



Durham College of Applied Arts And Technology Public Meeting of the Governance Review Committee

AGENDA

When making decisions, the Board is encouraged to consider the College's values of collaboration, diversity and inclusion, excellence, innovation, integrity, respect, and social responsibility.

Date: September 15, 2025

Time: 7:00 p.m.

Location: Oshawa Campus, DC Boardroom, A144

Timing	Item	Page No.
7:00 p.m. to 7:02 p.m.	1. Call to Order	
7:02 p.m. to 7:04 p.m.	2. Conflict of Interest Declarations	
	3. Presentations	
7:04 p.m. to 7:09 p.m.	3.1 Review of Committee Terms of Reference – K. Thomas <ul style="list-style-type: none">• Section 5 is specific to the Governance Review Committee	1 to 8
7:09 p.m. to 7:11 p.m.	4. Approval of the Agenda <u>Recommendation</u> That the agenda for the September 15, 2025 meeting of the Governance review Committee be approved as presented.	
7:11 p.m. to 7:13 p.m.	5. Approval of Previous Minutes <u>Recommendation</u> That the minutes from the May 12, 2025 meeting of the Governance review Committee be approved as presented.	9 to 12
	6. Decision Items	



**Durham College of Applied Arts And Technology
Public Meeting of the Governance Review Committee**

AGENDA

Timing	Item	Page No.
	7. Discussion Items	
7:13 p.m. to 7:23 p.m.	7.1 Results of the 2024-2025 Board Evaluation Survey (for potential action) – K. Thomas	13 to 35
7:23 p.m. to 7:33 p.m.	7.2 Preliminary Planning for Board Retreat (February 2026) – E. Popp	
7:33 p.m. to 7:38 p.m.	7.3 Discuss Handling of Board Meeting Evaluation Feedback – K. Thomas	
7:38 p.m. to 7:43 p.m.	7.4 Governance Review Presentation at the October 8, 2025 Board Meeting – E. Popp and K. Thomas	
	8. Information Items	
7:43 p.m. to 7:48 p.m.	9. Meeting Assessment	
7:48 p.m. to 7:50 p.m.	10. Adjournment	



POLICY TYPE: Governance Process
POLICY TITLE: Committee Terms of Reference
EFFECTIVE DATE: April 2025

In this policy, unless otherwise defined herein or the context requires otherwise, words have the same meaning as they do in the Definitions Schedule to By-law No. 1 of the College.

1. COMMITTEE PRINCIPLES

- 1.1 A Committee shall conduct its affairs in accordance with By-law No. 1 and College policies.
- 1.2 Subject to Section 2, except as specifically provided for in this By-law, a policy, or a resolution of the Board:
 - (a) a Committee cannot make a decision that binds the Board or the College, except as provided for in By-law No.1 and this policy;
 - (b) a Committee may not speak or act for the Board; and
 - (c) a Committee does not have authority over College Employees or operations.
- 1.3 The Board shall review and approve all actions taken at a Committee meeting and all recommendations made by a Committee.
- 1.4 The Board shall appoint the members of the Committees who shall hold office at the pleasure of the Board.
- 1.5 Every Governor shall be appointed to a minimum of one (1) Committee.
- 1.6 Internal Governors are permitted to serve as Vice Chair of a Committee; however, an Internal Governor cannot be appointed as Chair of a Standing Committee as they cannot serve as a member of the Executive Committee.
- 1.7 Unless provided otherwise, the term of appointment to a Committee is one year and Committee members are eligible for re-election or re-appointment for additional terms.
- 1.8 The Chair and Vice Chair of a Committee can serve successive one-year terms.

- 1.9 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.
- 1.10 Generally, the Board supports the attendance of College Employees at its Committee meetings as deemed appropriate by the President. When attending as an invited guest, a College Employee is invited to join the meeting, but is not entitled to participate in the discussion unless requested by the Committee.
- 1.11 Committees shall act in support of the College's mission, vision, values and strategic plan.

2. EXECUTIVE COMMITTEE

- 2.1 The Board shall establish an Executive Committee. Subject to Section 2.4 and the direction of the Board, the terms of reference of the Executive Committee are:
 - (a) To recommend to the Board the composition of a Presidential Search Committee, as required, to conduct a search and recommend the appointment of a President.
 - (b) To recommend the appointment and/or reappointment of a President, including the terms of employment of the President, to the Board.
 - (c) To annually review the President's performance.
 - (d) To annually review and approve the salary changes for all staff reporting to the President.
 - (e) To be informed of College organizational changes affecting the Executive Leadership Team and employees with a direct reporting relationship to the President.
 - (f) To review and approve the expense accounts of Governors.
 - (g) To consider and recommend to the Board the attendance of Governors at relevant, external educational functions.
 - (h) To annually conduct a formal review of the Board.
 - (i) To review all major legal actions and contractual arrangements and prepare recommendations for consideration by the Board.

- (j) To recommend for approval by the Board, the conferring of the title “president emeritus”.
- (k) To act on behalf of the Board in any matter which may arise, subject to Board approval at the next meeting of the Board:
 - (i) requiring such prompt attention that it is not practical to convene a special meeting of the Board; or
 - (ii) during periods when a quorum of the Board cannot be obtained.
- (l) To exercise the powers of the Board in respect of such matters as the Board may refer to it from time to time.

2.2 Membership

The membership of the Executive Committee shall consist of:

- (a) The Chair of the Board, who will also be the Chair of the Executive Committee;
- (b) The Vice Chair of the Board, who will also be the Vice Chair of the Executive Committee;
- (c) The Chairs of each of the Audit and Finance Committee, the Nominating Committee, and the Governance Review Committee; and
- (d) The President.

The Board Secretary shall be entitled to attend meetings of the Executive Committee and shall act as a resource of the Executive Committee.

2.3 Meetings

Meetings shall be held as established by the schedule referred to in Section 18 of By-law No. 1 or at the request of the Chair of the Executive Committee. All meetings will be held in-camera.

2.4 Non-Delegable Matters

The Executive Committee shall not have any of the following powers:

- (a) To appoint Governors.
- (b) To appoint the auditor of the College.

- (c) To issue debt obligations except as authorized by the Board.
- (d) To approve financial statements in place of the Board.
- (e) To adopt, amend or repeal By-laws.

3. AUDIT AND FINANCE COMMITTEE

3.1 The Board shall establish an Audit and Finance Committee. Subject to the direction of the Board, the terms of reference of the Audit and Finance Committee are:

- (a) To oversee College financial practices, reporting processes, systems of internal control, and review appropriateness of existing College accounting policies, disclosures and reserves.
- (b) To oversee the audit process, including recommending the independent auditor and reviewing: audit fees, audit scope of work, annual audited financial statements and management letter.
- (c) To review the annual operating and capital budgets.
- (d) To monitor risk through the annual risk register and assessment of long-term capital projects.
- (e) To review proposed private-public partnerships and regular progress reports of major projects.
- (f) To investigate any financial matter brought to its attention by the Board Chair or President.
- (g) To receive the annual College investment report.
- (h) To oversee the endowment investments and to receive reports from the wealth managers.
- (i) To be aware of the College's Schedule of Authority policy.
- (j) To perform such other oversight functions as may be assigned to the Committee by the Board.

