

BOARD OF GOVERNORS – Board Effectiveness

Policy # **BE 3 Governing Styles**

Effective Date: February 27, 2017

Next Mandatory Review Date: 2020-2021

Frequency of Reviews: Every three (3) years



The Board is committed to excellence in governing. In normal circumstances, the Board does not intrude on the prerogative and responsibilities of management. However, where warranted by exceptional circumstances, the Board will assume, on a temporary basis, a more active role in managing the organization. Examples of exceptional circumstances are:

- The departure of the President and CEO with no clearly acceptable successor available.
 - Extraordinary circumstances including serious financial difficulties that simultaneously create an urgent need for decisions and lessen the credibility of senior management to make them.
1. The Board shall:
 - 1.1. Operate in all ways mindful of its responsibilities under the *Post-secondary Learning Act* and governing legislation. It will allow no officer, individual or committee of the Board to hinder or be an excuse for not fulfilling these responsibilities;
 - 1.2. Strive for continuous improvement. This will include but not be limited to a proactive strategy in recommending candidates to the Ministry for appointments to the Board, orientation of new members in the Board's Governance Process, and an annual Board Performance Improvement Process;
 - 1.3. Enforce upon itself whatever discipline is needed to govern. Discipline will apply but is not limited to matters such as attendance, policy-making principles, and respect of roles, speaking with one voice, and ensuring the continuity of governance capability.
 2. The Board will:
 - 2.1. Cultivate a sense of group responsibility. The Board, not the employees, will be responsible for excellence in governing. The Board will be an initiator of policy, not merely a reactor to employee initiatives. The Board will use the experience, expertise, and judgment of individual members to enhance the ability of the Board as a body.
 - 2.2. Direct, control and inspire the organization through the careful establishment of written policies reflecting the Board's values and perspectives. The Board's major policy focus will be on the intended long-term impacts outside the operating organization, not on the administrative or programmatic means of attaining those effects.
 - 2.3. Engage in continual Board development. Development includes orientation of new members in the Board's governance process and periodic Board discussion of process improvement.
 - 2.4. Monitor and discuss the Board's process and performance regularly. Self-monitoring will include comparison of Board activity and discipline to policies in the Governance Process and Board-Staff Linkage categories.
 - 2.5. Ensure review of the Ends, Outcomes and KPI's annually.

Document History

May 2015	Policy Approved
February 2017	Revised Policy Approved
May 2018	Reviewed Policy