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

Date: Wednesday, November 9, 2022, 7:00 p.m.
Location: Virtual Meeting, MS Teams

Pages

1. CALL TO ORDER

2. CONFLICT OF INTEREST DECLARATIONS

3. APPROVAL OF THE AGENDA

Recommendation
"That the agenda for the November 9, 2022, meeting of the Governance Review Committee be approved as presented."

4. APPROVAL OF PREVIOUS MINUTES

4.1. Minutes of the September 7, 2022, Governance Review Committee Meeting — 3 - 8

Recommendation
That the minutes from the September 7, 2022, meeting of the Governance Review Committee be approved as presented.

5. DECISION ITEMS

6. DISCUSSION ITEMS

6.1. Board of Governors Retreat Agenda - E. Cowie — 9 - 15

Please come prepared to discuss your ideas for agenda topics and social events (see options from the Briars)

6.2. Review of Self-Assessment Questions (currently part of Board Evaluation Survey) - E. Cowie — 16 - 32

Action item from previous minutes; refer to Sections 13 and 14 of the attached survey

6.3. Review of Current Meeting Assessment Framework - E. Cowie — 33 - 33

Action item from previous minutes

6.4. Next Steps: Board Goals Assigned to the Governance Review Committee - E. Cowie

1. The Board receives a mid-year report from the Governance Committee assessing the effectiveness of the new governance model and framework, identifying any gaps or questions that require interpretation, and as an outcome, advises on required changes to the governance model.
2. The Board's meeting assessment process is reviewed through the lens of creating a culture where constructive feedback is welcomed and encouraged. The Governance Review Committee will oversee this process to ensure and encourage a culture of continuous improvement.
3. The Governance Committee will review the consolidated feedback from the 2021-2022 Board evaluation and provide a report to the Board. Each Committee will implement changes and report on progress to the Governance Committee.

7. INFORMATION ITEMS

8. MEETING CRITIQUE - E. Cowie

9. ADJOURNMENT

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

Date: Tuesday, September 7, 2022

Location: Virtual Meeting, MS Teams

Members Present: Elizabeth Cowie, Committee Chair
Gail Johnson Morris
Jerry Ouellette (joined at 6:21 p.m.)
Dwight Townsend
Nathan Wilson, Committee Vice-Chair
Don Lovisa, President

Members Absent: Gary Rose, Board Chair

Staff Present: Melissa Pringle, Corporate and Board Secretary

1. CALL TO ORDER

With quorum present, the Chair called the meeting to order at 5:30 p.m.

2. INTRODUCTION OF GUESTS

None.

3. CONFLICT OF INTEREST DECLARATIONS

None.

4. APPROVAL OF THE AGENDA

Moved By Governor Johnson Morris
Seconded By Governor Wilson
"That the agenda for the September 7, 2022, meeting of the Governance Review Committee be approved as presented." CARRIED

Governor Townsend temporarily left the meeting, and the Committee no longer had a quorum. Therefore, the Committee decided to alter the order of the agenda to bring forward Discussion Item 7.1, 'Review of Committee Terms of Reference', as the first order of business.

7. DISCUSSION ITEMS

7.1 Review of Committee Terms of Reference

As it was the first meeting of the year, the Committee reviewed its terms of reference. The Committee discussed the recent governance review and revision of all by-laws and policies to comply with the *Ontario Not for Profit Corporations Act*. Further, the Committee discussed the possibility of the Governance Review Committee reviewing how the new terms of reference worked for each Committee mid-year or conducting a semi-annual review of the Board's effectiveness.

Governor Townsend re-joined the meeting.

Following the discussion, the Committee concurred that no revisions were required to its terms of reference.

5. APPROVAL OF PREVIOUS MINUTES

5.1 Minutes of the September 14, 2021, Governance Review Committee Meeting

The Committee reviewed its September 14, 2021, minutes and noted that most of the current Committee members were not at the meeting.

Moved By Governor Wilson
Seconded By Governor Johnson Morris
"That the minutes from the September 14, 2021, meeting of the Governance Review Committee be approved as presented." CARRIED

5.2 Minutes of the May 31, 2022, Governance Review Committee Meeting

The Committee reviewed its May 31, 2022, minutes and noted that most of the current Committee members were not at the meeting.

Moved By Governor Lovisa
Seconded By Governor Wilson
"That the minutes from the May 31, 2022, meeting of the Governance Review Committee be approved as presented." CARRIED

6. DECISION ITEMS

6.1 Proposed Renewal Schedule for Board By-laws and Policies

President Lovisa presented a proposed renewal schedule for the Board's new by-laws and policies and referenced the Committee's terms of reference, which require that each by-law and policy be reviewed at least once every five years. The proposed renewal schedule considers the recent comprehensive governance review conducted by Borden Ladner Gervais and the Board's desire to not tinker with the corporate documents for a few years yet ensures that all by-laws and policies are reviewed again by 2028. The Board Secretary confirmed that after the initial renewal date, all by-laws and policies would be reviewed every three years unless a requirement comes to light that would trigger an earlier review.

Governor Townsend temporarily left and re-joined the meeting.

Further, the Committee questioned if its activities around stakeholder engagement should be codified or if it was an activity linked to the strategic planning cycle. Following the discussion, the Committee agreed that stakeholder engagement was an activity that did not require a written policy and would be done ad hoc.

Moved By Governor Johnson Morris
Seconded By Governor Wilson
"That the renewal schedule for the Board's by-laws and policies be approved as presented." CARRIED

7. DISCUSSION ITEMS

7.2 Future Role of the Governance Review Committee

The Committee discussed how it could add value to the Board, the college, and the community, given the recent governance review that resulted in the approval of a robust set of by-laws and policies.

The Committee questioned the Board Secretary about the current process for reviewing feedback from the Board Evaluation survey. The Corporate

and Board Secretary advised that historically the Board had not strategically actioned the feedback and that it was coming forward to the next Executive Committee for discussion.

Committee members discussed the following ideas for enhancing the role of the Governance Review Committee:

- Reviewing the results of the Board effectiveness survey with the lens of determining what could be actioned;
- Developing a set of guidelines or observational tools to assess the Board's effectiveness and governance framework;
- Reviewing and offering feedback on the implementation of the Board's new governance model;
- Providing ongoing governance training to the Board;
- Monitoring Board development by tracking professional development activities; and,
- Developing a more robust self-evaluation tool to help Governors see where they could add value.

President Lovisa advised that some of the ideas noted above may happen naturally through the Board goals being considered for the year. Further, the Committee agreed it was important to bring the outcome of this discussion to the next Executive Committee meeting.

Additionally, Committee members asked for a historical context as to whether or not the functions of the Governance Review and Nominating Committees had ever been under one umbrella, which, President Lovisa advised, had not been the case during his tenure.

Action: The Board Secretary to bring forward the current self-assessment tool for review at the next Governance Review Committee meeting.

7.3 Review of the Board's Meeting Assessment Process

The Committee Chair provided the historical context of this agenda item, noting the question had been raised a couple of years ago as to whether or not there was a better mechanism to solicit constructive criticism to improve Board performance.

The Committee discussed the current assessment process and ways to create a safe and trusting space whereby Governors feel comfortable sharing constructive criticism. Following the discussion, the Committee agreed that the best approach would be to review the questions asked for the meeting assessment to determine if there was an opportunity to add a question or reframe the current language.

The Committee questioned President Lovisa whether the Board had ever engaged a third-party observer to offer feedback on its meetings, to which he responded no.

Action: the Board Secretary to bring forward the current meeting assessment questions at the next Governance Review Committee meeting.

7.4 Board Retreat Planning (March 11 & 12, 2023)

The Chair advised that planning the Board retreat was a new role for the Governance Review Committee and asked members to think about potential agenda items or an overarching theme.

Governor Ouellette joined the meeting.

Additionally, President Lovisa asked for feedback on the preference of hosting the retreat using campus facilities or off-site. A brief discussion ensued, and the majority of Committee members agreed that an off-site location was preferred. Further, President Lovisa inquired if there was a desire to host a panel discussion, an idea that Committee members supported.

Action: The Board Secretary will schedule another Governance Review Committee meeting following the college's leadership retreat in October to discuss the retreat. Also, Committee members were asked to think about topics for the retreat agenda and options for social activities to bring forward at the next meeting.

7.5 Governance Presentation at the October 12, 2022, Board of Governors Meeting

The Chair advised that she had been given 30 minutes at the October Board meeting to make a presentation and asked the Committee what topics should be covered. The Committee suggested keeping the presentation high-level and focused on the Board's fiduciary

responsibilities, the role of management versus the Board, how the consent agenda works, the Board's new governance model, and critical points from the new *Ontario Not for Profit Corporations Act*.

Action: The Committee Chair to prepare a draft presentation and circulate it for the Committee to review before the meeting.

8. INFORMATION ITEMS

The Committee received the following document for information:

8.1 Colleges Ontario Slide Deck: Transition to the Not-for-Profit Corporations Act, 2010

9. MEETING CRITIQUE

The Committee participated in a roundtable meeting assessment and concurred there was a sufficient balance between structure and flexibility to allow for good conversation and engagement. The Committee also reflected on topics where there was disagreement and how members felt comfortable sharing a different opinion. Lastly, a few Committee members remarked that it would have been easier for them to participate in the meeting if the start time was later in the evening.

