MOHAWK COLLEGE

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.

B. Governance/Board Process

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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
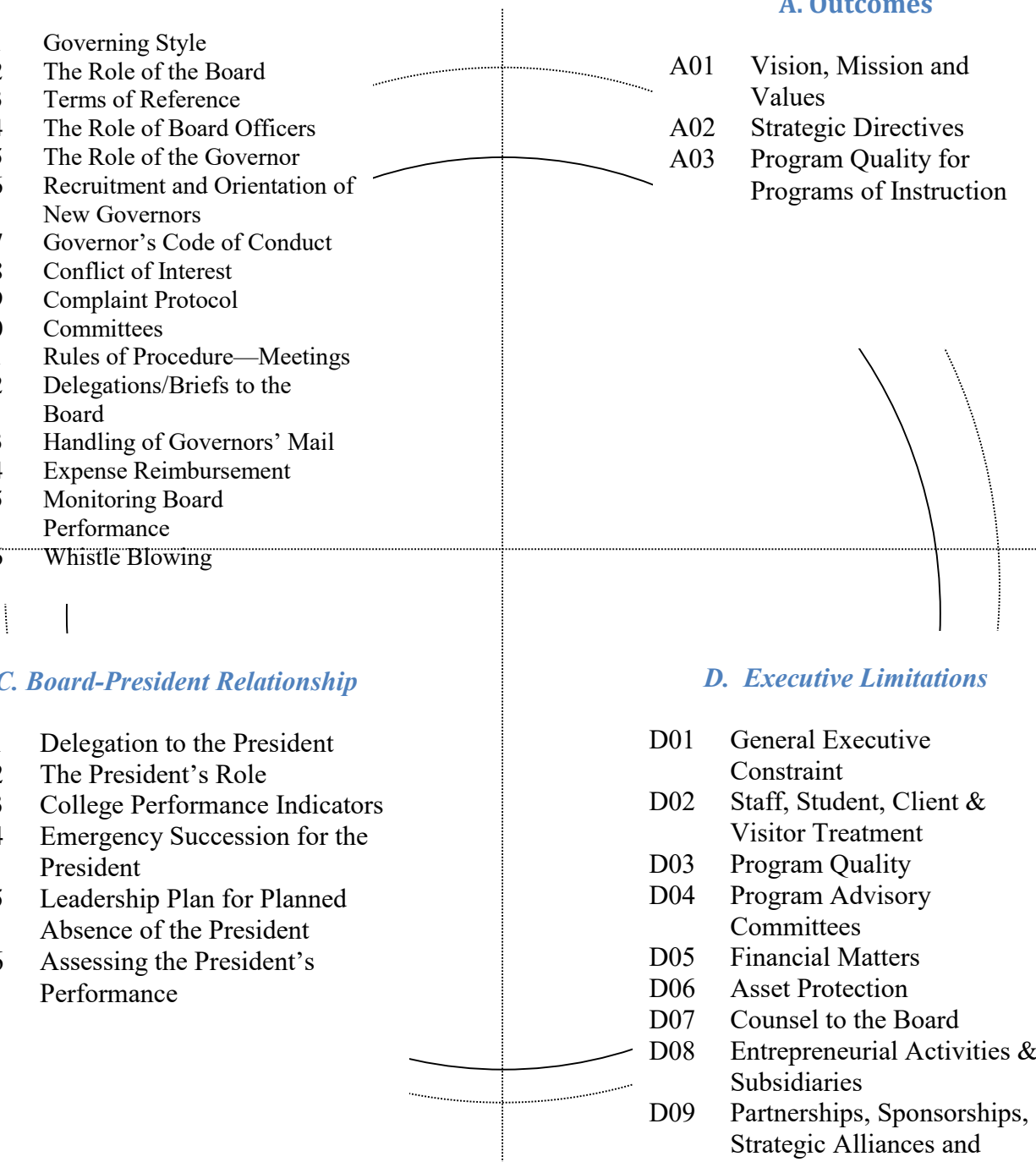
2. Typically, a Board of Governors' policy will:
    - Reflect the values, mission and goals of the Board;
    - Have a clear purpose;
    - Provide clear guidance with respect to expected conduct to be adhered to;
    - Include the following headings:
        Purpose
        Application and Scope
        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 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