 1.3. Completed Nomination Forms shall be returned to the Board Secretary who will perform the duties of chief returning officer for the election process.
- 1.4. The Board Secretary shall confirm with all nominees their willingness to stand for election.
- 1.5. To be declared a candidate, written confirmation of a nominee's willingness to stand for election must be received by the Board Secretary within one (1) business day of the close of the Nomination Period (by the end of business day on Friday).
- 1.6. Elections will be conducted electronically via a secure and confidential voting application. Each eligible voter will have one vote.
- 1.7. The duration of the Voting Period shall be two (2) business days.
- 1.8. Following the close of the election process, the Chair of the Nominating Committee will report back to the Board at its next regular meeting, announcing the outcome of the election.

2. Related documents

- Policy on Election of Chair and Vice-Chair of the Board
- Nomination Forms (for chair and vice-chair)
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BOARD OF GOVERNORS POLICY

POLICY TYPE:	Governance Process
POLICY TITLE:	Committee Principles
EFFECTIVE DATE:	April 2010
REVISION DATE:	February 2018 <u>2021</u>
RENEWAL DATE:	February 2021 <u>2024</u>

1. Background

- 1.1. In compliance with Durham College By-law No. 1, Section 30, the Board may, from time to time, establish committees consisting of Governors and officers of the Board for such purposes and with such powers as the Board approves.
- 1.2. This policy aligns with the principles of the Minister's Binding Policy Directive on Governance and Accountability, which requires a college board of governors to establish governance structures to enable the achievement of expected institutional outcomes with clear lines of communication and internal accountability.

2. Policy statements

- 2.1. As per Durham College By-law No. 1, the Board of Governors has established the following Committees: Executive, Audit and Finance, Governance Review and Nominating.
- 2.2. A Ccommittee shall conduct its affairs in accordance with Durham College By-law No. 1, Board policy and the terms of reference approved for each Ccommittee.
- 2.3. Every Ccommittee shall keep minutes, which will be available for viewing by any Governor.
- 2.4. A Ccommittee cannot make a decision that binds the Board of Governors, and the Board of Governors shall approve all actions taken at a Committee meeting and all recommendations made by a Committee, except as provided for in Durham College By-law No.1.
- 2.5. A Ccommittee may not speak or act for the Board of Governors except when formally given such authority, or as provided for in By-law No. 1. Such authority will be carefully stated in order not to conflict with authority delegated to the Chair of the Board of Governors.
- 2.6. A Ccommittee does not have authority over College employees or operations.

- 2.7. The Board of Governors shall appoint the members of the committees who shall hold office at the pleasure of the Board.
- 2.8. Every Governor shall be appointed to a minimum of one (1) Ccommittee.
- 2.9. Internal Governors are permitted to serve as Vice-Chair of a Ccommittee; however, an Internal Governor cannot be appointed as Chair as they cannot serve as a member of the Executive Committee.
- 2.10. The term of appointment to a Ccommittee is one-year; however, successive one-year terms can be served.
- 2.11. The Chair and Vice-Chair of a Ccommittee can serve successive one-year terms.
- 2.12. A Governor not appointed to a particular Ccommittee can attend a meeting of another Ccommittee as a guest, with the exception of Internal Governors who cannot attend a meeting of the Executive Committee. When attending as a guest the Governor is permitted to ~~sit at the table and~~ participate in discussion, but is not entitled to vote on any matter.

3. Monitoring

- 3.1. The Board ~~of Governors has delegated~~delegates authority for recommending the composition of Ccommittees of the Board to the Nominating Committee. The Nominating Committee will conduct an annual Standing Committee survey to determine Governor's preferences for appointment.
- 3.2. As part of its annual self-evaluation, the Board of Governors will review the effectiveness of its Committees and recommend any changes to structure, format or policy to the Governance Review Committee.

4. Related legislation, Minister's Binding Policy Directives and other documents

- Durham College By-law No. 1
- Ministry's Binding Policy Directive – Governance and Accountability



BOARD OF GOVERNORS POLICY

POLICY TYPE: Governance Process
POLICY TITLE: Committee Principles
EFFECTIVE DATE: April 2010
REVISION DATE: February 2021
RENEWAL DATE: February 2024

1. Background

- 1.1. In compliance with Durham College By-law No. 1, Section 30, the Board may, from time to time, establish committees consisting of Governors and officers of the Board for such purposes and with such powers as the Board approves.
- 1.2. This policy aligns with the principles of the Minister's Binding Policy Directive on Governance and Accountability, which requires a college board of governors to establish governance structures to enable the achievement of expected institutional outcomes with clear lines of communication and internal accountability.