10. ADJOURNMENT

With no further business, the meeting ended at 6:51 p.m.

THE BRIARS
RESORT & SPA ON LAKE SIMCOE

TEAM BUILDING

VALUABLE TEAM BUILDING PROGRAMS AT AFFORDABLE PRICES. A GREAT WAY TO ENCOURAGE COLLABORATION AND TEAMWORK WHILE CREATING BONDS AND MEANINGFUL RELATIONSHIPS.

JACKSON'S POINT, ON | 1 800 465 2376 | BRIARS.CA

YEAR ROUND ACTIVITIES

GETTING TO KNOW YOU
TIME: 1 HOUR
PRICE: $10/PERSON (6 MINIMUM)

This option is great for groups who need to get to know each other. It's the perfect way to learn names, and create stronger bonds within your group. From name games to simple improvisation exercises, these activities are sure to get you talking.

THE COCKTAIL CHALLENGE
TIME: 1 HOUR
PRICE: $40/PERSON (8 MINIMUM)

Have you got what it takes to become The Briars' next greatest bartender? Groups will create a cocktail, shooter, and mocktail in this hands on challenge. Will you create delicious or disastrous combinations?

MINUTE TO WIN IT WORKPLACE OLYMPICS
TIME: 1.5 HOURS
PRICE: $20/PERSON (6 MINIMUM)

Groups will be broken up into teams to battle it out in various fast, wacky, and weird challenges like cup stack, office tennis, and wastepaper basketball. Who will take home the gold?

GROUP FITNESS
TIME: 1 HOUR
PRICE: $15/PERSON (10 MINIMUM)

Classes can be designed for any skill level. Choose from Yoga, Dance Fitness, Stretch, or Body Blast. Get your heart pumping, or relax your body & mind.

YEAR ROUND ACTIVITIES

BRIAR'S HISTORY TOUR
TIME: 1 HOUR
PRICE: $65 FLAT RATE PER GUIDE
RECOMMENDED MAX 10 PARTICIPANTS PER GUIDE

The Briar's is full of rich history spanning over two decades, which makes this tour a guest favourite! Take it all in, from buildings and trees over 200 years old, to haunted sightings & family history.

COMMERCIAL CHALLENGE
TIME: 1.5 - 2 HOURS
PRICE: $20/PERSON (8 MINIMUM)

Create a commercial for a brand chosen at random. We will divide into teams, and film these short commercial clips with the props provided. Afterwards we will reveal everyone's Oscar-worthy masterpieces on the big screen to our panel of judges.

LIP SYNC BATTLE
TIME: 2 HOURS
PRICE: $25/PERSON (8 MINIMUM)

Groups must work together with their provided mentor to prepare the ultimate lip sync performance. Costumes and props will be provided to make these performances as over the top as possible. The winning team will be determined by our panel of judges.

GAME ON!
TIME: 1.5 - 2 HOURS
PRICE: $15/PERSON (8 MINIMUM)

Challenge your group to the classic game of Pictionary, or a good old fashioned trivia night. Put your skills to the test, let your game host decide who takes the title of "Ultimate Game On Champion"?

YEAR ROUND ACTIVITIES

WINE & CHEESE PAIRING |OR| WINE & CHOCOLATE PAIRING
TIME: 1 HOUR
PRICE: $45/PERSON (6 MINIMUM)

Hosted by an experienced sommelier and featuring artisan cheeses or delectable chocolates, learn about tasting notes, wine pairings, & wine history during this pairing event.

TIME TO PAINT
TIME: 1.5 - 2 HOURS
PRICE: $40/PERSON (10 MINIMUM)

Put your artistic skills to the test as our instructor leads your group through the steps of creating a masterpiece. A great way to create, paint, and connect. Take your art home with you for lasting memories.

THE ULTIMATE HUNT
TIME: 1 - 1.5 HOURS
PRICE: $30/PERSON (10 MINIMUM)

This challenge will take you all over our 200-acre estate. Using clever riddles and historical facts to find your way, and racing to complete fun challenges, which team will make it to the end first?

ADD-ONS

REFRESHMENTS

End your summer activities with refreshing sangria and lemonade, or your winter activities with hot chocolate, or hot apple cider.

- Ask your sales coordinator for pricing

BONFIRE & S'MORES

Enjoy a private bonfire complete with individual s'more kits.
$15/person

- Add a singer/guitarist for an additional fee
- Ask your sales coordinator for details

ACTIVITIES | JUNE-SEPTEMBER

BLACK RIVER KAYAK TOUR
TIME: 1.5 - 2 HOURS
PRICE: $25/PERSON (5 MINIMUM)

Learn about the history of Lake Simcoe as you paddle down the peaceful Black River with your tour guide.

SUNSET KAYAK TOUR
TIME: 1.5 - 2 HOURS
PRICE: $25/PERSON (5 MINIMUM)

Paddle towards the beautiful lighthouse in Jackson's Point and enjoy the sunset views.

GOLF
INQUIRE FOR GROUP AVAILABILITY & PRICING

The Briars Golf Club is a golfer's delight located on the south shore of Lake Simcoe. Established in 1922, this Stanley Thompson/Robbie Robinson collaboration offers guests of any skill level with an exceptional golfing experience.

BRIARS SUMMER OLYMPICS
TIME: FULL OR HALF DAY
PRICE: $40/PERSON (8 MINIMUM)

Opening and closing ceremonies surround our summer team olympics. Choose between classic summer sports, or our wacky lawn games and challenges.

ACTIVITIES | DECEMBER-MARCH

SNOW SHOEING + CROSS COUNTRY SKIING
TIME: 1.5 HOURS
PRICE: $30/PERSON (6 MINIMUM)

Guided through excellent woodland trails that extend onto the golf course, this is great for team bonding and exercise. Warm up after the journey by the fire with some hot chocolate.

SNOW TUBING
TIME: FULL OR HALF DAY
PRICE: $25/PERSON

Head over to the Georgina ROC and take on the tubing hill. Complete with a lift to the top, along with a food and beverage chalet. **Transportation not included.*

ICE FISHING
TIME: FULL OR HALF DAY
PRICE VARIES
(ASK YOUR SALES COORDINATOR FOR DETAILS)

Experience the ice fishing capital of North America. Local experts will take your group out to a fishing hut on Lake Simcoe to try your hand at becoming a great angler.

We look forward to hosting you!

Can't quite find what you're looking for?
Ask us about other creative options we can organize for you through our local partners.

Health Precautions & Limitations:
We will adapt activities to be compliant the government health regulations in Ontario.

THE BRIARS
RESORT & SPA ON LAKE SIMCOE

ALL CHARGES ARE SUBJECT TO 13% HST
SURCHARGES WILL BE APPLIED WHEN THE MINIMUM GROUP SIZE IS NOT MET
SOME ACTIVITIES MAY HAVE A MAXIMUM CAPACITY
48 HOUR CANCELLATION POLICY
PRICES GUARANTEED FOR 90 DAYS AFTER RECEIVED

GOV-2022-09

Board Evaluation & Committee Preference Survey

This survey asks you to evaluate different aspects of Board performance. This evaluation is an important part of the Board's goal of continuous improvement and a tool to ensure compliance with the Ministry's Binding Policy Directive: Governance and Accountability Framework. The results will be used to identify areas for improvement and growth.

This survey is not anonymous because it asks you to reflect on your performance and to submit your Committee preferences for the 2022-2023 Board year; however, the survey results will be handled with sensitivity. Results of the survey will be shared in aggregate with the Executive Committee, Nominating Committee, and the Board to help support and facilitate the Board's work. Individual Governors may also be contacted about their answers to provide support and development opportunities.

* Required

1. Name *

2. **Board Role and Responsibility**

Please reflect on the following statements and indicate your level of agreement. *

	Strongly Agree	Agree	Somewhat Agree	Disagree	Strongly Disagree	No Opinion

	Strongly Agree	Agree	Somewhat Agree	Disagree	Strongly Disagree	No Opinion
The Board is familiar with the legislative environment it operates under.	○	○	○	○	○	○
The Board understands its accountabilities to the Ministry of Colleges and Universities.	○	○	○	○	○	○
The Board understands its governance role and does not become overly involved in operational issues.	○	○	○	○	○	○
The Board makes decisions that are aligned with the College's mission, vision, values, and strategic goals.	○	○	○	○	○	○
The Board provides sufficient financial oversight with due attention to ensuring that the College operates to a balanced budget and is financially	○	○	○	○	○	○

	Strongly Agree	Agree	Somewhat Agree	Disagree	Strongly Disagree	No Opinion
sustainable in the long-term.						
The Board provides oversight to ensure high-quality programs that lead to student success.	○	○	○	○	○	○
The Board has established effective monitoring and reporting processes that allow it to assess the overall performance of the College against established targets (e.g., SMA, KPI).	○	○	○	○	○	○
The Board ensures that significant risks to viability and the success of the College are identified and managed appropriately.	○	○	○	○	○	○
The Board ensures that corrective action is taken when performance concerns become	○	○	○	○	○	○

apparent.