The Committee shall fulfill its responsibilities consistent with Board and institutional policy, financial literacy and the Canadian public sector accounting standards for government not-for-profit organizations (PSAB).

3.2 Membership.

Subject to Section 3.3, the membership of the Audit and Finance Committee shall consist of:

- (a) The Chair of the Board;
 - (b) A minimum of four (4) other Governors appointed by the Board; and
 - (c) The President.
- 3.3 The Chair and Vice Chair of the Committee will be appointed by the Board. At least one member of the Committee shall have accounting or related financial experience. A majority of the Audit and Finance Committee members must not be Officers or Employees of the College or of any of its affiliates.
- 3.4 The Board Secretary and Treasurer shall be entitled to attend meetings of the Audit and Finance Committee and shall act as resources of the Audit and Finance Committee.
- 3.5 The auditor of the College is entitled to notice of the time and place of any Audit and Finance Committee meeting.
- 3.6 Meetings

Meetings shall be held a minimum of five (5) times per year, as established by the schedule referred to in Section 18 of By-law No. 1 or at the request of the Chair of the Board, the Chair of the Committee, or at the direction of the Board. All meetings will be held in-camera.

4. NOMINATING COMMITTEE

- 4.1 The Board shall establish a Nominating Committee. Subject to the direction of the Board, the terms of reference of the Nominating Committee are:
- (a) To recommend to the Board the composition of the Committees following a review of the skill requirements for the Committees and their Chairs, Governor relevant experience, and preferences indicated in surveys.
 - (b) To ensure the election of a Chair and Vice Chair of the Board occurs in accordance with the Roles and Duties of Officers Policy.
 - (c) To solicit and review nominations to fill External Governor vacancies and to make recommendations to the Board regarding potential external candidates, based on current legislation, policies and By-laws. When making its recommendations and nominations, the Committee shall consider the skills and expertise required by the Board of Governors and its Committees at that time.

- (d) To oversee the reappointment process for External Governors and recommend reappointments to the Board.
- (e) To oversee the implementation of the procedures set out in By-law No. 4, which regulates the election of Internal Governors.
- (f) To support and monitor and the Board's mentorship program.
- (g) To annually review the Board skills matrix.

4.2 Membership

The membership of the Nominating Committee shall consist of

- (a) The Chair of the Board;
- (b) A minimum of four (4) other Governors appointed by the Board; and
- (c) The President.

4.3 The Chair and Vice Chair of the Committee will be appointed by the Board.

4.4 The Board Secretary shall be entitled to attend meetings of the Nominating Committee and shall act as a resource of the Nominating Committee.

4.5 Meetings

Meetings shall be held a minimum of twice (2) per year, as established by the schedule referred to in Section 18 of By-law No. 1 or at the request of the Chair of the Board, the Chair of the Committee, or at the direction of the Board. All meetings will be held in-camera.

5. GOVERNANCE REVIEW COMMITTEE

5.1 The Board shall establish a Governance Review Committee. Subject to the direction of the Board, the terms of reference of the Governance Review Committee are:

- (a) To review current governance practice to ensure effective operation of the Board.
- (b) To confirm how the current governance policy structure is serving the College and explore ways to build on these strengths.
- (c) To assist the Board in fulfilling its governance oversight responsibilities.

- (d) To develop strategies to assist new Governors to develop advanced governance knowledge.
- (e) To develop an effective communication mechanism for the flow of information between Committees and the Board.
- (f) To review each By-law and each policy at least once every 5 years and more often where: (i) otherwise required by a review schedule prescribed in the policy, (ii) the By-law or policy is affected by new legislation, Directives or rules, or (iii) is otherwise appropriate.
- (g) To receive and review the President's annual compliance report.
- (h) To plan the annual Board retreat.

5.2 Membership

- (a) The Chair of the Board;
- (b) A minimum of four (4) other Governors appointed by the Board; and
- (c) The President.

5.3 The Chair and Vice Chair of the Committee will be appointed by the Board.

5.4 The Board Secretary shall be entitled to attend meetings of the Governance Review Committee and shall act as a resource of the Governance Review Committee.

5.5 Meetings

- (a) Meetings shall be held a minimum of twice (2) per year or at the request of the Chair of the Board, the Chair of the Committee, or at the direction of the Board.
- (b) All meetings will be held in public, unless a matter meets the requirements for an in-camera meeting under subsection 16.2 of By-law No. 1, at which time the Committee shall move in-camera.

6. GENERAL

6.1 The Board may fill any vacancies occurring on such Committees.

6.2 Minutes of the proceedings of any Committee shall be kept in a book or books for that purpose, which shall always be open for inspection by any Governor. Minutes of the Governance Review Committee shall be open for inspection by members of the public.

- 6.3 The Board shall receive an information report outlining recommended actions for approval at the next regular Board meeting following the meeting of a Committee.
- 6.4 Any Committee may meet for the transaction of business, adjourn and, except as provided in this By-law or the resolution establishing the Committee, regulate its meetings as it thinks fit. Motions arising at any meeting of a Committee shall be decided by a majority of votes cast. In the case of an equality of votes, the chair of the meeting shall have a second or casting vote.
- 6.5 Section 19 of By-law No. 1 (Conflict of Interest) applies to Committees.
- 6.6 Quorum:
- (a) A quorum for each Committee consists of a simple majority of the voting members (half plus one).
 - (b) Only Governors listed as members of the Committee may make motions and vote at Committee meetings.
 - (c) When a Governor declares a conflict of interest at a Committee meeting, the quorum shall be a majority of the remaining Governors.

7. MONITORING

As part of its annual self-evaluation, the Board will review the effectiveness of its Committees and recommend any changes to structure, format or policy to the Executive Committee.

8. RELATED LEGISLATION, MINISTER'S BINDING POLICY DIRECTIVES AND OTHER DOCUMENTS

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



**Durham College of Applied Arts And Technology
Public Meeting of the Governance Review Committee**

Date: Monday, May 12, 2025

Time: 5:00 p.m.

Location: Virtual Meeting, MS Teams

Minutes

Members Present

Dwight Townsend, Committee Chair
Brandon Bird
Alison Burgess (left the meeting at 5:41 p.m.)
Kelly Doyle, Committee Vice Chair
Kwende Thomas
Lisa Allen, Board Chair
Elaine Popp, President

Staff Present

Melissa Pringle, Manager, Board Governance and Privacy

1. Call to Order

With quorum present, the Committee Chair called the meeting to order at 5:02 p.m.

2. Conflict of Interest Declarations

The Committee Chair asked if there were any conflicts of interest to declare. None noted.

3. Presentations

There were no presentations.

4. Approval of the Agenda

Moved by Governor Thomas

Seconded by Governor Burgess

"That the agenda for the May 12, 2025 meeting of the Governance Review Committee be approved as presented." CARRIED

5. Approval of Previous Minutes

The Committee reviewed its minutes from the March 10, 2025 Governance Review Committee meeting.

