



Board of Governors Policy

POLICY TYPE: Board-President Relationship **NUMBER:** BPR - 1
POLICY TITLE: Delegation to the President
EFFECTIVE DATE: March 11, 2021 **REVISION DATE:** NEW
RENEWAL DATE: March 2023

1. BACKGROUND

- 1.1. The Board of Governors is responsible for setting the College vision, strategic directions, and overall goals and outcomes within the context of the appropriate laws, government policy, and local need.
- 1.2. This policy aligns with the Minister's Binding Policy Directive - Governance and Accountability and Board–President Relations.

2. POLICY STATEMENTS

- 2.1. The Board of Governors delegates authority for implementation of the College vision, strategic directions, and overall goals and outcomes to the President.
- 2.2. The President is delegated authority to establish practices, additional policies, make all decisions, take all actions and develop all activities on behalf of the College, as long as they are consistent with reasonable interpretation of the Board's "Ends" policies. (Attachment 1 – Copy of the Boards Ends)

Ends are developed from the broadest, most general level to more defined levels, which will answer three (3) questions about the organization:

1. The results for which the organization exists.
2. The beneficiaries of those results.
3. The worth of the results or results for certain recipient groups.

All issues that are not Ends issues are defined as means issues.

- 2.3. The President's authority to act is constrained by the Board's 'Executive Limitations' policies, requiring the President to act within acceptable boundaries of prudence, ethics and legality.

'Executive Limitations' describe practices, activities, decisions and circumstances that are unacceptable to the Board even if they were to be effective. The Board will not prescribe organizational means delegated to the President. Therefore, all

means are considered pre-approved by the Board unless prohibited in the 'Executive Limitations' policies. (Attachment 2 – Listing of the Boards Executive Limitations Policies)

The Board may change its Ends and Executive Limitations policies and by doing so changes the latitude of choice given to the President, but so long as a policy is in place, the Board and its members will respect and support the President's choices.

- 2.4. When the President has a planned absence due to vacation or another approved leave defined by the Employment Standards Act, an Acting President will be appointed as deemed appropriate by the Office of the President. In this case, the Acting President is delegated all authority typically conferred to the President.
- 2.5. The President is the sole employee of the Board and as such the Board of Governors cannot direct another College employee to act. Any authority that is delegated to a College employee is done exclusively through the President.
- 2.6. Only decisions made by resolution of the Board of Governors are binding on the President.

Decisions or instructions of individual Board members, officers or committees are not binding on the President.

In the case of Board members or committees requesting information or assistance without Board authorization, the President can refuse such requests that require, in the President's opinion, a material amount of staff time or funds, or are disruptive.

3. MONITORING

- 3.1. This policy is monitored through Executive Limitations, which constrain the President to act within acceptable boundaries of prudence, ethics and legality.

4. RELATED LEGISLATION

- 4.1 Minister's Binding Policy Directives and other documents
- 4.2 Confederation College By-law No. 1

5. ATTACHMENTS

- 5.1 Copy of the Board of Governors' Ends Policies
- 5.2 List of the Board of Governors' Executive Limitations Policies

ATTACHMENT 1

BOARD OF GOVERNORS' ENDS



Board of Governors Policy

POLICY TYPE: Ends **NUMBER:** E 1-4
POLICY TITLE: Mission, Vision, Values and Ends
APPROVED: March 11, 2020 **LAST REVIEW DATE:** November 27, 2015

The Preamble, Mission and Vision have been created by the Board to be used for informational purposes for bodies internal and external to the College. They are intended to describe the College, and will not be used to evaluate organizational performance.

PREAMBLE

Confederation College is an agency of the province of Ontario, established by Legislation. The people of Northwestern Ontario are the moral owners of Confederation College.

MISSION STATEMENT

Confederation College inspires students to succeed in their lives and careers in Northwestern Ontario and beyond.

VISION STATEMENT

Confederation College enriches lives through learning.

NEGAHNEEWIN VISION STATEMENT

To be distributed.

VALUES

Courage, Equity and Relationships

The following Ends policies have been created by the Board to instruct the College through the President, by clearly articulating the outcomes expected. The Ends will be used to evaluate College and President performance.

Ends Policy 1 – Access and Success

Confederation College creates a positive, supportive environment that attracts students and meets their objectives.