3. **The Board <u>understands</u> its role in the following core areas:** *

	Strongly Agree	Agree	Somewhat Agree	Disagree	Strongly Disagree	No Opinion
Setting the strategic direction.	◯	◯	◯	◯	◯	◯
Selecting and evaluating the president.	◯	◯	◯	◯	◯	◯
Overseeing College performance.	◯	◯	◯	◯	◯	◯
Organizing the Board to perform its role.	◯	◯	◯	◯	◯	◯

4. **The Board performs its role effectively in each of the following core areas:** *

	Strongly Agree	Agree	Somewhat Agree	Disagree	Strongly Disagree	No Opinion
Setting the strategic direction.	◯	◯	◯	◯	◯	◯
Selecting and evaluating the president.	◯	◯	◯	◯	◯	◯
Overseeing College performance.	◯	◯	◯	◯	◯	◯
Organizing the Board to perform its role.	◯	◯	◯	◯	◯	◯

5. **The Board contributes effectively to the review and approval of the:** *

	Strongly Agree	Agree	Somewhat Agree	Disagree	Strongly Disagree	No Opinion
Strategic Plan	◯	◯	◯	◯	◯	◯
Business Plan	◯	◯	◯	◯	◯	◯
Annual Report	◯	◯	◯	◯	◯	◯
Annual Budget	◯	◯	◯	◯	◯	◯

6. **List the key actions the Board could undertake to improve the understanding and performance of its role.**

7. **Board Quality**

Please reflect on the following statements and indicate your level of agreement.

	Strongly Agree	Agree	Somewhat Agree	Disagree	Strongly Disagree	No Opinion
The Board uses its skills matrix appropriately to recruit Governors with varied skills.	○	○	○	○	○	○
The Board reflects the diversity of the community served.	○	○	○	○	○	○
Governors receive orientation that prepares them to contribute effectively to the Board.	○	○	○	○	○	○
Issues related to Board performance are dealt with appropriately.	○	○	○	○	○	○

8. **Please provide brief comments or specific suggestions related to the quality of the Board.**

9. **List up to three topics you would like to see presented as part of Board education.**

10. **Board Structures and Processes**

Please reflect on the following statements and indicate your level of agreement.

	Strongly Agree	Agree	Somewhat Agree	Disagree	Strongly Disagree	No Opinion
The Board develops an annual work plan with consideration to the College's strategic directions and the Board's role.	○	○	○	○	○	○
The annual work plan helps the Board understand and perform	○	○	○	○	○	○

Strongly Agree Agree Somewhat Agree Disagree Strongly Disagree No Opinion

its role.

	Strongly Agree	Agree	Somewhat Agree	Disagree	Strongly Disagree	No Opinion
Committees are effective in supporting the work of the Board.	○	○	○	○	○	○
The Board regularly evaluates its performance and uses the results to continuously improve.	○	○	○	○	○	○
Board agendas focus on items that are within the Board's role.	○	○	○	○	○	○
Meeting materials are received sufficiently in advance.	○	○	○	○	○	○
Meeting materials are appropriate and prepare Governors to make decisions.	○	○	○	○	○	○
The Board deals with in-camera business appropriately.	○	○	○	○	○	○
The Board spends sufficient time on strategic and generative type	○	○	○	○	○	○

type discussions.

The Board Chair conducts the meeting in a way that moves the business of the Board forward.	○	○	○	○	○	○
The Board Chair ensures all sides of an issue are heard.	○	○	○	○	○	○
The Board Chair invests time in building relationships with the president and Governors.	○	○	○	○	○	○
The Board understands the Chair's role as the official spokesperson.	○	○	○	○	○	○
The Board works together effectively.	○	○	○	○	○	○

11. **Please provide brief comments or specific suggestions related to the Board's structures and processes.**

12. **The most important thing the Board could do to improve its effectiveness is:**

13. **Self-Assessment: Knowledge**

	Strongly Agree	Agree	Somewhat Agree	Disagree	Strongly Disagree	No Opinion
I have a good understanding of the college system.	○	○	○	○	○	○
I am aware of the College's mission, vision, and values.	○	○	○	○	○	○
I am familiar with the strategic plan and take it into account when making decisions.	○	○	○	○	○	○

Strongly Agree Agree Somewhat Agree Disagree Strongly Disagree No Opinion

I understand

	Strongly Agree	Agree	Somewhat Agree	Disagree	Strongly Disagree	No Opinion
I understand the difference between the governance role of the Board and the role of senior management.	○	○	○	○	○	○
I am sufficiently knowledgeable in financial matters to understand the College's financial position.	○	○	○	○	○	○
I am aware of the Board's conflict of interest policy.	○	○	○	○	○	○
I declare conflicts of interest as they arise.	○	○	○	○	○	○
I have reviewed the Board's annual work plan.	○	○	○	○	○	○
I have reviewed the Board's annual goals.	○	○	○	○	○	○
I have reviewed and understand the Board's by-laws and policies.	○	○	○	○	○	○
I consistently adhere to the	○	○	○	○	○	○

Board's code of conduct.	○	○	○	○	○	○

14. **Self-Assessment: Behaviours and Participation**

	Strongly Agree	Agree	Somewhat Agree	Disagree	Strongly Disagree	No Opinion
I am able to contribute my skills, experience, and perspectives to the Board.	○	○	○	○	○	○
I am able to contribute to the Committees on which I serve.	○	○	○	○	○	○
I listen to and consider the views of others.	○	○	○	○	○	○
I come prepared to meetings.	○	○	○	○	○	○
I feel comfortable asking questions to help me make decisions.	○	○	○	○	○	○
I am able to express my views even when I may be in a minority.	○	○	○	○	○	○

Strongly Agree Agree Somewhat Agree Disagree Strongly Disagree No Opinion

Once a decision is made, I respect the decision of the Board.	○	○	○	○	○	○
I meet or exceed attendance requirements.	○	○	○	○	○	○
I support the College's events and activities (where appropriate).	○	○	○	○	○	○
I participate in the Board's education program (e.g., Learn More series)	○	○	○	○	○	○
I have taken training provided by the College Centre of Board Excellence.	○	○	○	○	○	○
I make decisions in the best interest of the College.	○	○	○	○	○	○
I respect and maintain confidentiality.	○	○	○	○	○	○

15. **I wish to continue on the Board.** *

- ◯ Yes
- ◯ No

16. **For 2022-2023 Board year, I am interested in participating in the following Committees (rank in order of priority).** *

- Audit and Finance Committee
- Governance Review Committee
- Nominating Committee

17. **I am willing to serve as a Committee Chair.** *

- ◯ Yes
- ◯ No

18. **I am willing to serve as a Committee Vice-Chair.** *

- ◯ Yes
- ◯ No

19. **I am interested in becoming Board Chair.** *

- ◯ Yes
- ◯ No

20. **I am interested in becoming Board Vice-Chair.** *

- ◯ Yes
- ◯ No

21. **I am interested in becoming a Co-populous Governor.** *

- ◯ Yes
- ◯ No

22. **I am interested in serving as a mentor to a new Governor.** *

- ◯ Yes
- ◯ No

23. **Please provide any final comments that you'd like to share about your experience on the Board.**

This content is neither created nor endorsed by Microsoft. The data you submit will be sent to the form owner.

Microsoft Forms

DURHAM COLLEGE
SUCCESS MATTERS

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:

DURHAM COLLEGE
SUCCESS MATTERS

Board of Governors

Annual Board Evaluation Survey Report
2021-22

Prepared by the Office of Research Services Innovation & Entrepreneurship
April 2022

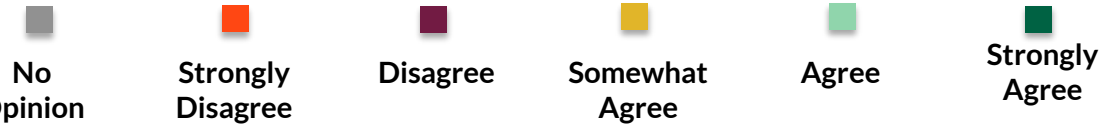
This report presents the results of the *2021-22 Board Evaluation Survey*. Each year, members of the Board of Governors are asked to evaluate different aspects of Board performance. This is an important part of the Board's goal of continuous improvement and is a tool to ensure compliance with the Ministry's Binding Policy Directive: Governance and Accountability Framework. The results are used to identify areas for improvement and growth.

Members of the Board of Governors were invited to complete the online survey from March 28 - April 8, 2022. In total, 12 of 15 Governors completed the survey, for a response rate of 80%.

The survey tool is reviewed annually to ensure questions are relevant. In 2022, the survey tool was significantly revised with the introduction of new questions and edits to prior questions. As a result, longitudinal comparisons to previous years are not available in this report.

Respondents were asked to indicate their level of agreement with a series of statements, and had the option to choose 'No Opinion', 'Strongly Disagree', 'Disagree', 'Somewhat Agree', 'Agree' and 'Strongly Agree'. This report presents a bar chart for each statement, and includes the proportion and number of respondents (in parentheses) by level of agreement.

The following legend indicates the colours associated with each response option:



If you have any questions or comments regarding the Board Evaluation Survey Report, or if you require this report in an accessible format, please feel free to contact Rashmi Gupta, Director, Institutional Research and Planning at (905)721-2000 x2266 or Rashmi.Gupta@durhamcollege.ca.