Moved by Governor Doyle

Seconded by Governor Bird

"That the minutes from the March 10, 2025 meeting of the Governance Review Committee be approved as presented." CARRIED

6. Decision Items

6.1 Proposed Updates to Board Policy: Mission, Vision, Values and Strategic Goals

The Committee received a report from President Popp regarding proposed changes to the Board Policy: Mission, Vision, Values and Strategic Goals based on the new strategic vision that was recently approved.

Governor Townsend left the meeting at 5:07 p.m. and Governor Doyle assumed the Chair.

The Committee questioned the President and Board Secretary.

Governor Townsend re-joined the meeting.

Moved by Governor Thomas

Seconded by Governor Bird

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

"That based on Report GOV-2025-15, the proposed changes to Board Policy: Mission, Vision, Values and Strategic Goals be approved as presented."
CARRIED

6.2 Proposed Update to Board Policy: Board and President Relations

The Committee received a report from the Board Secretary regarding proposed updates to Board Policy: Board and President Relations to reflect the current practice of not requiring the President to seek Board approval for changes to the employment status of employees with a direct reporting relationship to the President. A discussion ensued about a second proposed edit to strike out clause 5.5 as it relates to reporting non-compliance with Board policy and whether it was a duplication of clause 5.3; however, after discussion the Committee agreed that the intent of each clause was different and that both should remain in the policy.

Moved by Governor Burgess

Seconded by Governor Allen

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

“That based on Report GOV-2025-14, the proposed changes to Board Policy: Board and President Relations be approved as amended.” CARRIED

7. Discussion Items

7.1 President’s Compliance Report for 2024-2025

The Committee received a report from President Popp attesting compliance with Board policy and relevant legislative requirements. A discussion ensued about the additional commentary added to the report related to the event that occurred on campus on April 19, 2025. The Committee expressed concern that the language used was too definitive despite the investigation being ongoing and requested the language be softened as the report is posted publicly. Further, the Committee discussed the period covered by the report, which was confirmed as the Board year (September 1 to August 31).

Governor Burgess left the meeting at 5:41 p.m.

7.2 Preliminary Discussion: Merging of the Governance Review and Nominating Committees starting September 2026

The Committee discussed the idea of merging the Governance Review and Nominating Committees starting in the 2026-2027 Board year and discussed the rationale, risk and merit of the proposal. General support for the idea was received and the Committee requested that a briefing note outlining all considerations on the matter be prepared for consideration by the Board.

8. Meeting Assessment

The Committee conducted a roundtable meeting assessment and remarked on the collegial and constructive conversations that occurred, especially the detailed discussion about proposed policy edits. The Committee also commended the Vice Chair for stepping in to facilitate the meeting and making everyone feel comfortable to contribute, and raise concerns.

9. Adjournment

With no further business, the meeting ended at 6:03 p.m.



Board of Governors

Annual Board Evaluation Survey Report 2024-25

Prepared by the Office of Research Services, Innovation & Entrepreneurship
April 2025

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This report presents the results of the *2024-25 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 31 – April 14, 2025. In total, 17 of 17 Governors completed the survey, for a response rate of 100%.

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:

- | | | |
|--|---|--|
|  Strongly Agree |  Agree |  Somewhat Agree |
|  Disagree |  Strongly Disagree |  No Opinion |

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 Melanie Hewitt, Director, Institutional Research and Planning at (905)721-2000 x2266 or Melanie.Hewitt@durhamcollege.ca.

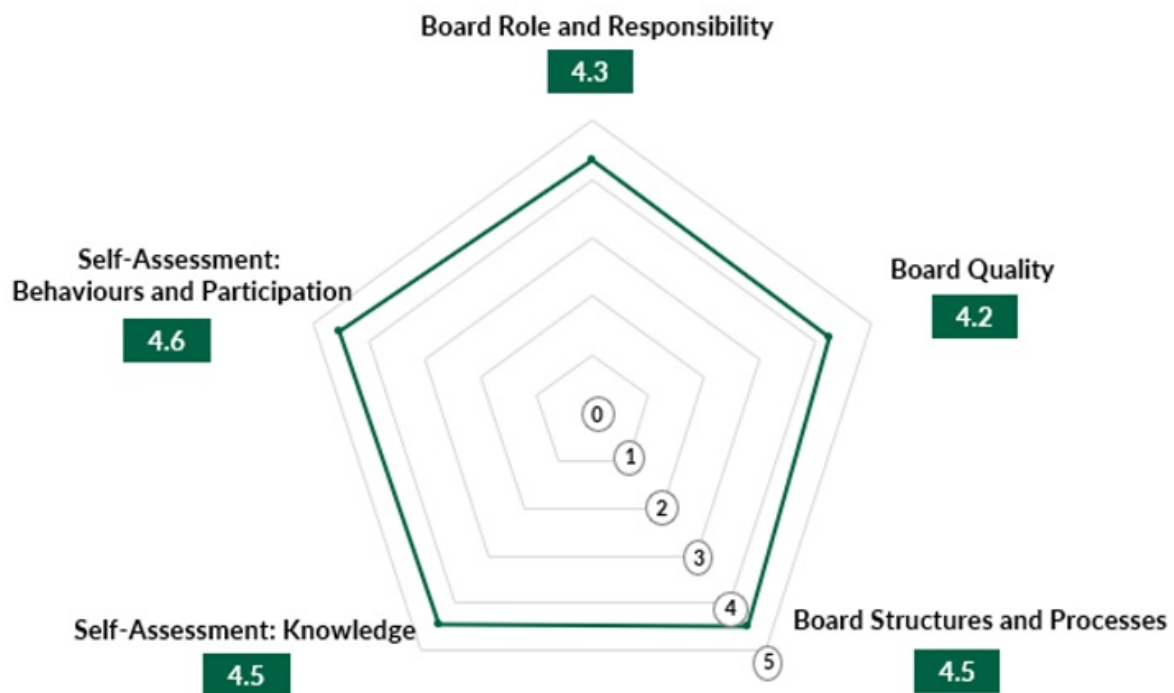
Please note that this analysis is only based on the answers provided by respondents, and therefore excludes non-responses.

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*.

I. 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).



II. Comparative Snapshot

The following report section presents aggregated feedback across all eight sections of the Board of Governors Effectiveness survey using spark lines. Spark lines are useful in identifying areas of strength and areas for improvement. Full question text and score details are provided in subsequent sections of the report.

