



BOARD GOVERNANCE POLICY MANUAL

POLICY TYPE:	META POLICY	POLICY NUMBER: M01
POLICY TITLE:	DEVELOPMENT OF BOARD POLICY	EFFECTIVE: SEPT. 12/2012
REFERENCE (MOTION): 406.C.7.4 (EST. OCT. 2005)		

PURPOSE

A policy is a value-based or philosophically based guide for action that prescribes the outcomes and limits the methods. Policies are one important tool by which the Board of Governors manifests its vision into action. Carefully developed and well-constituted policy statements provide a framework for well informed, consistent and transparent decision-making. This Meta Policy is designed to describe the overarching policy of the organization. The Meta Policy outlines a systematic and structured approach for development and updating of Board policies that clearly articulate Board values and perspectives, and outline how the Board will operate and address its mandate.

POLICY STATEMENTS

1. Using a policy governance approach (see graphic page 2), the Board will establish policy in the following four categories:

Outcomes – policies in this category comprise the organizational vision. They define the mission, mission-related statements and strategic directions that clearly set out the intended results of the College’s actions.

Governance/Board Process - This category focuses on the policies and procedures for the internal workings of the Board – a consistent and structured plan for how the Board will operate to ensure that it remains focused on the critical challenges of providing vision and leadership.

Board-President Relationship – These policies outline approaches for how the Board relates to the President, with particular focus on delegation, its view of the President’s role, and how it will evaluate the President’s performance.

Executive Limitations – These policies clearly define what the Board will not allow, establishing guidelines of prudence and ethics that limit the methods that the President or other designated officials can use to accomplish organizational goals.

**BOARD GOVERNANCE POLICY MANUAL
GOVERNANCE MODEL**

B. Governance/Board Process

- B01 Governing Style
- B02 The Role of the Board
- B03 Terms of Reference
- B04 The Role of Board Officers
- B05 The Role of the Governor
- B06 Recruitment and Orientation of New Governors
- B07 Governor’s Code of Conduct
- B08 Conflict of Interest
- B09 Complaint Protocol
- B10 Committees
- B11 Rules of Procedure—Meetings
- B12 Delegations/Briefs to the Board
- B13 Handling of Governors’ Mail
- B14 Expense Reimbursement
- B15 Monitoring Board Performance
- B16 Whistle Blowing

A. Outcomes

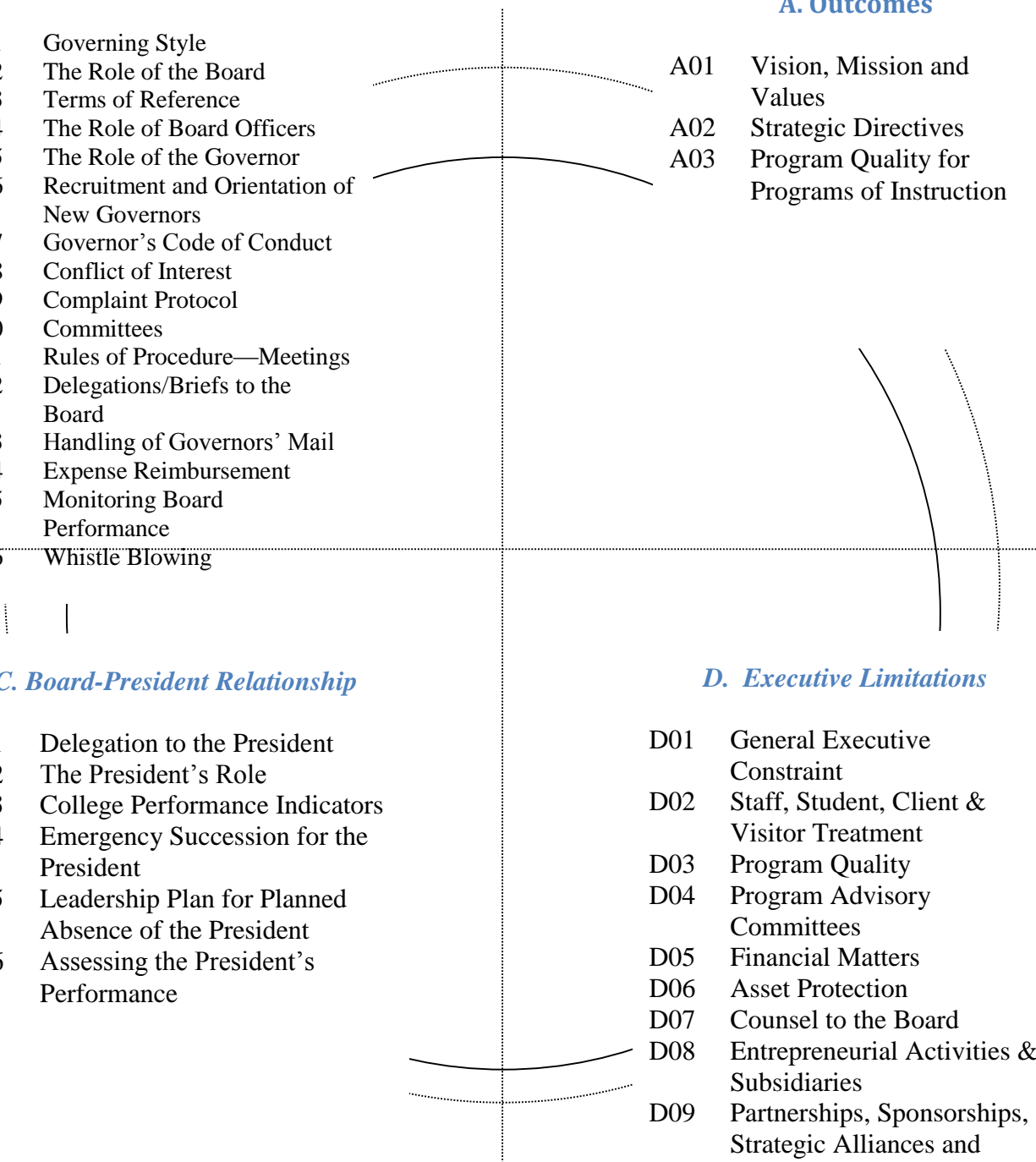
- A01 Vision, Mission and Values
- A02 Strategic Directives
- A03 Program Quality for Programs of Instruction