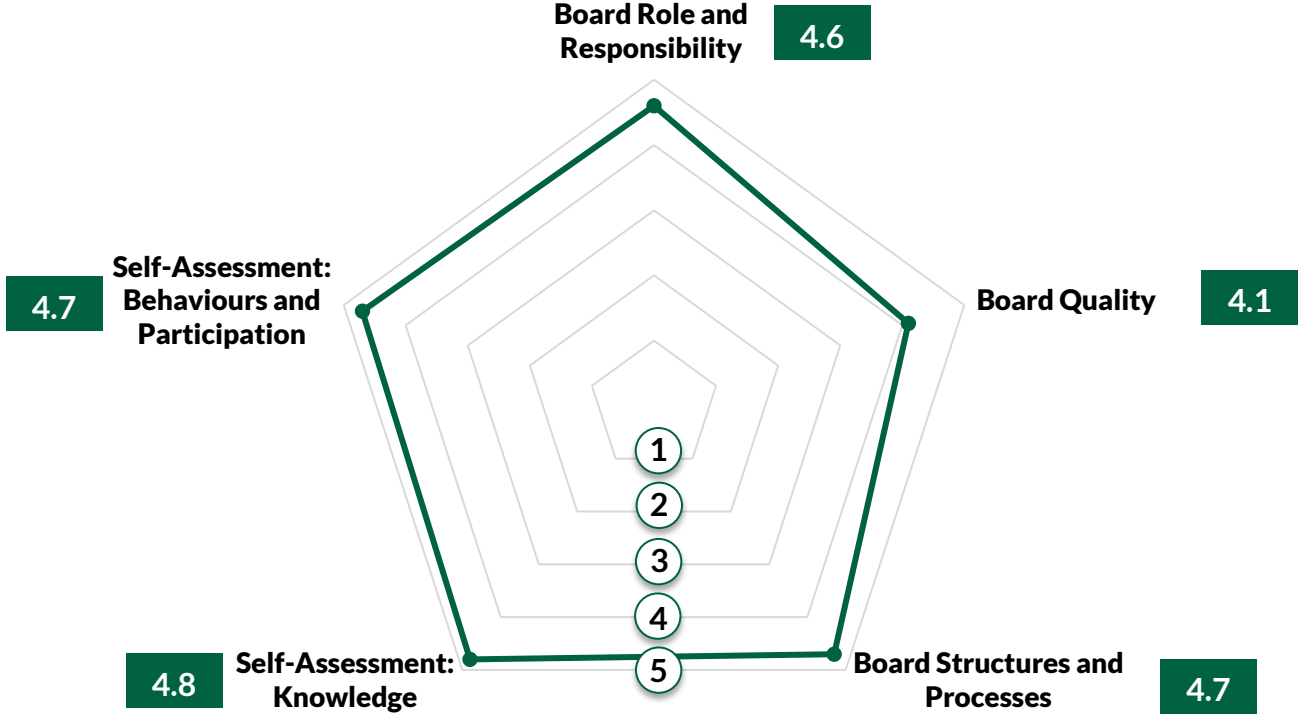
Please note that this analysis is only based on the answers provided by respondents, and therefore excludes non-responses.

Freedom of Information and Protection of Privacy Act Notice:
All information provided will be kept strictly confidential in accordance with Durham College's data governance policies, and related provincial and federal legislative requirements, specifically, *Freedom of Information and Protection of Privacy Act, R.S.O. 1990.*

Summary

The radar chart below shows the scores for each section of questions within the survey. Scores represent the average (mean) response based on a 5-point scale, where 'Strongly Disagree' is 1, 'Disagree' is 2, 'Somewhat Agree' is 3, 'Agree' is 4 and 'Strongly Agree' is 5. Responses of "No Opinion" are excluded from this analysis.

Radar charts are useful in identifying areas of strength and areas for improvement. The sections with higher scores (strengths) fall towards the outside of the chart (5).



Board Role and Responsibility

Please reflect on the following statements and indicate your level of agreement.

The Board is familiar with the legislative environment it operates under.			8.3% (1)	25.0% (3)	66.7% (8)
The Board understands its accountabilities to the Ministry of Colleges and Universities.				33.3% (4)	66.7% (8)
The Board understands its governance role and does not become overly involved in operational issues.				41.7% (5)	58.3% (7)
The Board makes decisions that are aligned with the College's mission, vision, values, and strategic goals.				8.3% (1)	91.7% (11)
The Board provides sufficient financial oversight with due attention to ensuring that the College operates to a balanced budget and is financially sustainable in the long-term.			8.3% (1)	16.7% (2)	75.0% (9)
The Board provides oversight to ensure high-quality programs that lead to student success.				33.3% (4)	66.7% (8)
The Board has established effective monitoring and reporting processes that allow it to assess the overall performance of the College against established targets (e.g., SMA, KPI).			8.3% (1)	33.3% (4)	58.3% (7)
The Board ensures that significant risks to viability and the success of the College are identified and managed appropriately.			8.3% (1)	8.3% (1)	83.3% (10)
The Board ensures that corrective action is taken when performance concerns become apparent.	25.0% (3)			33.3% (4)	41.7% (5)

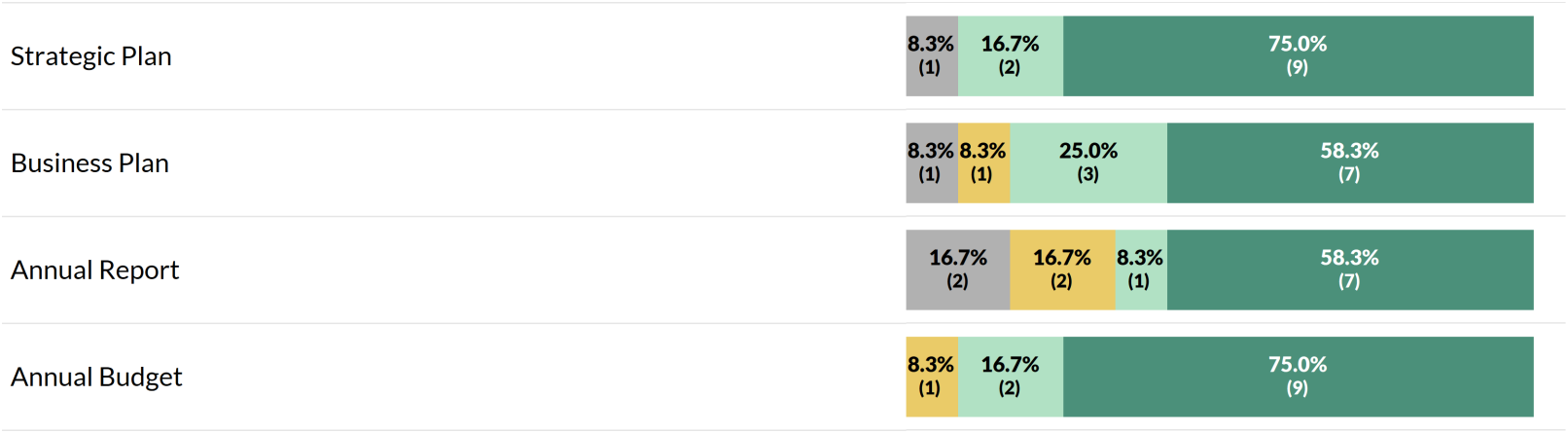
The Board understands its role in the following core areas:

Setting the strategic direction.				8.3% (1)	91.7% (11)
Selecting and evaluating the president.		8.3% (1)	16.7% (2)		75.0% (9)
Overseeing College performance.		8.3% (1)	25.0% (3)		66.7% (8)
Organizing the Board to perform its role.		8.3% (1)	16.7% (2)	16.7% (2)	58.3% (7)

The Board performs its role effectively in each of the following core areas:

Setting the strategic direction.		8.3% (1)	25.0% (3)		66.7% (8)
Selecting and evaluating the president.		8.3% (1)	8.3% (1)	16.7% (2)	66.7% (8)
Overseeing College performance.		16.7% (2)	33.3% (4)		50.0% (6)
Organizing the Board to perform its role.		8.3% (1)	8.3% (1)	16.7% (2)	66.7% (8)

The Board <u>contributes effectively</u> to the review and approval of the:



List the key actions the Board could undertake to improve the understanding and performance of its role.

Knowing which areas should be given priority in the board meetings versus giving everything equal weight.
Continue with Learn More Series, and continue the opportunities for the board to gather unstructured to build relationships
Set a Subset of Colleges - in Ontario & 2 outside Ontario - and use that group to offer tool for comparison and discussion.
Continue to offer and have Governors participate in the Good Governance learning sessions
Provide additional training to new governors in understanding the board's role is not to be operational.
Difficult during Covid protocols to do complete and thorough evaluations as limited interactions.
Provide BOG sessions that offer a comprehensive walk-through the business plan & overlay that with the BOG's annual workplan, noting the BOG committee on deck to receive the detailed reports from management. Unclear how / when the BOG is contributing to the Annual Plan, oversight of the Annual Budget & Audit process is tight.
Perhaps have a few more educational sessions/time on key items - sometimes doesn't feel like there's enough time at the Board mtgs when there is a major business item while some presentations on operational items seem too long. Regular reminders to the Board. Board members to have reviewed the materials in advance of the mtg.
Once the governance model currently being undertaken is complete, I suggest a training session on how the model brings together the Boards role from a governance and ministry directive/policy/act perspective might be helpful to educate on expectations (understanding) and how we meet those expectations (performing).