2. Policy statements

- 2.1. As per Durham College By-law No. 1, the Board of Governors has established the following Committees: Executive, Audit and Finance, Governance Review and Nominating.
- 2.2. A Committee shall conduct its affairs in accordance with Durham College By-law No. 1, Board policy and the terms of reference approved for each Committee.
- 2.3. Every Committee shall keep minutes, which will be available for viewing by any Governor.
- 2.4. A Committee cannot make a decision that binds the Board of Governors, and the Board of Governors shall approve all actions taken at a Committee meeting and all recommendations made by a Committee, except as provided for in Durham College By-law No.1.
- 2.5. A Committee may not speak or act for the Board of Governors except when formally given such authority, or as provided for in By-law No. 1. Such authority will be carefully stated in order not to conflict with authority delegated to the Chair of the Board of Governors.
- 2.6. A Committee does not have authority over College employees or operations.

- 2.7. The Board of Governors shall appoint the members of the committees who shall hold office at the pleasure of the Board.
- 2.8. Every Governor shall be appointed to a minimum of one (1) Committee.
- 2.9. Internal Governors are permitted to serve as Vice-Chair of a Committee; however, an Internal Governor cannot be appointed as Chair as they cannot serve as a member of the Executive Committee.
- 2.10. The term of appointment to a Committee is one-year; however, successive one-year terms can be served.
- 2.11. The Chair and Vice-Chair of a Committee can serve successive one-year terms.
- 2.12. A Governor not appointed to a particular Committee can attend a meeting of another Committee as a guest, with the exception of Internal Governors who cannot attend a meeting of the Executive Committee. When attending as a guest the Governor is permitted to participate in discussion, but is not entitled to vote on any matter.

3. Monitoring

- 3.1. The Board of Governors delegates authority for recommending the composition of Committees of the Board to the Nominating Committee. The Nominating Committee will conduct an annual Standing Committee survey to determine Governor's preferences for appointment.
- 3.2. As part of its annual self-evaluation, the Board of Governors will review the effectiveness of its Committees and recommend any changes to structure, format or policy to the Governance Review Committee.

4. Related legislation, Minister's Binding Policy Directives and other documents

- Durham College By-law No. 1
- Ministry's Binding Policy Directive – Governance and Accountability



BOARD OF GOVERNORS POLICY

POLICY TYPE:	Board-President Relationship
POLICY TITLE:	Delegation to the President
EFFECTIVE DATE:	February 2010
REVISION DATE:	February 2018 2021
RENEWAL DATE:	February 2021 2024

1. Background

- 1.1. The Board of Governors is responsible for setting the College vision, strategic directions, and overall goals and outcomes within the context of the appropriate laws, government policy, and local need.
- 1.2. This policy aligns with the Minister's Binding Policy Directive - Governance and Accountability and Board-President Relations.

2. Policy statements

- 2.1. The Board of Governors delegates authority for implementation of the College vision, strategic directions, and overall goals and outcomes to the President.
- 2.2. The President is delegated authority to establish practices, make all decisions, take all actions and develop all activities on behalf of the College, as long as they are consistent with reasonable interpretation of the Board's "Outcomes" policies.
- 2.3. The President's authority to act is constrained by the Board's 'Executive Limitations' policies, requiring the President to act within acceptable boundaries of prudence, ethics and legality.
- 2.4. When the President has a planned or unplanned absence ~~due to vacation or another approved leave defined by the Employment Standards Act~~ over two (2) business days and will be unreachable during an emergency, an Acting President will be appointed as deemed appropriate by the Office of the President. In this case, the Acting President is delegated all authority typically conferred to the President.
- 2.5. The President is the sole employee of the Board of Governors and as such the Board of Governors cannot direct another College employee to act. Any authority that is delegated to a College employee is done exclusively through the President.
- 2.6. Only decisions made by resolution of the Board of Governors are binding on the President.

3. Monitoring

- 3.1. This policy is monitored through Executive Limitations which constrain the President to act within acceptable boundaries of prudence, ethics and legality.