C. Board-President Relationship

- C01 Delegation to the President
- C02 The President’s Role
- C03 College Performance Indicators
- C04 Emergency Succession for the President
- C05 Leadership Plan for Planned Absence of the President
- C06 Assessing the President’s Performance

D. Executive Limitations

- D01 General Executive Constraint
- D02 Staff, Student, Client & Visitor Treatment
- D03 Program Quality
- D04 Program Advisory Committees
- D05 Financial Matters
- D06 Asset Protection
- D07 Counsel to the Board
- D08 Entrepreneurial Activities & Subsidiaries
- D09 Partnerships, Sponsorships, Strategic Alliances and Philanthropic Gifts



2. Typically, a Board of Governors' policy will:
 - Reflect the values, mission and goals of the Board;
 - Have a clear purpose;
 - Provide clear guidance with respect to expected conduct to be adhered to;
 - Include the following headings:
 - Purpose
 - Application and Scope
 - Principles
 - Definitions (where applicable)
 - Rules
 - Policy Review Date.

3. **Identification of Policy Issues**

The identification of Board policy issues will be the responsibility of each Board member. The need for the development of new policy, or amendment of existing policies will be the responsibility of individual Board members in consultation with the Board Chair and members of the Mohawk Executive Group. He/she will ensure that the issue is placed on the agenda of an appropriate Board meeting.

4. **Policy Development and Approval**

When the Board as a whole has determined the need to develop new policy or amend existing ones, the Governance Committee will be responsible for the development or amendment of the policy(ies) under consideration under advice, where appropriate, of the Vice President, General Counsel and Public Affairs. A special 'working group' may be established for this purpose, or the Governance Committee may choose to employ other strategies at its discretion to ensure policy development or amendment. Draft policies will be presented to the Board for approval within a prescribed time frame by Mohawk management.

Once approved, new and/or amended policies will be added to the Policy Manual in the appropriate category and the Table of Contents amended as needed. The Executive Assistant to the Board will be responsible for maintaining an updated Policy Manual and distributing manual updates to Board members.

5. **Policy Review**

A regular review cycle will ensure that Board policy remains current.

- Outcomes will be reviewed and updated consistent with the Strategic Planning cycle in place at the College.
- Other categories of Board policy will be reviewed and updated, if necessary, according to a rotating, predetermined schedule established by the Board.
- The Governance Committee will assume overall responsibility for the review process.

- As appropriate, various Board committees will assume responsibility for the review of policy relevant to their respective mandates.
- It is anticipated that all Board policies will be reviewed every 3– 5 years.

MONITORING

The Board Chair, in consultation with the Vice President, General Counsel and Public Affairs, will be responsible for ensuring that policy development and review undertaken by the Board complies with the principles outlined in this Meta Policy.

POLICY REVIEW DATE: 2012/13
2008/2009
NEXT REVIEW –2015-16