		2022-23	2023-24	2024-25
Board Role and Responsibility	1. The Board is familiar with the legislative environment it operates under.	4.4	4.6	4.5
	2. The Board understands its accountabilities to the Ministry of Colleges and Universities.	4.5	4.6	4.5
	3. The Board understands its governance role and does not become overly involved in operational issues.	4.5	4.6	4.2
	4. The Board makes decisions that are aligned with the College's mission, vision, values, and strategic goals.	4.7	4.6	4.5
	5. 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.	4.7	4.5	4.2
	6. The Board provides oversight to ensure high-quality programs that lead to student success.	4.3	4.4	4.3
	7. 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).	4.5	4.4	4.4
	8. The Board ensures that significant risks to the viability and the success of the College are identified and managed appropriately.	4.1	4.4	4.2
	9. The Board ensures that corrective action is taken when performance concerns become apparent.	4.4	4.4	4.2
Board Understanding	1. Setting the strategic direction.	4.8	4.7	4.5
	2. Selecting and evaluating the president.	4.7	4.8	4.6
	3. Overseeing College performance.	4.6	4.5	4.5
	4. Organizing the Board to perform its role.	4.6	4.6	4.5
Board Performance	1. Setting the strategic direction.	4.4	4.6	4.2
	2. Selecting and evaluating the president.	4.5	4.6	4.5
	3. Overseeing College performance.	4.5	4.4	4.2
	4. Organizing the Board to perform its role.	4.5	4.5	4.5

Board Contribution	1. Strategic Plan	4.5 4.4 4.5
	2. Business Plan	4.4 4.2 4.5
	3. Annual Report	4.2 4.1 4.4
	4. Annual Budget	4.6 4.1 4.3
Board Quality	1. The Board uses its skills matrix appropriately to recruit Governors with varied skills.	4.4 3.8 4.1
	2. The Board reflects the diversity of the community served.	4.2 3.5 4.0
	3. Governors receive orientation that prepares them to contribute effectively to the Board.	4.4 4.2 4.5
	4. Issues related to Board performance are dealt with appropriately.	4.4 4.2 4.4
Board Structures and Processes	1. The Board develops an annual work plan with consideration to the College's strategic directions and the Board's role.	4.7 4.4 4.5
	2. The annual work plan helps the Board understand and perform its role.	4.5 4.4 4.4
	3. Committees are effective in supporting the work of the Board.	4.7 4.6 4.4
	4. The Board regularly evaluates its performance and uses the results to continuously improve.	4.8 4.3 4.1
	5. Board agendas focus on items that are within the Board's role.	4.8 4.8 4.4
	6. Meeting materials are received sufficiently in advance.	4.5 4.6 4.5
	7. Meeting materials are appropriate and prepare Governors to make decisions.	4.5 4.6 4.5
	8. The Board deals with in-camera business appropriately.	4.5 4.8 4.5
	9. The Board spends sufficient time on strategic and generative type discussions.	4.3 4.2 4.1
	10. The Board Chair conducts the meeting in a way that moves the business of the Board forward.	4.8 4.6 4.7
	11. The Board Chair ensures all sides of an issue are heard.	4.7 4.6 4.6
	12. The Board Chair invests time in building relationships with the president and Governors.	4.6 4.6 4.7
	13. The Board understands the Chair's role as the official spokesperson.	4.6 4.8 4.6
	14. The Board works together effectively.	4.6 4.4 4.5

Self-Assessment: Knowledge	1. I have a good understanding of the college system.	4.1	4.4	4.4
	2. I am aware of the College's mission, vision, and values.	4.8	4.7	4.5
	3. I am familiar with the strategic plan and take it into account when making decisions.	4.5	4.4	4.4
	4. I understand the difference between the governance role of the Board and the role of senior management.	4.8	4.8	4.7
	5. I am sufficiently knowledgeable in financial matters to understand the College's financial position.	4.3	4.1	4.1
	6. I am aware of the Board's conflict of interest policy.	4.7	4.8	4.6
	7. I declare conflicts of interest as they arise.	4.9	4.8	4.7
	8. I have reviewed the Board's annual work plan.	4.8	4.6	4.4
	9. I have reviewed the Board's annual goals.	4.7	4.6	4.4
	10. I have reviewed and understand the Board's by-laws and policies.	4.4	4.5	4.4
	11. I consistently adhere to the Board's code of conduct.	4.8	4.8	4.5
Self-Assessment: Behaviours and Participation	1. I am able to contribute my skills, experience, and perspectives to the Board.	4.4	4.6	4.5
	2. I am able to contribute to the Committees on which I serve.	4.5	4.5	4.5
	3. I listen to and consider the views of others.	4.9	4.9	4.9
	4. I come prepared to meetings.	4.8	4.6	4.8
	5. I feel comfortable asking questions to help me make decisions.	4.5	4.4	4.2
	6. I am able to express my views even when I may be in a minority.	4.5	4.4	4.2
	7. Once a decision is made, I respect the decision of the Board.	4.9	4.9	4.9
	8. I meet or exceed attendance requirements.	4.8	4.8	4.4
	9. I support the College's events and activities (where appropriate).	4.8	4.4	4.2
	10. I participate in the Board's education program (e.g., Learn More series)	4.5	4.2	4.3
	11. I have taken training provided by the College Centre of Board Excellence.	4.3	4.2	4.6
	12. I make decisions in the best interest of the College.	5.0	4.9	4.9
	13. I respect and maintain confidentiality.	5.0	4.9	4.9