4. Related legislation, Minister's Binding Policy Directives and other documents

- Durham College By-law No. 1



BOARD OF GOVERNORS POLICY

POLICY TYPE:	Board-President Relationship
POLICY TITLE:	Delegation to the President
EFFECTIVE DATE:	February 2010
REVISION DATE:	February 2021
RENEWAL DATE:	February 2024

1. Background

- 1.1. The Board of Governors is responsible for setting the College vision, strategic directions, and overall goals and outcomes within the context of the appropriate laws, government policy, and local need.
- 1.2. This policy aligns with the Minister's Binding Policy Directive - Governance and Accountability and Board-President Relations.

2. Policy statements

- 2.1. The Board of Governors delegates authority for implementation of the College vision, strategic directions, and overall goals and outcomes to the President.
- 2.2. The President is delegated authority to establish practices, make all decisions, take all actions and develop all activities on behalf of the College, as long as they are consistent with reasonable interpretation of the Board's "Outcomes" policies.
- 2.3. The President's authority to act is constrained by the Board's 'Executive Limitations' policies, requiring the President to act within acceptable boundaries of prudence, ethics and legality.
- 2.4. When the President has a planned or unplanned absence over two (2) business days and will be unreachable during an emergency, an Acting President will be appointed as deemed appropriate by the Office of the President. In this case, the Acting President is delegated all authority typically conferred to the President.
- 2.5. The President is the sole employee of the Board of Governors and as such the Board of Governors cannot direct another College employee to act. Any authority that is delegated to a College employee is done exclusively through the President.
- 2.6. Only decisions made by resolution of the Board of Governors are binding on the President.

3. Monitoring

- 3.1. This policy is monitored through Executive Limitations which constrain the President to act within acceptable boundaries of prudence, ethics and legality.

4. Related legislation, Minister's Binding Policy Directives and other documents

- Durham College By-law No. 1



BOARD OF GOVERNORS POLICY

POLICY TYPE: Board-President Relationship
POLICY TITLE: President's-President's Job Description
EFFECTIVE DATE: February 2010
REVISION DATE: February 20182021
RENEWAL DATE: February 2021-2024

1. Background

- 1.1. As per the Ministry's-Ministry's Binding Policy Directive on Board-President Relations, the relationship between a college board of governors and a college president is critical to a-college's success. The boardBoard, accountable for the overall direction and operation of the collegeCollege, hires a president as its Cehief Executive Officer and delegates to him or her the authority and responsibility for managing the ongoing affairs of the collegeCollege, the implementation of board-approved policies, and the provision of leadership required to achieve the college's-College's strategic objectives.

2. Policy statements

- 2.1. The President is the Chief Executive Officer of the College and the single official link to the Board of Governors, responsible for the overall leadership and management of the College. The President is accountable directly to the Board of Governors.
- 2.2. The Board of Governors delegates total accountability for organizational performance to the President and defines the nature and limits of that accountability through the Board's-Board's "Outcomes" and "Executive Limitations" policies.
- 2.3. The President is responsible for developing the College's strategic direction with Board participation and approval.
- 2.4. The President is responsible for providing leadership for the implementation of the College's strategic directions as approved by the Board of Governors, and all Board-approved policy.
- 2.5. The President is responsible for developing-buildingexternal and fostering the necessary relationships required to secure college-funding, strategic partnerships, government approvals, and College-recognition that are essential to the operation and advancement of the College.

- 2.6. The President is responsible for all phases of the operation and administration of the College including the appointment, promotion, and termination of College employees, except as provided for in Durham College By-law No. 1.
- 2.7. The President is responsible for recommending new programs or any changes, suspensions, or cancellations of programs ~~the establishment of, changes to, and/or elimination of programs~~ to the Board of Governors.
- 2.8. The President is responsible for acting in the best interests of the College in securing and promoting its education, community, administrative and financial objectives.
- 2.9. The President is responsible for establishing, monitoring, amending, and implementing all College academic, administrative, and employment-related policies ~~of the College~~ within the constraints of the Board's "Executive Limitations" policies.
- 2.10. The President will represent the College professionally, ethically, and responsibly.
- 2.11. The President will conform to all lawful directions given by the Board of Governors ~~of Governors or the Chair of the Board~~.
- 2.12. To the fullest extent possible, the President will give to the Board of Governors provide the Board of Governors with any information requested regarding the College's affairs ~~all information requested regarding the affairs of the College~~.
- 2.13. The President will participate in mutually ~~agreed~~ agreed-upon professional development goals.