Board Quality

Please reflect on the following statements and indicate your level of agreement.

The Board uses its skills matrix appropriately to recruit Governors with varied skills.	25.0% (3) | 8.3% (1) | 16.7% (2) | 50.0% (6)
The Board reflects the diversity of the community served.	25.0% (3) | 41.7% (5) | 33.3% (4)
Governors receive orientation that prepares them to contribute effectively to the Board.	8.3% (1) | 41.7% (5) | 50.0% (6)
Issues related to Board performance are dealt with appropriately.	16.7% (2) | 8.3% (1) | 8.3% (1) | 8.3% (1) | 58.3% (7)

Please provide brief comments or specific suggestions related to the quality of the Board.

Continue to build on diversity of the board to ensure the board represents the community and students we serve
Continue to maintain the skills matrix of the Governors and guide next steps accordingly.
The current Board of Governors is engaged, asks good questions and is prepared for each meeting. The diversity of skills and background in the Governors enriches the discussion and overall strengthens the quality of the Board.
I recognize we are working to diversify our board members, however, we are not quite there yet.
I believe the onboarding and orientation session is good; an enhancement could be more focus on 1) what the Ministry directive/policy/act expects the Board to do, and 2) how we execute our duties as a Board (A matrix may help).
Again Covid protocols advocate for status quo with poor interaction other than what's presented
Although we recruit directors thoughtfully and provide clear performance expectations, these norms are not always met. We also have zero control or influence over the profile of directors appointed by the government, thus our skills matrix is ignored for those appointments. We may be able to leverage the mentor relationship to reinforce expectations & elevate attendance/ engagement issues earlier. I am unclear about the process for addressing performance or the professionalism issues with individual directors.
While the Board has made great strides in providing a diverse representation of the community - there are still opportunities to excel in this area from a demographic and labour force perspective.
I believe the board has all the requisite skill sets to support quality. Perhaps some more work around assessing our interaction/behavior as board members, but we had a good start on this at the March 2022 offsite.
As a new governor, I am unable to comment on the degree to which the Board uses its skills matrix to recruit Governors. There is a committee for this and I imagine that this is done, but I have not yet had the opportunity to participate in this aspect of Board work. Regarding "The Board reflects the diversity of the community served"... What is the Board's understanding of the word "diversity" in this context? Varied experience? Varied educational backgrounds? Varied cultural backgrounds and understandings? Is this being measured and understood against the demographics of Durham Region or the college community?

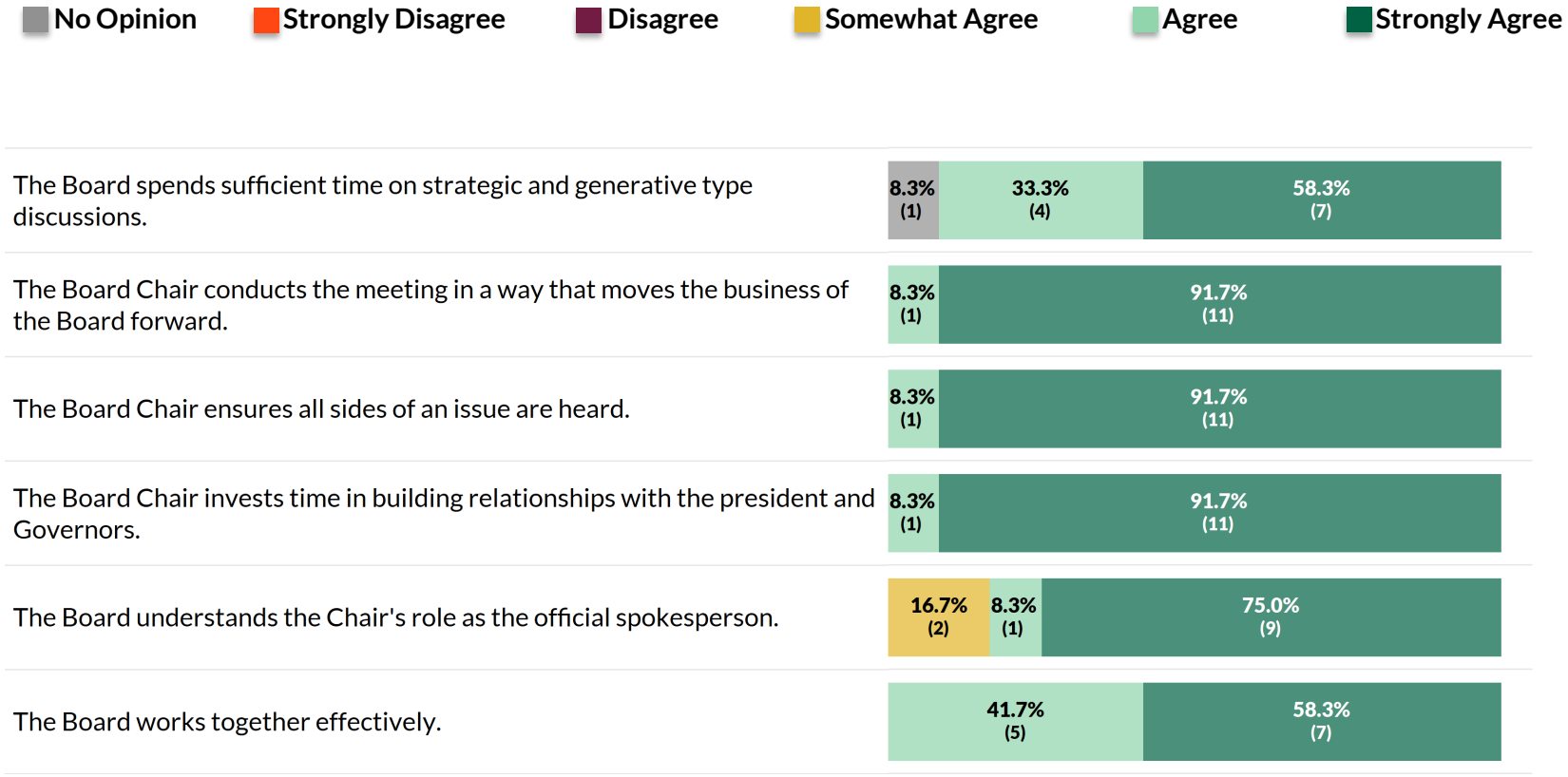
List up to three topics you would like to see presented as part of Board education.

1. SOTL Project Status Update at DC 2. The 2022 challenges and the Action Plan for the DC Foundation
1) Trends / sector updates impacting the college and post secondary sector 2) Union relationship 3) Continue with understanding the history of the relationship between the DC and UOIT for context in understanding the current arrangements and partnership, i.e. debenture, shared services, master campus plan, etc.
Identifying the Needs of Board Members - a board member self-assessment tool may uncover some areas where board members need more education. Diversity, equity and inclusion. Strategic workforce issues
All of the Learn More sessions are great! 1. Continue the discussions and awareness on EDI 2. DC's process to respond to emergencies or public relation matters - i.e. threats, ransom, negative press, etc. how is DC prepared to respond 3. Key talking points when promoting DC in the community or on social media. Provide a toolkit on scripted posts, speaking points, key contacts at DC How can governors help DC 'get loud'? Suggest having board members do a social media campaign to highlight their role on the board as a way to encourage other community members to consider the board for future vacancies. Speak to the training received, professional growth...
1- external training with non-government NGO's corporate organizations for out of the box thinking 2- need to encourage and develop college ability to inspire next generation of new thinkers for our changing world.
1) Pathways between DC & OntarioTech; pathways between DC & Trent Durham. 2) Opportunities and issues that our local Mayors suggest DC participate in - maybe a Mayor Panel at a BOG offsite would be a good investment of their time. 3) Applied learning results that involve(d) local government/business & DC partnerships - sort of picture a series of presentations from 3 or more programs. (Gives us great stories to share with our stakeholder community.)
Long range Business Plans; Long range Financial Plans; Advocacy opportunities
Ongoing emerging cybersecurity risks to the college system; college health and safety programs.
1) Overview of the Ministry Directive/policy/act that governs the Board 2) Overview of the Governance model (once completed) with focus on how we meet the objectives of the Ministry Directive/Policy/Act 3)Succession planning strategy/processes and status.

Board Structures and Processes

Please reflect on the following statements and indicate your level of agreement.

The Board develops an annual work plan with consideration to the College's strategic directions and the Board's role.			8.3% (1)	8.3% (1)	8.3% (1)	75.0% (9)
The annual work plan helps the Board understand and perform its role.			16.7% (2)		33.3% (4)	50.0% (6)
Committees are effective in supporting the work of the Board.		8.3% (1)		16.7% (2)		75.0% (9)
The Board regularly evaluates its performance and uses the results to continuously improve.		8.3% (1)	8.3% (1)	16.7% (2)		66.7% (8)
Board agendas focus on items that are within the Board's role.			8.3% (1)	8.3% (1)		83.3% (10)
Meeting materials are received sufficiently in advance.	8.3% (1)			8.3% (1)		83.3% (10)
Meeting materials are appropriate and prepare Governors to make decisions.		8.3% (1)		8.3% (1)		83.3% (10)
The Board deals with in-camera business appropriately.				16.7% (2)		83.3% (10)


No Opinion
Strongly Disagree
Disagree
Somewhat Agree
Agree
Strongly Agree
The Board spends sufficient time on strategic and generative type discussions.
8.3% (1)
33.3% (4)
58.3% (7)
The Board Chair conducts the meeting in a way that moves the business of the Board forward.
8.3% (1)
91.7% (11)
The Board Chair ensures all sides of an issue are heard.
8.3% (1)
91.7% (11)
The Board Chair invests time in building relationships with the president and Governors.
8.3% (1)
91.7% (11)
The Board understands the Chair's role as the official spokesperson.
16.7% (2)
8.3% (1)
75.0% (9)
The Board works together effectively.
41.7% (5)
58.3% (7)

Please provide brief comments or specific suggestions related to the Board's structures and processes.