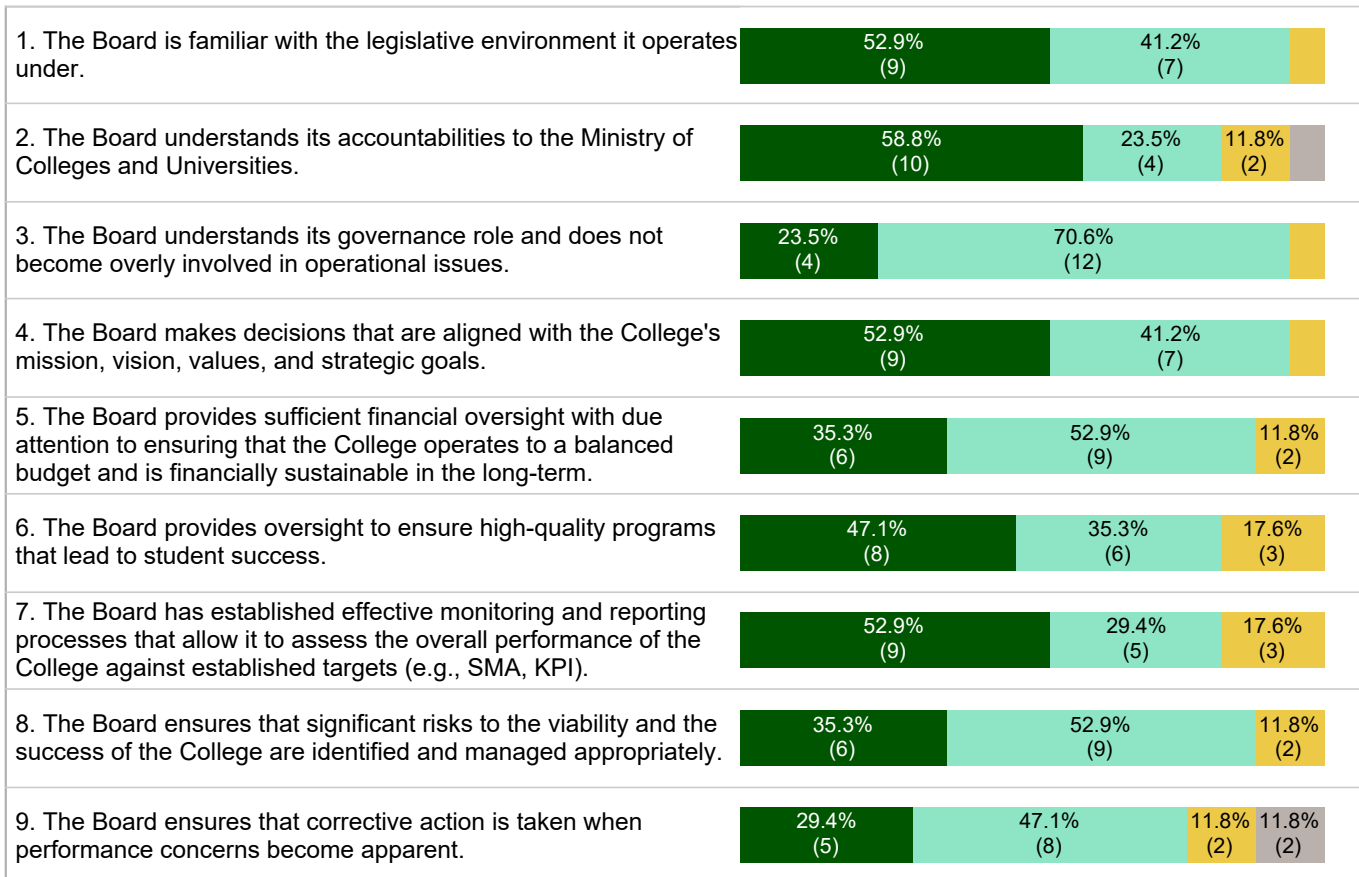
III. Results 2024-25

The following report section presents the proportion of agreement with the various statements included in the survey.

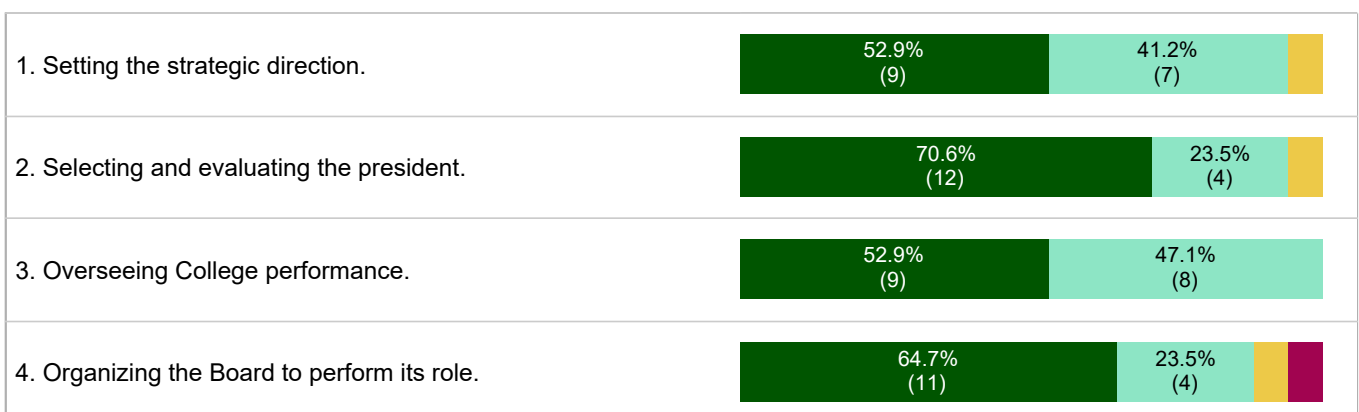


Board Role and Responsibility

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



The Board understands its role in the following core areas:

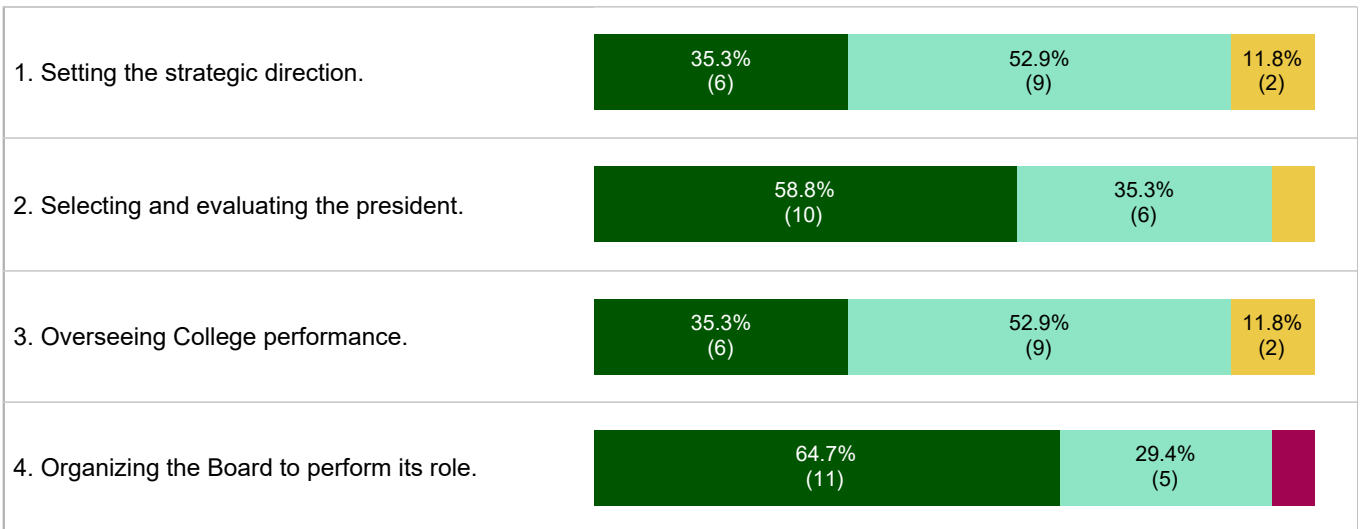


Strongly Agree
Disagree

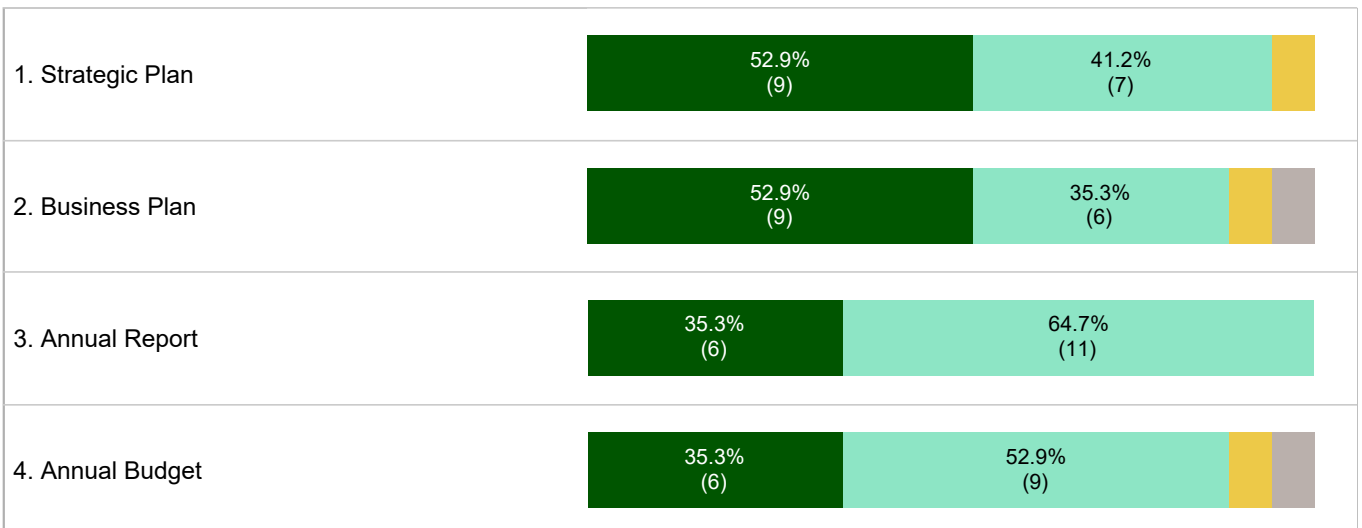
Agree
Strongly Disagree

Somewhat Agree
No Opinion

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



The Board contributes effectively to the review and approval of the:



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

1	Get more external presentations regarding needs and operations
2	Honour the board norms in the way we show up, contribute, and challenge each other respectfully.
3	I believe the Board understands its role quite well. Understanding its limits, sometimes that line gets blurred. Further Board training at the beginning of the school year would be a good reminder as to the Boards limits and operational/governance boundaries.
4	I think the board has done a good job this year and ensuring we stay out of operational issues and focus on governance.
5	I think the Board performs well however as a new member I chose no opinion to a couple of the items above as we haven't discussed our responsibilities to the ministry and I personally haven't been part of business plan development etc.
6	I've noticed during the 2024-25 year, a few members are struggling to understand when discussions and questions are operational versus the Board's oversight. This came up at the retreat as well at a few meetings.
7	Increasing training or courses like learn more series
8	Overall, there are many key performance indicators presented by the college but it is not always as to which indicators are important to drive the strategic direction. Visibility on the key indicators and increasing criticality of these focus areas for the board.
9	Perhaps better distinguishing between what is strategic oversight vs. what is more operational and defining the reasons for the strategic reasons as to why we may need more information, in certain cases.
10	Regularly reminding each other to keep discussions centered on policy, governance, and big-picture goals can help us make decisions that align with the institution's mission and growth, while allowing the leadership team to manage operational execution.
11	I think the Board does well to ensure all members have the opportunities to fully understand their role on the Board and the Board's overall performance. Continued opportunities for Learn Mores are effective. I wonder, though, should there be opportunities for Board members to opt in to a self-assessment at least once during their three-year term on the Board? I mean something with a little more rigor or personalized self-reflection than this survey for instance, which is good in and of itself, but it's more about the Board broadly. And something that falls outside the scope of a Board member seeking a second term, etc. Just a thought.

Strongly Agree
Disagree

Agree
Strongly Disagree

Somewhat Agree
No Opinion

Board Quality

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

1. The Board uses its skills matrix appropriately to recruit Governors with varied skills.	23.5% (4)	64.7% (11)		
2. The Board reflects the diversity of the community served.	23.5% (4)	64.7% (11)		11.8% (2)
3. Governors receive orientation that prepares them to contribute effectively to the Board.	58.8% (10)	35.3% (6)		
4. Issues related to Board performance are dealt with appropriately.	41.2% (7)	41.2% (7)		11.8% (2)

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

1	Appear to be more concerned with appointing individuals to check off predetermined boxes of specific sectors rather than experienced individuals because those experienced individuals don't fill a box.
2	Areas marked as no opinion are areas where I haven't been aware of an issue. If there have been issues, they were managed discretely.
3	Continuing to foster the culture of open communication, and valuing contributions from all Board members.
4	I feel like the board could have more industry partners who have a broader provincial influence to support the college's strategic direction and remove barriers for the college.
5	In my opinion we have a very diverse board with many years of experience in different business sectors, which provides an open view to various topics and discussions
6	Overall, it is an effective functioning board. There are very diverse skill sets across the composition of the board which promotes its effectiveness. I think the formalization of the Board norms will further enhance and support this.
7	Staying at the appropriate governance level; relying on the skills and expertise of the ELT
8	The Board excels in onboarding and recruiting new members. The "Board buddy" program is good, too.
9	The Board is made up of a variety of skills sets and diversity of opinion which helps to ensure a healthy discussion, that reflects the broader community.
10	The quality of the board is excellent
11	I believe we currently have a high quality board. We can sometimes slip into details that are more operational and less strategic however I don't believe this is a big issue, but rather something we should continue to be mindful of.
12	The Nominating Committee has focused on expanding where they promote opportunities along with revising the selection process. Since my first year on the Board, I have noticed a significant improvement each year in the recruitment and selection process. The Board membership strives to have the skill set, professional expertise and community connection that we need to serve the Durham College community.

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

1	An update on new SMA framework (which I think is changing)
2	Effectiveness of each courses that are introduced. As we just hear new programs that are put in but never hear back how they are performing. This will help us to make better decisions for future programs
3	Governance College Finances
4	How to be an effective Chair - board and/or committee level How to ask good questions Post secondary education competitive landscape
5	How to be the best ambassadors for Durham College Board role in performing and supporting the college's advocacy activities
6	Improving financial acumen
7	Industry partnerships updates Government relationship health Continued financial performance updates - These are a strength!
8	Ministerial presentations
9	Role of the Board Board Code of Conduct

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

10	<p>Expand on the Governance refresher session to remind everyone our role is to not get into the weeds of operational matters.</p> <p>For this year as we introduce a new Strategic Plan, some governors would benefit with an overview of the Business Plan and Academic Plan process and how they all feed up to support the Strategic Plan. At the retreat, a few governors seemed confused with that process. They were asking why the Strategic Plan didn't provide specific measurables.</p> <p>Continue with the session on college funding.</p>
11	<p>I would appreciate the opportunity to gain a deeper understanding of the college's budgeting process, particularly how decisions are made regarding the useful life and replacement cycles of systems and infrastructure.</p>
12	<p>I'm not sure yet - I personally would like education on atopic but perhaps that's part of being new. I will continue to share ideas throughout the year as I learn more.</p>
13	<p>We've had some turnover in Board membership... Is there value in having Graham Lloyd come back to speak about the role of CEC and some larger sector trends from the CEC's perspective? Additionally, one of our new strategic pillars is being future-focused. Therefore, what if the Board were to engage in a foresight exercise of some kind... Engaging in some future forecasting, perhaps the Board reviews scenario planning, trend mapping, etc. to explore how automation/AI (the AI tutor mentioned at Wednesday's meeting is still rocking my brain), continued economic turbulence, and shifting societal values may reshape the college's role over the next 10–20 years and, from our perspective, how and where Boards fit into that evolving role.</p>

