

# FANSHAWE COLLEGE BOARD OF GOVERNORS' POLICY MANUAL

## **CATEGORY B - BOARD PROCESS**

### **TITLE: TERMS OF REFERENCE OF THE BOARD OF GOVERNORS**

POLICY NUMBER: B-05

EFFECTIVE DATE: 2017 03 16

REFERENCE: 35803, 40506, 40705, 43105, 43503, 43810, 48804, 49303,  
49703, 55110

### **MANDATE:**

**As referenced in By-Law No. 1, the Board of Governors of Fanshawe College has the following mandate:**

1. to be the primary force, as representatives of the Community, leading the College to achieve appropriate results at appropriate costs, and avoid unacceptable activities, conditions and decisions;
2. to govern the College by developing and overseeing the implementation of policy, including setting the Vision and Mission, and direction for the College through policy development; and ensuring the College is fulfilling its Mission and achieving its Ends through the President; and
3. to otherwise govern the affairs of the College.

### **RESPONSIBILITIES:**

#### 1. Policy Development

1.1 The Board of Governors is responsible for developing and updating Board Policy described in the following areas:

##### 1.1.1 Ends Policies

1.1.1.1 developing the College's vision and mission reflecting the values of the *Ownership*

1.1.1.2 understanding of the current and future trends and potential *game changers*, needs and issues related to the College's Vision and Mission

**RESPONSIBILITIES:**

1. Policy Development

1.1.1 Ends Policies (continued)

1.1.1.3 defining needs to be met, for whom and at what cost

1.1.1.4 ensuring that Ends are reviewed regularly

1.1.1.5 reviewing and endorsing the College's strategic directions, confirming alignment with the Vision, Mission and Ends; reviewing progress towards achievement of strategic directions on an annual basis

1.1.2 Board Process Policies

1.1.2.1 determining the Board's philosophy, principles, authority, responsibility and accountability

1.1.2.2 specifying how the Board conceives, carries out and monitors its own work

1.1.2.3 establishing the structures and processes of the Board for effective functioning and decision-making

1.1.2.4 establishing policy to recruit, train and develop effective governors

1.1.2.5 evaluating its own performance on a regular basis to enhance Board effectiveness

1.1.2.6 ensuring there are written Board policies and that these policies are regularly updated

1.1.3 Board/President Relationships

1.1.3.1 defining the President's role, authority and accountability

1.1.3.2 selecting the President and establishing the conditions of the President's employment contract

1.1.3.3 stating the manner in which the Board delegates authority to the President and holds the President accountable

1.1.3.4 directing and ensuring effective performance of the President

## **RESPONSIBILITIES:**

### 1. Policy Development

#### 1.1.4 Executive Limitations Policies

The Board will govern by setting policies in the form of executive limitations rather than by prescribing how the President should perform specific duties, including:

- 1.1.4.1 defining constraints on the President's authority which establish the boundaries within which all executive activity and decisions must take place
- 1.1.4.2 defining the executive limitations related to resource management in order to ensure effective outcomes and protect the assets of the College
- 1.1.4.3 establishing in policy the boundaries of acceptable methods and activities by defining those practices, activities, and situations which are unacceptable

### 2. Monitoring (Accountability)

2.1 The Board is responsible for ensuring the College is fulfilling its Mission and achieving its Ends with responsible management of resources by:

- 2.1.1 monitoring the outcomes of the College and the performance of the President to ensure the established Ends are being achieved
- 2.1.2 ensuring compliance with applicable laws, regulations, and statutes
- 2.1.3 undertaking, at a minimum every five years, a review of the Strategic Directions to ensure their continued alignment with the Vision/Mission/Ends

### 3. Linking with the Ownership

3.1 The Board is responsible for ensuring that the College is *linked* with the *Ownership* of the College through:

- 3.1.1 communicating with the *Ownership* regarding Mission, Ends, strategic directions and results, and through the College's publication of a community report
- 3.1.2 establishing and maintaining relationships with organizations with which the Board works
- 3.1.3 developing an annual plan of *Ownership* and community *Linkage* activities and ensuring that the Board's and College's *Linkages* activities are coordinated, mutually supportive and that duplication is avoided.

- 3.1.4 obtaining and reviewing feedback from the owners and communities on needs and trends, the effect the College should be having on the employment base and/or labour market, on the results being achieved by the College, and on the effectiveness of the Board's *Linkage* activities

#### 4. Advocacy

- 4.1 The Board may from time to time advocate on behalf of the College on specific issues identified and approved by the Board. The Board recognizes that the President has overall responsibility for coordinating advocacy and will participate in advocacy initiatives if requested to do so by the President.

Individual Board members must represent the views of the College when speaking on an advocacy issue rather than presenting their individual positions.

#### **COMPOSITION:**

The size and composition of the Board of Governors is prescribed by provincial regulations and By-Law No. 1.

#### **TERM OF OFFICE:**

Governors shall be elected or appointed according to provincial regulations and By-Law No. 1 and By-Law No. 3.