



Board Goals for 2023-2024

1. Oversight: The Board will effectively discharge its fiduciary duties and all responsibilities in the Board plan.

Measurement: 100% of the Board's work plan is completed.

Measurement: Governors are provided onboarding and ongoing training that highlights their individual obligation to act honestly, in good faith, and in the College's best interest.

Measurement: The Audit and Finance Committee will oversee the College's ongoing financial strength through an annual financial report and its forecasted results, and emergent or potential risks through review of regular reporting provided by Durham College Management.

Measurement: The Audit and Finance Committee will create a guideline for the due diligence process when the College is exploring potential partnerships that considers materiality and brand risk best practices during the Board year.

2. Generative Governance: The Board will ensure it continues to operate within the refreshed governance framework and as a high-trust team where constructive feedback and thoughtful questions are encouraged.

Measurement: The Board will facilitate two strategically focused off-site sessions during the Board year; agendas will include generative discussions and provide governors opportunities to explore potential new business opportunities.

Measurement: The Board will consider a year-end report from the Governance Committee assessing the effectiveness of its governance model and framework and advise on any requisite finetuning of the model in the next Board year.

3. Continuous Improvement: The Board will emphasize professional development for its Governors and assess how its processes might be improved to align to best practices.

Measurement: The Governance Committee will review the consolidated feedback from the 2022-2023 Board evaluation and provide a report to the Board. As necessary, each Committee will implement changes, reporting its progress to the Governance Committee.

Measurement: The Board collectively completes a self-assessment, and each Committee completes a self-evaluation, with the results to be presented at the Board at its June meeting. Approved improvement suggestions will be implemented during the 2024-2025 Board year.

Measurement: All governors are provided a minimum of three (3) opportunities to participate in professional development. Examples of professional development offered includes the Centre of Board Excellence certification program, the Board's Learn More series, attendance at CIGan or other conferences, and active participation in the Board buddy/mentorship program. Governors, with the exception of the student governor, are encouraged to complete the basic certification from the Centre of Board Excellence during their first term.

4. Strategic Leadership: The Board will provide strategic leadership as it relates to selection of the College's new President and oversight of the Board's strategic plan.

Measurement: The Board's ad hoc Search Committee oversees the successful search and selection of the College's new President during the Board year, then makes a recommendation of the successful candidate to the Board. The Board approves the hiring of the new President and delegates contract terms and negotiation to the Executive Committee. The Board ensures that effective communication regarding the search progress and milestones are shared with the College's stakeholders.

Measurement: The Board ensures the new President is set up for success by having the Executive Committee oversee a robust on-boarding and stakeholder introduction process that involves the College's senior leadership team and the Board.

Measurement: The Executive Committee will develop and recommend to the Board an appropriate celebration and recognition for Don Lovisa's service to the College.

Measurement: The Board will continue to be provided qualitative and quantitative business plan updates that demonstrates the advancement of the 2020-2025 strategic plan; each update will focus on one or more of the strategic pillars.

Measurement: The Board provides oversight to the early development of the College's 2025-2030 strategic plan and supports this work with high-level expectations and stakeholder outreach during the Board year.

5. Diversity and Inclusion: The Board strives to demonstrate leadership in diversity and inclusion and will review its processes and the College's results juxtaposed to college sector best practices.

Measurement: The Board is provided an update on the impact and effectiveness of the College's equity, diversity, inclusion, and Indigenous Advisory Circle initiatives early in the Board year.

Measurement: The Nominating Committee will continue to incorporate diversity strategies into the Board's skills matrix self-reporting and the processes surrounding external Governor recruitment and selection, with a post-recruitment cycle results-focused report during the Board year.

6. Succession planning: The Board will establish its leadership development and succession planning framework, and oversee the College's executive team development and succession planning, to identify potential opportunities while mitigating any risk.

Measurement: The Executive Committee will establish guidelines for the Board's leadership development and succession plan. Ongoing oversight of the guidelines are delegated to the Nominating Committee and Vice Chair during the Board year.

Measurement: The Board will receive a mid-year report about the College's succession planning process and leadership development plans for executive leadership roles and offer fine-tuning input, if warranted.

Measurement: The Executive Committee, with support from the Chief Administrative Officer and the Board Secretary, will undertake a best-practices review to inform a refreshed Presidential performance appraisal process for implementation in the next Board year.



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Measurement: The Board Chair will continue the ongoing advocacy outreach with the College Employer Council Board of Directors for changes to Bill 124 that would provide the ability for the Board to implement appropriate and prudent compensation changes for the College's executive leaders.