- E1.1 Offers and supports multiple pathways to success through flexible and timely programming.
- E1.2 Creates a learning environment that supports the needs of a unique and changing student demographic.
- E1.3 Ensures all graduates leave with an appreciation of global citizenship.

Ends Policy 2 – Indigenous Learning

Confederation College aspires to be a leader in Indigenous learning in Canada.

- E2.1 Ensures all students and employees experience and understand and the Negahneewin Council Vision.
- E2.2 Implements and supports the knowledge and cultural traditions of Indigenous peoples as part of our commitment to reconciliation.
- E2.3 Engages in meaningful relationship building with Indigenous communities and organizations.

Ends Policy 3 – Institutional Excellence

Confederation College is recognized as an excellent and progressive organization.

- E3.1 Engages with its employees and students ethically, responsibly and sustainably.
- E3.2 Operates and communicates efficiently, effectively and transparently.
- E3.3 Manages and develops sustainable physical environments that are responsive to the needs of the College community.

Ends Policy 4 – Community Prosperity

Confederation College enriches the quality of life, prosperity and sustainability of diverse communities.

- E4.1 Meets the evolving training and development needs of employers, industries and sectors.
- E4.2 Partners and collaborates with regional and northern communities.
- E4.3 Strengthens relationships with and celebrates Confederation College alumni.

APPENDIX 1
NEGAHNEWIN COUNCIL VISION



10 Year Vision (2020 – 2030)

Preamble

Confederation College is situated on the shores of Lake Superior which is the traditional land of Indigenous peoples. This historical meeting place called Anemki Wajiw enabled Indigenous peoples to gather for trade, alliance-building and decision-making, with the waters of the Great Lakes providing a means of connection. Upon the arrival of European settlers these waterways supported the intercultural exchange that occurred. Today, Indigenous peoples and Canadians are coming to terms with the legacy of colonialism. The prospect of renewed relationships and reconciliation processes are ongoing. It is against this backdrop that Confederation College acknowledges that it is on Indigenous land. In recognition of this colonial history, Confederation College is embarking on renewed relationships with Indigenous peoples as partners for change in education.

The Council states that the name of the College, in particular the word "Confederation" reflects Canada's colonial legacy and as such gives rise to the necessity of working together to decolonize the College. The national Truth and Reconciliation Commission (2015) describes "the cultural genocide" of Indigenous people throughout Canadian history as a historic injustice that must be addressed. The Council calls upon the College to demonstrate their responsibility to work towards the decolonization of this institution. In renewing their commitment to the Council's vision, the College as a community is a partner in reconciliation.

Outcomes for Indigenous Students:

1. Indigenous students will be self-determining in achieving educational success.
2. Indigenous students will be affirmed in a safe, inclusive and engaging learning environment.
3. Indigenous students will graduate with a vision for *mino bimaadiziwin*.*

Outcomes for All Students:

1. All students of Confederation College will leave as global citizens with an understanding of Indigenous world views.
2. All students will respect and celebrate diversity towards social justice.

Building Common Ground:

We believe that these outcomes will be realized when Indigenous Peoples and Canadian citizens build common ground through a mutual understanding of history, a shared vocabulary and a rich dialogue. Confederation College will reflect this reality when:

1. There is recognition that Indigenous knowledges, languages and cultural practices that inform the Negahnewin Vision are foundational to Confederation College.
2. Indigenous-centred space is created and reflected across Confederation College.
3. Indigenous Knowledge infuses all curricula.
4. Indigenous world views and principles are adopted by Confederation College towards a healthy and sustainable Northwestern Ontario.

*The meaning of *mino bimaadiziwin* is "a good life" in the Anishinaabe language.

ATTACHMENT 2

LISTING OF THE BOARD OF GOVERNORS' EXECUTIVE LIMITATIONS POLICIES

- EL-1 General Executive Constraint
- EL-1a General Executive Constraint – Whistle Blower Policy
- EL-2 Emergency Executive Succession
- EL-3 Communication and Counsel to the Board
- EL-4 Treatment of Staff, Students, Volunteers, Clients and Visitors
- EL-5 Financial Matters
- EL-6 Program Advisory Committee Policy
- EL-7 - Programs of Instruction