Strongly Agree
Disagree

Agree
Strongly Disagree

Somewhat Agree
No Opinion

Board Structures and Processes

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

1. The Board develops an annual work plan with consideration to the College's strategic directions and the Board's role.	58.8% (10)	29.4% (5)	11.8% (2)		
2. The annual work plan helps the Board understand and perform its role.	47.1% (8)	47.1% (8)			
3. Committees are effective in supporting the work of the Board.	58.8% (10)	23.5% (4)			
4. The Board regularly evaluates its performance and uses the results to continuously improve.	35.3% (6)	41.2% (7)	11.8% (2)		
5. Board agendas focus on items that are within the Board's role.	52.9% (9)	41.2% (7)			
6. Meeting materials are received sufficiently in advance.	58.8% (10)	29.4% (5)	11.8% (2)		
7. Meeting materials are appropriate and prepare Governors to make decisions.	64.7% (11)	23.5% (4)	11.8% (2)		
8. The Board deals with in-camera business appropriately.	58.8% (10)	35.3% (6)			
9. The Board spends sufficient time on strategic and generative type discussions.	29.4% (5)	52.9% (9)			
10. The Board Chair conducts the meeting in a way that moves the business of the Board forward.	76.5% (13)	17.6% (3)			
11. The Board Chair ensures all sides of an issue are heard.	70.6% (12)	23.5% (4)			
12. The Board Chair invests time in building relationships with the president and Governors.	82.4% (14)	11.8% (2)			
13. The Board understands the Chair's role as the official spokesperson.	64.7% (11)	35.3% (6)			
14. The Board works together effectively.	58.8% (10)	35.3% (6)			

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

1	Board structures and processes are sound. No specific comments.
2	Committees need to be able to dive deeper into issues of concern. Information sufficient for committee consideration in developing recommendations for board decisions is sometimes seen as the same level of information necessary for the BoG.
3	I do not have any concerns with our Boards structure or processes.
4	I see the board as keeping the status quo and not moving outside long established norms and should be seeking new opportunities to advance the college. Establish new committees to review needs.
5	Lisa and Peter are doing tremendous work in their roles as Chair and Vice Chair. I find they are able to facilitate productive discussions and keep the full board focused on the college's strategic goals.
6	Think the board structures are appropriate. As discuss in the past, may beneficial for board members to sit in on certain committee meetings where they are not a member (i.e., as an observer) to further enhance their knowledge, but recognize most board members have many time constraints.
7	This is a high-functioning Board.
8	We hear a financial performance but rest of the metrics and KPIs are not effectively brought to boards review
9	While the board has well established and effective structures and processes, it is healthy to challenge the status quo to ensure they continue to support board effectiveness. For example, do we have the right committees, are the meetings and/or work of the committees adding value, etc.

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

1	Embracing and adopting the new board norms I think will really help, so as much as we can do to further support this, the better.
2	I think we're doing all of the right things.
3	It would be helpful to receive notifications when new materials are posted to the board portal—such as minutes from previous meetings, including those from committees we do not serve on—so that we can review them in advance and be more fully informed during board discussions.
4	More advanced questions to satisfy Board member curiosity to ensure effective use of time. I would like to hear more about the health of industry partnerships and government relations
5	No concerns
6	Relax a bit more, especially during in camera discussions. More free flowing conversations. We seem a bit too uptight and formal at times.
7	There could be more opportunity for the board to have open discussion and ask questions of staff and other members without it being perceived as negative to staff, the other board members or the topic being discussed. From the discussion at the board retreat day, I worry that in the past, Board members asked too many questions and it was perceived as being negative to staff. I think there is opportunity for more discussion without negativity.
8	Understanding the difference in the roles of the Board and ELT.
9	With a growth mindset, continue to provide and receive feedback in support of continuous improvement.

Strongly Agree
Disagree

Agree
Strongly Disagree

Somewhat Agree
No Opinion

Self-Assessment: Knowledge

1. I have a good understanding of the college system.	35.3% (6)	64.7% (11)	
2. I am aware of the College's mission, vision, and values.	52.9% (9)	41.2% (7)	
3. I am familiar with the strategic plan and take it into account when making decisions.	41.2% (7)	52.9% (9)	
4. I understand the difference between the governance role of the Board and the role of senior management.	70.6% (12)	29.4% (5)	
5. I am sufficiently knowledgeable in financial matters to understand the College's financial position.	23.5% (4)	64.7% (11)	11.8% (2)
6. I am aware of the Board's conflict of interest policy.	58.8% (10)	41.2% (7)	
7. I declare conflicts of interest as they arise.	70.6% (12)	29.4% (5)	
8. I have reviewed the Board's annual work plan.	52.9% (9)	41.2% (7)	
9. I have reviewed the Board's annual goals.	52.9% (9)	41.2% (7)	
10. I have reviewed and understand the Board's by-laws and policies.	52.9% (9)	35.3% (6)	11.8% (2)
11. I consistently adhere to the Board's code of conduct.	52.9% (9)	47.1% (8)	

Strongly Agree
Disagree

Agree
Strongly Disagree

Somewhat Agree
No Opinion

Self-Assessment: Behaviours and Participation

1. I am able to contribute my skills, experience, and perspectives to the Board.	52.9% (9)	41.2% (7)		
2. I am able to contribute to the Committees on which I serve.	52.9% (9)	41.2% (7)		
3. I listen to and consider the views of others.	88.2% (15)	11.8% (2)		
4. I come prepared to meetings.	76.5% (13)	23.5% (4)		
5. I feel comfortable asking questions to help me make decisions.	47.1% (8)	29.4% (5)	23.5% (4)	
6. I am able to express my views even when I may be in a minority.	47.1% (8)	29.4% (5)	17.6% (3)	
7. Once a decision is made, I respect the decision of the Board.	88.2% (15)	11.8% (2)		
8. I meet or exceed attendance requirements.	47.1% (8)	47.1% (8)		
9. I support the College's events and activities (where appropriate).	47.1% (8)	29.4% (5)	23.5% (4)	
10. I participate in the Board's education program (e.g., Learn More series)	47.1% (8)	29.4% (5)	11.8% (2)	
11. I have taken training provided by the College Centre of Board Excellence.	70.6% (12)	17.6% (3)		
12. I make decisions in the best interest of the College.	94.1% (16)			
13. I respect and maintain confidentiality.	94.1% (16)			

