

## B – Governance Process

## Policy Development

### Background

Policies are an important tool by which the Northern College Board of Governors manifests its vision into action. Carefully developed and well-constituted policy statements provide the framework for consistent decision-making. This policy outlines a systematic and structured approach for developing and updating Board policies that clearly articulate Board values and perspectives and outline how the Board will operate and address its mandate.

The Board practices policy governance, which requires that the Board set the vision and mission of the College that empowers the Board and the staff with the strategic ability to lead.

Observing the principle of policy governance, the Board will develop policies that enable the Board to focus its efforts and direction.

### Policy

The Board is responsible for the establishment and review of policies and by-laws related to the governance, mission, mandate, and objectives of the College. Board policies will fall into one of four categories.

<b>Ends</b>	The Board defines which human needs are to be met, for whom, and at what cost. Written with a long-term perspective, these mission-related policies embody the Board's vision and the organization's reason for being.
<b>Governance Process</b>	The manner in which the Board itself operates including its philosophy, accountability, discipline, and its own job.
<b>Board-President Relations</b>	The Board clarifies the manner in which it delegates authority to the President and how it evaluates performance relative to Ends and Executive Limitations policies.
<b>Executive Limitations</b>	The Board establishes the boundaries of acceptability within which staff methods and activities can responsibly be left to staff. These policies limit the means by which Ends shall be achieved.

### Procedure

1. All Board policies will be written in the style of this policy and will typically include:

- Background statement;
  - Policy statement;
  - Procedure, including monitoring as required; and
  - References or interpretation notes, as required.
2. The Board will establish policies that:
    - are strategic and leadership-oriented, not operations-oriented;
    - assist the Board in determining and assessing College direction, overall performance, and effectiveness by providing a process for regular review of College operation;
    - are proactive, outcome-based, and focused on the long term;
    - advance Northern College's strategic plan and are consistent with government directions and priorities; and
    - strengthen Northern College's relationship with all its stakeholders.
  3. The need for a new Board policy will be identified by the Board; however, recommendations for new policies may be brought to the attention of the Board through established committees, government regulations, and the President.
  4. Development or amendment to Board policies may be done at regular meetings or by a committee of the Board.
  5. Board policies will direct all executive action related to major functional operations such as planning, budgeting, finance, marketing, personnel, and provision of programs and services.
  6. Board policies will focus on organizational results/outcomes (Ends), Governance Process, Board-President Relations, and Executive Limitations.
  7. Board policies that are amended must be presented to the Board in such a manner that any deletions and/or modifications are clearly identified.
  8. All new or amended Board policies must be approved by the Board.
  9. Once a policy is approved it will be published in the Board portal, on the College website, and communicated as required.
  10. Board policies will be reviewed within three (3) years or earlier if warranted by changing circumstances. The review will be conducted by the Board of Governors' Policy Review Committee, or a committee assigned to do so.

11. Policies and procedures relating to the day-to-day administration of the College are the responsibility of the President.