3. Monitoring

- 3.1. Monitoring of the ~~President's~~ President's performance is included in the policy ~~"Assessing the President's Performance"~~ "Assessing the President's Performance".

4. Related legislation, ~~Minister's~~ Minister's Binding Policy Directives and other documents

- All Outcomes Policies
- All Executive Limitations Policies
- Policy on Assessing the ~~President's~~ President's Performance
- ~~Ministry's~~ Ministry's Binding Policy Directive – Board-President Relations



BOARD OF GOVERNORS POLICY

POLICY TYPE:	Board-President Relationship
POLICY TITLE:	President's Job Description
EFFECTIVE DATE:	February 2010
REVISION DATE:	February 2021
RENEWAL DATE:	February 2024

1. Background

- 1.1. As per the Ministry's Binding Policy Directive on Board-President Relations, the relationship between a college board of governors and a college president is critical to its success. The Board, accountable for the overall direction and operation of the College, hires a president as its Chief Executive Officer and delegates the authority and responsibility for managing the ongoing affairs of the College, the implementation of board-approved policies, and the provision of leadership required to achieve the College's strategic objectives.

2. Policy statements

- 2.1. The President is the Chief Executive Officer of the College and the single official link to the Board of Governors, responsible for the overall leadership and management of the College. The President is accountable directly to the Board of Governors.
- 2.2. The Board delegates total accountability for organizational performance to the President and defines the nature and limits of that accountability through the Board's 'Outcomes' and 'Executive Limitations' policies.
- 2.3. The President is responsible for developing the College's strategic direction with Board participation and approval.
- 2.4. The President is responsible for providing leadership for the implementation of the College's strategic directions as approved by the Board of Governors and all Board-approved policy.
- 2.5. The President is responsible for building and fostering the necessary relationships to secure funding, strategic partnerships, government approvals, and recognition essential to the operation and advancement of the College.
- 2.6. The President is responsible for all phases of the operation and administration of the College including the appointment, promotion, and termination of College employees, except as provided for in Durham College By-law No. 1.

- 2.7. The President is responsible for recommending new programs or any changes, suspensions, or cancellations of programs to the Board of Governors.
- 2.8. The President is responsible for acting in the best interests of the College in securing and promoting its education, community, administrative and financial objectives.
- 2.9. The President is responsible for establishing, monitoring, amending, and implementing all College academic, administrative, and employment-related policies within the constraints of the Board's 'Executive Limitations' policies.
- 2.10. The President will represent the College professionally, ethically, and responsibly.
- 2.11. The President will conform to all lawful directions given by the Board of Governors.
- 2.12. To the fullest extent possible, the President will provide the Board of Governors with any information requested regarding the College's affairs.
- 2.13. The President will participate in mutually agreed-upon professional development goals.

3. Monitoring

- 3.1. Monitoring of the President's performance is included in the policy "Assessing the President's Performance."

4. Related legislation, Minister's Binding Policy Directives and other documents

- All Outcomes Policies
- All Executive Limitations Policies
- Policy on Assessing the President's Performance
- Ministry's Binding Policy Directive – Board-President Relations



BOARD OF GOVERNORS POLICY

POLICY TYPE: Board-President Relationship
POLICY TITLE: Assessing the President's Performance
EFFECTIVE DATE: April 2009
REVISION DATE: February ~~2018~~2021
RENEWAL DATE: February 2024

1. Background

1.1. The relationship between a college board of governors and a college president is critical to a college's success. The Board, accountable for the overall direction and operation of the college, hires a president as its chief executive officer and delegates the authority and responsibility for managing the ongoing affairs of the College to the President; the implementation of Board-approved policies; and the provision of the leadership required to achieve the College's strategic objectives.

1.2. Assessment of the President's performance is one mechanism the Board of Governors uses to ensure its accountability by verifying that the specified outcomes for the College are being achieved within the parameters of the defined 'Outcomes' policies and in accordance with 'Executive Limitations' policies.

1.3. The annual performance review provides a formal opportunity to assess and record achievement of goals, establish action plans and make performance adjustments as necessary.

1.4. This policy aligns with the Minister's Binding Policy Directive on Governance and Accountability and Board-President Relations, the framework provided by College Employer Council and Durham College By-law No. 1.