Looking forward to the outcomes from the governance review which should resolve current (or perceived) issues/concerns with current processes.
As the governance model is clarified, re-clarify the roles of the Committees and the relationship with the Board, i.e. when should the Board accept Committee business vs. when should the Board review Committee business. Not sure this is completely clear as evidenced in some of this year's Board meetings - the governance work may help to resolve this.
The Board's structures and processes are effective and no specific suggestions.
Structure and process seem to operate and function well. Would be interesting to know what other College Boards are doing that seem to work well that we could learn from.
The Board is run efficiently and all members effectively participate. There is a high level of group cohesion. I did not originally understand the full implications of having a consent agenda, but I am now more comfortable with this style. Still, I wonder whether there should be a threshold in which certain items would automatically be kicked out to the larger Board (despite having already gone through committee) without having to ask whether members would like an item removed for further consideration (e.g., items of a certain financial weight, an atypical change in strategic direction, etc.).
Again Covid has made it difficult as board had zero protocols input on how operations operated
Suggest the BOG have a learn more or governance orientation session on the role of the President, the role of the BOG Chair, & the Chair's responsibility to function as the official spokesperson. Unpacking the concept of body politic would also be helpful - there is some misunderstanding about the importance, and duty, to put our expertise at the disposal of the BOG and to the benefit of DC's greater good. Scenarios might help - as we've had directors question the veracity of a director leveraging rare knowledge/skills to the benefit of the college, & at the behest of the President.

The most important thing the Board could do to improve its effectiveness is:

Spending more time on topics that are important to management. Capping time devoted to informational topics (including questions from the board). Finance committee might look at four meetings per year. This would also free management from having to prepare board documents so often.
Limit virtual attendance to full board meetings for exceptions only, to ensure the board has the opportunity for in-person board meetings. The relationship building with 7+ governors in their first term is essential. Continue virtual for committees for efficiency.
Obtain an independently-developed and forward-looking 5+Years forecast on changes in the western world workplace under the framework of the 4th Industrial Revolution.
Continue to engage in the community on and off campus- at College events, recent community leader interviews, convocation, discussions with MPs, etc.
Physically be together
Develop more applied expertise in BOG governance. We've been bogged down a few times in redundant, & incorrect, motions. With that said, the BOG performs its duties very well and is a destination board. We may have a current gap in practical executive & governance expertise on the Governance Committee.
Limit time of certain items/presentations in meetings. Ensure working Committee's have the oversight to do their mandate so not to rehash/get into at the Board level. If there is a detailed discussion on a matter at the Board level that could be dealt with at the Committee level or offline - refer to such.
Continue the Learn More Series and provide ample opportunity for PD and team-building. This is a high-functioning Board. Conversation is actively encouraged. Keep doing what its doing.
It has been difficult to build a cohesive team through Covid noting that some of our Board is unable to attend on-site events. I am optimistic that we will resolve this shortly and start to develop some chemistry amongst the Board members. I think the Board has done well considering the circumstances and the Chair has done a remarkable job of uniting the Board, however, there are challenges without full face-to-face participation. There is so much more about this Board role than just attending Board meetings, we need to look for opportunities to increase participation on DC sponsored events, i.e. Open House, PAC annual meeting, etc.

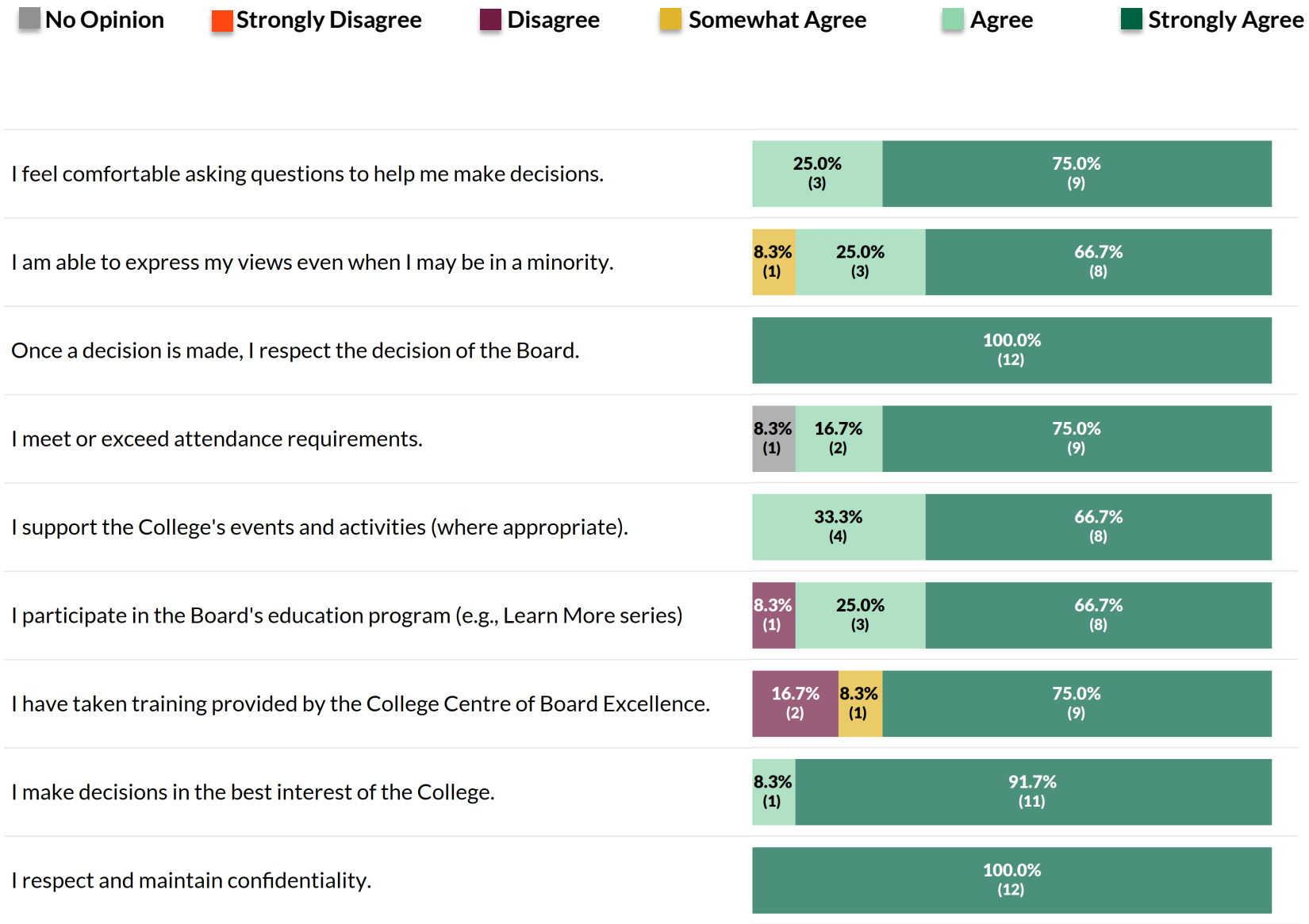
Self-Assessment: Knowledge

I have a good understanding of the college system.	16.7% (2), 25.0% (3), 58.3% (7)
I am aware of the College's mission, vision, and values.	8.3% (1), 8.3% (1), 83.3% (10)
I am familiar with the strategic plan and take it into account when making decisions.	8.3% (1), 8.3% (1), 83.3% (10)
I understand the difference between the governance role of the Board and the role of senior management.	8.3% (1), 91.7% (11)
I am sufficiently knowledgeable in financial matters to understand the College's financial position.	33.3% (4), 66.7% (8)
I am aware of the Board's conflict of interest policy.	16.7% (2), 83.3% (10)
I declare conflicts of interest as they arise.	100.0% (12)

I have reviewed the Board's annual work plan.		8.3% (1)	16.7% (2)		75.0% (9)
I have reviewed the Board's annual goals.		8.3% (1)	16.7% (2)		75.0% (9)
I have reviewed and understand the Board's by-laws and policies.			33.3% (4)		66.7% (8)
I consistently adhere to the Board's code of conduct.					100.0% (12)

Self-Assessment: Behaviours and Participation

I am able to contribute my skills, experience, and perspectives to the Board.	8.3% (1)	8.3% (1)	25.0% (3)		58.3% (7)
I am able to contribute to the Committees on which I serve.	8.3% (1)		33.3% (4)		58.3% (7)
I listen to and consider the views of others.			16.7% (2)		83.3% (10)
I come prepared to meetings.			25.0% (3)		75.0% (9)


No Opinion
Strongly Disagree
Disagree
Somewhat Agree
Agree
Strongly Agree
I feel comfortable asking questions to help me make decisions.
25.0% (3)
75.0% (9)
I am able to express my views even when I may be in a minority.
8.3% (1)
25.0% (3)
66.7% (8)
Once a decision is made, I respect the decision of the Board.
100.0% (12)
I meet or exceed attendance requirements.
8.3% (1)
16.7% (2)
75.0% (9)
I support the College's events and activities (where appropriate).
33.3% (4)
66.7% (8)
I participate in the Board's education program (e.g., Learn More series)
8.3% (1)
25.0% (3)
66.7% (8)
I have taken training provided by the College Centre of Board Excellence.
16.7% (2)
8.3% (1)
75.0% (9)
I make decisions in the best interest of the College.
8.3% (1)
91.7% (11)
I respect and maintain confidentiality.
100.0% (12)

Please provide any final comments that you'd like to share about your experience on the Board.