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

1	Frustrated in that my belief of doing same old same old is the way things need to be done. I do feel that board members are not treated with the respect they deserve and the way I experienced respect in the 1990's when I was on the board previously.
2	I have been a buddy/mentor for a few years. Although I have enjoyed it, I do not feel I will have the time next year to provide support to a new member.
3	I may be interested in more senior position, such as vice chair and chair in the future however, with being new to the committee/Board, I think there is still quite a bit of learning from my side before I put my hand up for additional positions.
4	I really like being in the board it's a complete new experience for me. I still have to learn a lot and I hope to take back as much as I can
5	My experience on the board continues to be rewarding and I appreciate the opportunities to continue to learn and grow. I'm proud to be a member of the DC board of governors. I feel our time is valued and our contributions have an impact. I'm grateful to work and serve along side with such a high calibre team!
6	Overall my first year on the board has been a great experience. Everyone has been very welcoming and the orientation process was excellent. I look forward to continuing to serve on the board.
7	Overall, the Board continues to perform at a high level. I'd like to see us continue to raise the profile of the Board and its members among our DC community -- the initiatives we've been doing have been good, let's continue to do that. Is there a Board Instagram? Do other college Boards utilize social media to raise their profile at all?
8	I am hoping to be returning for another 3 years! Fingers crossed!
9	My experience overall has been positive.
10	Nothing immediately comes to mind.
11	Overall, the Board is moving in a better direction with the new Chair and new(ish) President. Good to see the senior staff team also coming together and growing into their roles. We have many really delightful Governors as well.
12	This past year has been particularly challenging for the college, given the significant changes at the federal level. It would have been valuable for the board to be more proactively engaged and kept informed of management's planned responses to these developments, to ensure alignment and support through such a critical period.

Appendix

The following report section presents Standard Deviation (SD), which reflects the variability of the responses for each question across the last three survey cycles.

		2022-23	2023-24	2024-25
Board Role and Responsibility	1. The Board is familiar with the legislative environment it operates under.	0.61	0.50	0.61
	2. The Board understands its accountabilities to the Ministry of Colleges and Universities.	0.50	0.60	0.71
	3. The Board understands its governance role and does not become overly involved in operational issues.	0.72	0.48	0.51
	4. The Board makes decisions that are aligned with the College's mission, vision, values, and strategic goals.	0.44	0.60	0.61
	5. 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.	0.47	0.61	0.64
	6. The Board provides oversight to ensure high-quality programs that lead to student success.	0.70	0.77	0.75
	7. 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).	0.72	0.60	0.76
	8. The Board ensures that significant risks to the viability and the success of the College are identified and managed appropriately.	0.81	0.60	0.64
	9. The Board ensures that corrective action is taken when performance concerns become apparent.	0.62	0.70	0.65
Board Understanding	1. Setting the strategic direction.	0.40	0.46	0.61
	2. Selecting and evaluating the president.	0.60	0.42	0.59
	3. Overseeing College performance.	0.61	0.50	0.50
	4. Organizing the Board to perform its role.	0.71	0.48	0.85
Board Performance	1. Setting the strategic direction.	0.71	0.49	0.64
	2. Selecting and evaluating the president.	0.73	0.49	0.61
	3. Overseeing College performance.	0.50	0.59	0.64
	4. Organizing the Board to perform its role.	0.72	0.78	0.78

Board Contribution	1. Strategic Plan	0.63	0.70	0.61
	2. Business Plan	0.72	0.73	0.61
	3. Annual Report	0.86	0.86	0.48
	4. Annual Budget	0.62	0.86	0.58
Board Quality	1. The Board uses its skills matrix appropriately to recruit Governors with varied skills.	0.81	1.10	0.73
	2. The Board reflects the diversity of the community served.	0.75	0.96	0.84
	3. Governors receive orientation that prepares them to contribute effectively to the Board.	0.71	0.92	0.61
	4. Issues related to Board performance are dealt with appropriately.	0.48	0.80	0.61

Board Structures and Processes	1. The Board develops an annual work plan with consideration to the College's strategic directions and the Board's role.	0.47	0.50	0.70
	2. The annual work plan helps the Board understand and perform its role.	0.62	0.61	0.76
	3. Committees are effective in supporting the work of the Board.	0.44	0.60	0.86
	4. The Board regularly evaluates its performance and uses the results to continuously improve.	0.54	0.89	0.86
	5. Board agendas focus on items that are within the Board's role.	0.40	0.38	0.77
	6. Meeting materials are received sufficiently in advance.	1.09	0.97	0.70
	7. Meeting materials are appropriate and prepare Governors to make decisions.	0.88	0.59	0.70
	8. The Board deals with in-camera business appropriately.	0.81	0.38	0.61
	9. The Board spends sufficient time on strategic and generative type discussions.	0.85	0.73	0.97
	10. The Board Chair conducts the meeting in a way that moves the business of the Board forward.	0.41	0.68	0.57
	11. The Board Chair ensures all sides of an issue are heard.	0.45	0.68	0.59
	12. The Board Chair invests time in building relationships with the president and Governors.	0.62	0.76	0.75
	13. The Board understands the Chair's role as the official spokesperson.	0.49	0.42	0.48
	14. The Board works together effectively.	0.61	0.77	0.61

Self-Assessment: Knowledge	1. I have a good understanding of the college system.	0.68	0.69	0.48
	2. I am aware of the College's mission, vision, and values.	0.40	0.57	0.61
	3. I am familiar with the strategic plan and take it into account when making decisions.	0.50	0.69	0.59
	4. I understand the difference between the governance role of the Board and the role of senior management.	0.41	0.38	0.46
	5. I am sufficiently knowledgeable in financial matters to understand the College's financial position.	0.79	0.76	0.58
	6. I am aware of the Board's conflict of interest policy.	0.44	0.38	0.49
	7. I declare conflicts of interest as they arise.	0.34	0.38	0.46
	8. I have reviewed the Board's annual work plan.	0.40	0.60	0.77
	9. I have reviewed the Board's annual goals.	0.44	0.60	0.77
	10. I have reviewed and understand the Board's by-laws and policies.	0.71	0.70	0.69
	11. I consistently adhere to the Board's code of conduct.	0.40	0.55	0.50
Self-Assessment: Behaviours and Participation	1. I am able to contribute my skills, experience, and perspectives to the Board.	0.62	0.48	0.61
	2. I am able to contribute to the Committees on which I serve.	0.50	0.78	0.61
	3. I listen to and consider the views of others.	0.25	0.32	0.32
	4. I come prepared to meetings.	0.40	0.48	0.42
	5. I feel comfortable asking questions to help me make decisions.	0.50	0.69	0.81
	6. I am able to express my views even when I may be in a minority.	0.62	0.70	0.92
	7. Once a decision is made, I respect the decision of the Board.	0.25	0.24	0.32
	8. I meet or exceed attendance requirements.	0.40	0.38	0.60
	9. I support the College's events and activities (where appropriate).	0.40	0.77	0.81
	10. I participate in the Board's education program (e.g., Learn More series)	0.88	1.10	0.90
	11. I have taken training provided by the College Centre of Board Excellence.	1.18	1.29	0.78
	12. I make decisions in the best interest of the College.	0.00	0.32	0.24
	13. I respect and maintain confidentiality.	0.00	0.24	0.24