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2. Policy statements

2.1. The Board of Governors is solely responsible for assessing the performance of the President.

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2.2. As per By-law No. 1, responsibility for the annual review of the President's performance is delegated to the Executive Committee and as such the Chair of the Board will ensure that members of the Board of Governors have an opportunity to provide input to the Executive Committee as part of this process.

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2.3. The performance of the College President will be formally reviewed and evaluated on completion of six months in office, and based on the fiscal year thereafter.

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~~2.3.~~ The Board of Governors will use the following criteria when evaluating the annual performance of the President:

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2.4. ~~The Board of Governors will use the following criteria when evaluating the annual performance of the President:~~

- a. Compliance with the nature and limits set by the Board's 'Outcomes' policies and 'Executive Limitations' policies;
- b. Compliance with the nature and limits set by the strategic plan (vision, mission and values), the board work plan and annual business plan;
- c. The demonstration of the College's values of integrity and transparency, respect, equal access and inclusion, personal and team accountability and collaboration, both internally and externally;
- d. The submission of timely Board reports on relevant issues and annual compliance report confirming all legislative and executive limitations have been met;
- e. The delivering of a balanced budget;
- f. The substantial completion of the business plan objectives;
- g. The strategic advancement of the College; and,
- h. The degree to which the College is represented in a professional, ethical and responsible manner.

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2.5. ~~The performance assessment tools available to the Board of Governors may include, but are not limited to:~~

- a. An annual feedback survey completed by members of the Board of Governors;
- b. A 360 degree survey conducted with external stakeholders ~~at the end of the President's first year of service and every three years thereafter~~;
- c. ~~An Employee engagement report provided every three years~~ reports prepared occasionally by the Human Resources Department;
- d. Annual compliance report;
- e. Annual financial and risk performance reports;
- f. Regular Board monitoring reports;
- g. Informal appraisal through Board meeting discussions;
- h. Regular feedback between the Board Chair and President on organizational issues and results;

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i. Observation of leadership behaviours;

- 2.6. Following the annual evaluation of the President's performance, the Executive Committee shall make a recommendation to the Board of Governors with respect to the President's performance.

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3. Monitoring

- 3.1. The President shall provide the Board of Governors a mid-year summary of progress against the established criteria outlined in Section 2.4 in October ~~November~~ of each Board year.
- 3.2. The President shall provide the Board of Governors a year-end summary of progress against the established criteria outlined in Section 2.4 in ~~March~~ April of each Board year.

4. Related legislation, Minister's Binding Policy Directives and other documents

- Durham College By-law No. 1
- Ministry's Binding Policy Directive - Governance and Accountability
- Ministry's Binding Policy Directive - Board-President Relations



BOARD OF GOVERNORS POLICY

POLICY TYPE: Board-President Relationship
POLICY TITLE: Assessing the President's Performance
EFFECTIVE DATE: April 2009
REVISION DATE: February 2021
RENEWAL DATE: February 2024

1. Background

- 1.1. The relationship between a college board of governors and a college president is critical to a college's success. The Board, accountable for the overall direction and operation of the college, hires a president as its chief executive officer and delegates the authority and responsibility for managing the ongoing affairs of the College to the President; the implementation of Board-approved policies; and the provision of the leadership required to achieve the College's strategic objectives.
- 1.2. Assessment of the President's performance is one mechanism the Board of Governors uses to ensure its accountability by verifying that the specified outcomes for the College are being achieved within the parameters of the defined 'Outcomes' policies and in accordance with 'Executive Limitations' policies.
- 1.3. The annual performance review provides a formal opportunity to assess and record achievement of goals, establish action plans and make performance adjustments as necessary.
- 1.4. This policy aligns with the Minister's Binding Policy Directive on Governance and Accountability and Board-President Relations, the framework provided by College Employer Council and Durham College By-law No. 1.