I'll share these at the Hail & Farewell :)
It has been a broadening and rewarding experience.
My experience has been positive in every aspect. I look forward to continuing to serve on the Board.
As I'm new to the Board and have not completed a full cycle, I have answered questions 17-22 as "No" for now. If internal governors are eligible for these roles I may consider them in the future.
I would strongly encourage employees to consider serving on the board. It has been an amazing experience so far and I'm looking forward to continue to grow as a governor.
Covid protocols have made difficult to make good assessment and I would agree that I have reviewed work plan by-laws and policies and annual goals just not regularly enough to have a Immediate and direct comparator when reviewing implications of board presentations. I believe the board chair should provide adequate guidance in those references.
Serving on the DC BOG has been a career highlight for me. I started on boards in my 20's and have seen a broad range of governance - the good, the bad, & the ugly. DC is by far the best experience - from offering the opportunity to make a substantive contribution, from learning what great applied governance looks like, & interacting with DC's excellent leadership team. We've had 4 terrific BOG chairs during my tenure - Paul Macklin, Ivan DeJong, Michele James, & Kristi Honey. Kristi's emphasis on engagement by each director and encouraging feedback is inspiring. +A well-earned shoutout for Melissa Pringle - her contribution to our smooth operation & deft/consistent support is remarkable. Melissa is truly a best-in-class exemplar who should teach other corporate & BOG secretaries! Looking forward to September 2022, I will be entering my 5th year on the DC BOG. With Gary Rose as Chair, it would be an honour to serve as the Vice-Chair & that call is with my fellow governors. If I am named to be Vice-Chair, I am ready to serve as the BOG Chair in my 6th year, should I be elected (that's why I answered 'yes' to Q19).
My experience on the Board has been extremely rewarding and I hope my contribution has assisted the College. I am happy to serve on any committee and in any fashion on the Board as Leadership sees best.
Because I am in internal governor, my understanding is that I am unable to serve as Chair on committees, but would be interested in a vice-chair role at some point in the future (ideally, after one more year is under my belt).

Notwithstanding a few comments of areas for continuous improvement, the general performance of the Board has been excellent and I am glad to be a part of the Board and love advocating for DC. DC leadership is very supportive of the Board and I believe we have a strong and respectful relationship. I have enjoyed working with the Chair this year and she has done an excellent job of helping the Board and DC navigate through the ongoing pandemic. We have a lot of Board members, with more new members onboarding and thus it will be important to develop the team chemistry in the near term. The Board secretary also does a fantastic job of organizing the Board activities...we would be very challenged without her support. Thank-you Melissa!!!

Suggestion	Action/Response
Knowing which areas should be given priority in the board meetings versus giving everything equal weight	
Continue with *Learn More* series	
Create opportunities for the board to gather in an unstructured way to build relationships	
Set a subset of colleges – two in Ontario and two outside of Ontario and use that group to offer tool for comparison and discussion	
Continue to offer and have governors participate in the good governance learning sessions	
Provide additional training to new governors in understanding the board's role is not to be operational	
Difficult during Covid protocols to do complete and thorough evaluations as limited interactions.	
Provide BOG sessions that offer a comprehensive walk-through the business plan & overlay that with the BOG's annual workplan, noting the BOG committee on deck to receive the detailed reports from management. Unclear how / when the BOG is contributing to the Annual Plan, oversight of the Annual Budget & Audit process is tight.	
Perhaps have a few more educational sessions/time on key items - sometimes doesn't feel like there's enough time at the Board mtgs when there is a major business item while some presentations on operational items seem too long.	
Regular reminders to the Board. Board members to have reviewed the materials in advance of the mtg.	
Once the governance model currently being undertaken is complete, I suggest a training session on how the model brings together the Boards role from a governance and ministry directive/policy/act perspective might be helpful to educate on expectations (understanding) and how we meet those expectations (performing).	
Continue to build on diversity of the board to ensure the board represents the community and students we serve	
Continue to maintain the skills matrix of the Governors and guide next steps accordingly.	
The current Board of Governors is engaged, asks good questions and is prepared for each meeting. The diversity of skills and background in the Governors enriches the discussion and overall strengthens the quality of the Board.	

I recognize we are working to diversify our board members, however, we are not quite there yet.	
I believe the onboarding and orientation session is good; an enhancement could be more focus on 1) what the Ministry directive/policy/act expects the Board to do, and 2) how we execute our duties as a Board (A matrix may help).	
Again Covid protocols advocate for status quo with poor interaction other than what's presented	
Although we recruit directors thoughtfully and provide clear performance expectations, these norms are not always met. We also have zero control or influence over the profile of directors appointed by the government, thus our skills matrix is ignored for those appointments. We may be able to leverage the mentor relationship to reinforce expectations & elevate attendance/ engagement issues earlier. I am unclear about the process for addressing performance or the professionalism issues with individual directors.	
While the Board has made great strides in providing a diverse representation of the community - there are still opportunities to excel in this area from a demographic and labour force perspective.	
I believe the board has all the requisite skill sets to support quality. Perhaps some more work around assessing our interaction/behavior as board members, but we had a good start on this at the March 2022 offsite.	
As a new governor, I am unable to comment on the degree to which the Board uses its skills matrix to recruit Governors. There is a committee for this and I imagine that this is done, but I have not yet had the opportunity to participate in this aspect of Board work. Regarding "The Board reflects the diversity of the community served"... What is the Board's understanding of the word "diversity" in this context? Varied experience? Varied educational backgrounds? Varied cultural backgrounds and understandings? Is this being measured and understood against the demographics of Durham Region or the college community?	
SOTL Project Status Update at DC 2. The 2022 challenges and the Action Plan for the DC Foundation	
1) Trends / sector updates impacting the college and post secondary sector 2) Union relationship 3) Continue with understanding the history of the relationship between the DC and UOIT for context in understanding the current arrangements and partnership, i.e. debenture, shared services, master campus plan, etc.	

Identifying the Needs of Board Members - a board member self-assessment tool may uncover some areas where board members need more education. Diversity, equity and inclusion. Strategic workforce issues.	
All of the Learn More sessions are great! 1. Continue the discussions and awareness on EDI 2. DC's process to respond to emergencies or public relation matters - i.e. threats, ransom, negative press, etc. how is DC prepared to respond 3. Key talking points when promoting DC in the community or on social media. Provide a toolkit on scripted posts, speaking points, key contacts at DC How can governors help DC 'get loud'? Suggest having board members do a social media campaign to highlight their role on the board as a way to encourage other community members to consider the board for future vacancies. Speak to the training received, professional growth...	
1- external training with non-government NGO's corporate organizations for out of the box thinking 2- need to encourage and develop college ability to inspire next generation of new thinkers for our changing world.	
1) Pathways between DC & OntarioTech; pathways between DC & Trent Durham. 2) Opportunities and issues that our local Mayors suggest DC participate in - maybe a Mayor Panel at a BOG offsite would be a good investment of their time. 3) Applied learning results that involve(d) local government/business & DC partnerships - sort of picture a series of presentations from 3 or more programs. (Gives us great stories to share with our stakeholder community.)	
Long range Business Plans; Long range Financial Plans; Advocacy opportunities	
Ongoing emerging cybersecurity risks to the college system; college health and safety programs.	
1) Overview of the Ministry Directive/policy/act that governs the Board 2) Overview of the Governance model (once completed) with focus on how we meet the objectives of the Ministry Directive/Policy/Act 3) Succession planning strategy/processes and status.	
Looking forward to the outcomes from the governance review which should resolve current (or perceived) issues/concerns with current processes.	
As the governance model is clarified, re-clarify the roles of the Committees and the relationship with the Board, i.e. when should the Board accept Committee business vs. when should the Board review Committee business. Not sure this is completely clear as evidenced in some of this year's Board meetings - the governance work may help to resolve this.	