2. Policy statements

- 2.1. The Board of Governors is solely responsible for assessing the performance of the President.
- 2.2. As per By-law No. 1, responsibility for the annual review of the President's performance is delegated to the Executive Committee and as such the Chair of the Board will ensure that members of the Board of Governors have an opportunity to provide input to the Executive Committee as part of this process.
- 2.3. The performance of the College President will be formally reviewed and evaluated on completion of six months in office, and based on the fiscal year thereafter.
- 2.4. The Board of Governors will use the following criteria when evaluating the annual performance of the President:
 - a. Compliance with the nature and limits set by the Board's 'Outcomes' policies and 'Executive Limitations' policies;
 - b. Compliance with the nature and limits set by the strategic plan (vision, mission and values), the board work plan and annual business plan;
 - c. The demonstration of the College's values of integrity and transparency, respect, equal access and inclusion, personal and team accountability and collaboration, both internally and externally;
 - d. The submission of timely Board reports on relevant issues and annual compliance report confirming all legislative and executive limitations have been met;
 - e. The delivering of a balanced budget;
 - f. The substantial completion of the business plan objectives;
 - g. The strategic advancement of the College; and,
 - h. The degree to which the College is represented in a professional, ethical and responsible manner.
- 2.5. The performance assessment tools available to the Board of Governors may include, but are not limited to:
 - a. An annual feedback survey completed by members of the Board of Governors;
 - b. A 360 degree survey conducted with external stakeholders;
 - c. Employee engagement reports prepared occasionally by the Human Resources Department;

- d. Annual compliance report;
 - e. Annual financial and risk performance reports;
 - f. Regular Board monitoring reports;
 - g. Informal appraisal through Board meeting discussions;
 - h. Regular feedback between the Board Chair and President on organizational issues and results;
 - i. Observation of leadership behaviours;
- 2.6. Following the annual evaluation of the President's performance, the Executive Committee shall make a recommendation to the Board of Governors with respect to the President's performance.

3. Monitoring

- 3.1. The President shall provide the Board of Governors a mid-year summary of progress against the established criteria outlined in Section 2.4 in October of each Board year.
- 3.2. The President shall provide the Board of Governors a year-end summary of progress against the established criteria outlined in Section 2.4 in April of each Board year.

4. Related legislation, Minister's Binding Policy Directives and other documents

- Durham College By-law No. 1
- Ministry's Binding Policy Directive - Governance and Accountability
- Ministry's Binding Policy Directive - Board-President Relations



BOARD OF GOVERNORS POLICY

POLICY TYPE: Executive Limitations
POLICY TITLE: Emergency Executive Succession
EFFECTIVE DATE: March 2008
REVISION DATE: February 2018/2021
RENEWAL DATE: February 2024/2024

1. Background

- 1.1. Given the importance of continuity of operations to students and ~~the employees of the College~~ College employees, the Board of Governors shall be responsible for ensuring that the College has appropriate, accountable leadership in the event of an extended absence, whether planned or unplanned, of the President.
- 1.2. This policy aligns with requirements of ~~the Minister's~~ Minister's Binding Policy Directive on Board-President Relations, which gives the Board of Governors the responsibility to hire, retain and, if appropriate, dismiss the college president.

2. Policy statements

President's ~~President's~~ role in succession planning

2.1. ~~To assist the Board of Governors in the execution of their duties, the President will ensure at least a minimum of two (2) senior employees at the College are familiar with the issues relevant to the Board and the Office of the President. These senior employees may be appointed as acting President on an interim basis until the President can resume their duties or a new President is appointed.~~

2.1.1. ~~The preferred positions to be appointed as acting President include the Executive Vice-President, Academic, or the Chief Administrative Officer, or the Chief Financial Officer.~~

2.1.2. Notwithstanding Section 2.2.1, any member of the Durham College Leadership Team may be considered for a temporary appointment.

2.1. ~~senior members of the Durham College Leadership Team are familiar with Board and presidential issues and processes, and capable as functioning effectively as Acting President on an interim basis until the President can resume his/her duties, or a new president is appointed.~~

Permanent loss of service

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- 2.2. The Board of Governors shall appoint an ~~Acting-acting~~ President within five (5) business days of the ~~permanent loss of service of the existing President~~existing President's permanent loss of service.
- 2.3. ~~If it becomes necessary for the Board of Governors to appoint an Acting President,~~When considering a temporary appointment, the Board is not limited to the ~~candidates~~employees identified ~~by the President in Section 2.1.~~
- ~~2.4. Within 48 hours of the permanent loss of service of an existing President, the~~
~~The Board of Governors will formally communicate with the College community~~
~~employees within 48 hours of the permanent loss of service of the existing~~
~~President apprising them of to provide an update on the situation and the~~
~~situation and outline~~ the intended course of action.

2.4.

2.5

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~~2.5. Within twenty (20) business days of a permanent loss of service, if an emergent succession situation arises, the Executive Committee shall convene within ten (10) business days to recommend to the Board of Governors the composition of a Presidential Search Committee, to conduct a search and recommend the appointment of a President to begin the presidential search process.~~

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Temporary loss of service

~~2.5. For a planned absence such as vacation, medical appointment, or attendance at an off-campus event, no temporary coverage is required unless the absence will be more than two (2) business days, and the President will be unreachable during an emergency.~~

~~2.6. For an unplanned absence such as illness, no temporary coverage is required unless the absence is expected to be more than two (2) business days, and the President will be unreachable during an emergency.~~

~~2.7. If at the discretion of the President, a senior employee is appointed to cover a planned or unplanned absence, that person will be delegated the same authority as the President. The Chair and Vice-Chair of the Board will be notified of the temporary appointment.~~

~~2.8. If the President has a planned absence over thirty (30) business days, the President will recommend to the Board of Governors the appointment of an acting President.~~

~~2.6. When the President has a planned absence due to vacation or another approved leave defined by the Employment Standards Act, an Acting President will be appointed as deemed appropriate by the Office of the President. The Board Chair and Vice-Chair will be apprised of the appointment by email.~~

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~~2.7. If the President has a planned absence in excess of 30 business days, the President will make a recommendation to the Board of Governors concerning who should act for the President.~~

3. Monitoring

~~3.1. The President will report on the College's College's succession plan on an annual basis annually in February of each year.~~

~~3.2. The Governance Review Committee will monitor this policy as part of its review process to ensure that this approach is consistent with applicable legislation, Board objectives and good governance practices.~~

4. Related legislation, Minister's Minister's Binding Policy Directives and other documents

- Durham College By-law No. 1
- Ministry's Ministry's Binding Policy Directive – Board-President Relations



BOARD OF GOVERNORS POLICY

POLICY TYPE:	Executive Limitations
POLICY TITLE:	Emergency Executive Succession
EFFECTIVE DATE:	March 2008
REVISION DATE:	February 2021
RENEWAL DATE:	February 2024

1. Background

- 1.1. Given the importance of continuity of operations to students and College employees, the Board of Governors shall be responsible for ensuring that the College has appropriate, accountable leadership in the event of an extended absence, whether planned or unplanned, of the President.
- 1.2. This policy aligns with requirements of the Minister's Binding Policy Directive on Board-President Relations, which gives the Board of Governors the responsibility to hire, retain and, if appropriate, dismiss the college president.

2. Policy statements

President's role in succession planning

- 2.1. The President will ensure a minimum of two (2) senior employees at the College are familiar with the issues relevant to the Board and the Office of the President. These senior employees may be appointed as acting President on an interim basis until the President can resume their duties or a new President is appointed.
 - 2.1.1. The preferred positions to be appointed as acting President include the Executive Vice-President, Academic, or the Chief Administrative Officer.
 - 2.1.2. Notwithstanding Section 2.2.1, any member of the Durham College Leadership Team may be considered for a temporary appointment.

Permanent loss of service

- 2.2. The Board of Governors shall appoint an acting President within five (5) business days of the existing President's permanent loss of service.
- 2.3. When considering a temporary appointment, the Board is not limited to the employees identified in Section 2.1.
- 2.4. Within 48 hours of the permanent loss of service of an existing President, the Board of Governors will communicate with the College community to provide an update on the situation and outline the intended course of action.

- 2.5** Within twenty (20) business days of a permanent loss of service, the Executive Committee shall convene to begin the presidential search process.

Temporary loss of service

- 2.5. For a planned absence such as vacation, medical appointment, or attendance at an off-campus event, no temporary coverage is required unless the absence will be more than two (2) business days, and the President will be unreachable during an emergency.
- 2.6. For an unplanned absence such as illness, no temporary coverage is required unless the absence is expected to be more than two (2) business days, and the President will be unreachable during an emergency.
- 2.7. If at the discretion of the President, a senior employee is appointed to cover a planned or unplanned absence, that person will be delegated the same authority as the President. The Chair and Vice-Chair of the Board will be notified of the temporary appointment.
- 2.8. If the President has a planned absence over thirty (30) business days, the President will recommend to the Board of Governors the appointment of an acting President.

3. Monitoring

- 3.1. The President will report on the College's succession plan annually.

4. Related legislation, Minister's Binding Policy Directives and other documents

- Durham College By-law No. 1
- Ministry's Binding Policy Directive – Board-President Relations