The Board's structures and processes are effective and no specific suggestions.	
Structure and process seem to operate and function well. Would be interesting to know what other College Boards are doing that seem to work well that we could learn from.	
The Board is run efficiently and all members effectively participate. There is a high level of group cohesion. I did not originally understand the full implications of having a consent agenda, but I am now more comfortable with this style. Still, I wonder whether there should be a threshold in which certain items would automatically be kicked out to the larger Board (despite having already gone through committee) without having to ask whether members would like an item removed for further consideration (e.g., items of a certain financial weight, an atypical change in strategic direction, etc.).	
Again Covid has made it difficult as board had zero protocols input on how operations operated	
Suggest the BOG have a learn more or governance orientation session on the role of the President, the role of the BOG Chair, & the Chair's responsibility to function as the official spokesperson. Unpacking the concept of body politic would also be helpful - there is some misunderstanding about the importance, and duty, to put our expertise at the disposal of the BOG and to the benefit of DC's greater good. Scenarios might help - as we've had directors question the veracity of a director leveraging rare knowledge/skills to the benefit of the college, & at the behest of the President.	
Spending more time on topics that are important to management. Capping time devoted to informational topics (including questions from the board). Finance committee might look at four meetings per year. This would also free management from having to prepare board documents so often.	
Limit virtual attendance to full board meetings for exceptions only, to ensure the board has the opportunity for in-person board meetings. The relationship building with 7+ governors in their first term is essential. Continue virtual for committees for efficiency.	
Obtain an independently-developed and forward-looking 5+Years forecast on changes in the western world workplace under the framework of the 4th Industrial Revolution.	
Continue to engage in the community on and off campus- at College events, recent community leader interviews, convocation, discussions with MPs, etc.	
Physically be together	

Develop more applied expertise in BOG governance. We've been bogged down a few times in redundant, & incorrect, motions. With that said, the BOG performs its duties very well and is a destination board. We may have a current gap in practical executive & governance expertise on the Governance Committee.	
Limit time of certain items/presentations in meetings. Ensure working Committee's have the oversight to do their mandate so not to rehash/get into at the Board level. If there is a detailed discussion on a matter at the Board level that could be dealt with at the Committee level or offline - refer to such.	
Continue the Learn More Series and provide ample opportunity for PD and team-building. This is a high-functioning Board. Conversation is actively encouraged. Keep doing what its doing.	
It has been difficult to build a cohesive team through Covid noting that some of our Board is unable to attend on-site events. I am optimistic that we will resolve this shortly and start to develop some chemistry amongst the Board members. I think the Board has done well considering the circumstances and the Chair has done a remarkable job of uniting the Board, however, there are challenges without full face-to-face participation. There is so much more about this Board role than just attending Board meetings, we need to look for opportunities to increase participation on DC sponsored events, i.e. Open House, PAC annual meeting, etc.	
Covid protocols have made difficult to make good assessment and I would agree that I have reviewed work plan by-laws and policies and annual goals just not regularly enough to have a Immediate and direct comparator when reviewing implications of board presentations. I believe the board chair should provide adequate guidance in those references.	
Retain the TORs & Membership profile/count as is (subject to the BOG's final 2022 governance review decisions)	
Chair to a) begin the year with a reprisal of the committee's TORs, member's roles, and where/how the committee fits into the larger board work, and b) periodically reflect on how current meeting topics/discussions fulfill our fiduciary duties	
Chair to encourage open, transparent dialogue by retaining the collegial & collaborative meeting tenor, by a) supporting questions, especially those of new members, & b) include use of non-technical terms/understandable terminology	
Chair to plan growth opportunities for Vice Chair via an annual invitation to chair a	

committee meeting.	
Keep our A&F committee meetings virtual.	
Check with BOG members to confirm if dispensing of the 1 pg infographic financial summary is ok (goal to save staff time).	
Consider adding risk management as a standing agenda item to ensure there are no new or emerging risks facing the college in advance of our next formal board update	
Consider, as part of the A&F risk management oversight, highlighting cybersecurity risk given it's an exceptional & ramping global risk	
Have management provide an annual review of the investment portfolio, including investments, fees paid, and returns versus performance benchmarks	
What should the EC Committee keep doing?	
Performance Reviews	
Board Goals, Work Plans	
Salary, Expenses	
Draft Board Agendas	
Board Evaluation Surveys	
Strategic Items	
Labour Relations	
Relationship with OnTech	
Be a collegial committee that is a more informal space for forthright discussions on issues and plans	
Retain the TORs and Membership profile as written in By-Law 1; 32.1-3	
Those items listed in Bylaw 1 (now proposed new terms of reference) all seem applicable to continue – consideration for minor adjustment – see comments below	
Consider having a session that includes a meal 1-2 times per year to develop informal trust relationships and where strategic discussions are fostered – trends, issues	
What should the EC Committee stop doing?	
Potentially expenses besides that of the President and the AP Chair – could go to AF Committee for approvals.	

Investigate means to manage the expense approvals in a more streamlined process that pays attention to materiality	
Ensure each meeting is necessary	
What should the EC Committee start doing?	
Consideration for committee chairs to give EC brief updates at key milestone times throughout the year on status of their reflective committees – very high level – any issues/ actions etc.	
Perhaps more discussion on emerging issues – future risks/opportunities	
Review/refresher of Bylaw 1 (now in new committee terms of reference) duties at least once per 3 year term to ensure members understand the function and role of the committee.	
Conduct a more formal succession plan for the President;	
Consider the President's development plan & results; and,	
Require the internal candidates for the President's role & offer advice and counsel regarding the development these candidates;	
Become versed in the legal perquisites that are available for the President & their senior team	
Opportunities, if any, for the Committee Chairs to assist the Board Vice Chair and Chair	
Provide oversight for the development of Governors into leadership roles – include the scaffolding of attendance to CICan for strategic networking & learning opportunities;	
Ensure the master plan diagrams are current – the last one we saw is outdated	
Ensure the BOG has access to the most current staff reporting diagrams	
Additional Reflections:	
Kristi does an excellent job at managing the Committee and is very well organized, collaborative and thorough. The conversation and dialogue at this Committee is always very productive and insightful.	
I really like the informal sounding board approach to an Executive Committee. I appreciate how engaging & relaxed the EC has been since I've participated	
What should the Nominating Committee <u>Keep</u> doing?	
Annual review of the Committee's Terms of Reference.	

Regular review of recruitment process for external governors to ensure the best and most relevant approach is taken.	
Ensuring the recruitment plan for external governors considers the skills matrix requirements of the Board.	
Continue to focus on the skills matrix gap to ensure the successful candidates meet the Board's needs	
Review recruitment practices to ensure postings reflect diversion, equity and inclusivity.	
Promote vacancies on external sites that will attract a diverse applicant pool.	
Process for selecting and interviewing candidates that is fair and equitable	
Keep prioritizing gender balance and diversity on the board. The Committee and Board have worked so hard, need to keep the momentum going.	
As appropriate, addressing performance concerns/issues of external governors that may arise	
Review opportunities/methods for collecting feedback on standing committee preference and performance.	
Provide recommendations to the Board on Committee composition and conduct the reappointment process for external governors.	
Continue to promote and implement a mentoring program between new and current governors.	
Continue to foster an open and collaborative environment	
Undertaken the annual review of the implementation policy for the election of the Vice Chair and Chair and provide recommendations for revisions as appropriate to the Governance Review Committee.	
What should the Nominating Committee <u>Stop</u> doing?	
Whether it is a stop – a new or revised approach/strategy in LGIC appointments to address skills matrix requirements is recommended.	

Limited schedules/times for interviews	
Interviewing anyone who does not fit the skills matrix gap as a courtesy.	
Interviewing applicants that do not work and/or live in Durham Region (must have ties to the community)	
What should the Nominating Committee <u>Start</u> doing?	
Review once/3 yr term Bylaw 4 which regulates the election of internal governors.	
Assessing the success of the mentoring program and soliciting feedback on how it could be improved or other alternatives.	
Ensure we explain what skills are being recruited for as part of the interview process and when we select the candidate how their skills and background are part of the skills matrix and compliment the Board – basically why did we select them and what are they bringing to the table.	
Where appropriate and when feasible, enhance flexibility in interview scheduling/method.	
Consider a more a conversational style interview format and include a matrix focusing on our skill matrix to fill out along with the current materials.	
Include a short (10 minute) presentation component regarding the skillset we have highlighted in the posting showcasing how their experience could be leveraged to “lead the way” in this area.	
Annual follow-up with external governors to check-in – that they feel the Board is appropriately capitalizing on their skills, experience, etc. and why they were selected as a governor.	
Each year, offer a brief Orientation to Recruitment for Nominating Committee members. Not everyone has a depth of experience in this area. Orientation could include: o Interview process o How to take effective notes o Reminder of confidentiality/conflicts	

○ How to create effective questions	
Each member of the Nominating Committee should be assigned governors to do regular check ins to ask how their mentoring is going.	
Do a check in with new governors to ensure their mentor is offering support	
Provide new governors with a survey to complete mid-way first year and end of first year to assess what they need to feel supported in their role; how the mentoring is going; any recommendations on how to enhance the governors' orientation; how they are enjoying their sub-committee; etc.	
Conduct an exit interview with outgoing governors: how to enhance the governor's experience; opportunities to improve; what we are doing well; etc.	
Additional Reflections:	
Ensuring diversity, equity and inclusion principles are achieved in recruitment	
Ensuring the skills matrix needs is utilized to address Board needs and gaps	
Opportunities for regular review/refresh of recruitment and interview process	
The role of the Nominating Committee when supporting external governors should not be over following the recruitment process.	
Annual education/refresh on Committee roles, responsibilities, scope, recruitment etc.	
Importance of Committee being a collaborative environment where members feel safe to express concerns and offer recommendations.	
Importance of meetings being focused and well organized.	