



Board Policy Manual

**The Board of Governors
of Red River College**

June 26, 2018

RED RIVER COLLEGE BOARD POLICY MANUAL

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RED RIVER COLLEGE
OF APPLIED ARTS, SCIENCE AND TECHNOLOGY

BOARD OF GOVERNORS POLICY

Policy:	College Mandate	Number:	1.0
Type:	Mandate	Approved:	June 26, 2018
		Revised:	

Red River College provides education in support of Manitoba's economic development and social inclusion. Specifically, the mandate of the College is to:

- Produce graduates with the necessary skills to be successful in the workplace; equipped with a global perspective, the ability to function in a diverse environment, and a capacity for continuous learning.
- Partner with employers, government, educators and communities to deliver applied learning, research and innovation.



BOARD OF GOVERNORS POLICY

Policy:	Executive Limitations	Number:	2.0
Type:	Executive Limitation	Approved:	June 26, 2018
		Revised:	

1.0 Global Executive Limitation

The President will not cause or allow any practice, activity, decision or organizational circumstance that is either imprudent, illegal, in violation of commonly accepted business and professional ethics, not in keeping with the College's statement of values, or in contravention of Board policies or Board directives.

2.0 College Admission

The President will ensure:

- a) Red River College's admission requirements for programs and services operate on a first qualified/first admitted basis for applicants that have met the entrance criteria unless covered by an agreement in writing.
- b) The President will ensure that the College's admission preference for provincially funded programs be given to applicants in the following order unless covered by an agreement in writing:
 1. Manitoba residents who are Canadian Citizens or Permanent Residents
 2. All others

3.0 Honorary Credentials

The President will not allow honorary credentials from Red River College to be awarded without Board approval of the recipients.

4.0 International Education

The President will ensure that Red River College's international educational activities operate with appropriate business plans that demonstrate a revenue generation capability and that tuition and fees are offered at a rate not less than full cost recovery.

continued

5.0 Presidential Activities

- a) The President will not conduct courses or undertake consulting work for personal remuneration without Board approval.
- b) The President will not submit travel and expense claims for reimbursement by Red River College without appropriate Board authorization.

6.0 Regional Campuses

The President will ensure that Red River College provides access to academic programming for Manitoba learners in regional, rural and remote communities.

7.0 Student Appeals and Complaints

The President will ensure that Red River College has a consistent and fair process in place for academic appeals, disciplinary appeals, and handling of student complaints.

BOARD OF GOVERNORS POLICY

Policy:	Financial Management	Number:	2.1
Type:	Executive Limitation	Approved:	June 26, 2018
		Revised:	

1.0 Financial Planning

Financial planning at Red River College will ensure the fiscal soundness of future years and the building of organizational capability sufficient to achieve the College Mandate.

Accordingly, the President will:

- a) link the annual budget to the strategic plan;
- b) include credible projection of revenues and expenses, separation of capital and operational items, cash flow, and disclosure of planning assumptions;
- c) estimate revenues conservatively and expenses realistically; and
- d) annually review the provision for repair and replacement of capital assets based on long-term planning.

2.0 Financial Condition

With respect to the actual, ongoing condition of Red River College's financial health, the President will ensure there is no fiscal jeopardy or material deviation of actual expenditures from Board priorities established in the College Mandate.

Accordingly, the President will:

- a) operate the College in such a way as to produce a balanced or surplus financial position for the year-end on statements prepared in accordance with Canadian public sector accounting standards unless a deficit has been approved by the Board;
- b) ensure statutory payments to government, employee benefits premiums to insurers, and tax and financial reports to federal or provincial governments are accurately filed in a timely manner;
- c) use money or property in trust for special purposes only for the purposes for which it was bequeathed or given;
- d) settle payroll and debts in a timely manner;
- e) withdraw funds from the College's reserves only with Board approval.

continued

3.0 Budget Approval

The President will ensure that Red River College's operating and capital budgets are annually submitted to the Board for approval prior to submission to the Manitoba Government.



BOARD OF GOVERNORS POLICY

Policy:	Risk Management	Number:	2.2
Type:	Executive Limitation	Approved:	June 26, 2018
		Revised:	

The President will ensure that Red River College maintains a continuous and proactive process to identify, communicate and manage potential risks that may affect the College's operations and ability to achieve its mandate and strategic priorities.

The President will report annually to the Board of Governors on the College's risk assessment and management, or more frequently as determined by the Board.

1.0 Asset Management

The President will ensure that Red River College's assets are protected and adequately maintained. It is recognized that financial resources may constrain the President's ability to achieve ideal conditions.

Accordingly, the President will:

- a) insure against theft, fire and casualty losses to a prudent replacement value with an appropriate deductible;
- b) ensure the College, its Board members and staff are not unnecessarily exposed to claims of liability;
- c) ensure sufficient controls that meet the Board-appointed auditor's standards are in place to receive, process and disburse funds;
- d) ensure that plant and equipment is not subjected to improper wear and tear and insufficient maintenance;
- e) ensure that purchases are made with due consideration to conflict of interest, quality, after-purchase service, value for dollar, impact on partnership, and opportunity for fair competition;
- f) protect intellectual property and information from loss and significant damage;
- g) dispose of or transfer fixed assets following consideration of achieving a maximum return and taking normally prudent actions to avoid the possibility of a conflict of interest;
- h) only acquire, encumber or dispose of real property following Board approval; and
- i) adhere to the College's Investment Policy to invest trust and endowment funds.

continued

2.0 Communication and Counsel to the Board

The President will:

- a) advise the Board of Governors if, in the President's opinion, the Board is lacking a policy, or is not in compliance with its own policies on Governance Process and Board-President Relationship;
- b) report to the Board in a timely manner on actual and anticipated non-compliance with any policy of the Board;
- c) make the Board aware of:
 - major new developments at Red River College
 - relevant trends anticipated to impact the College
 - anticipated adverse media coverage about the College
 - personnel changes within the senior leadership team of the College
 - significant issues including but not limited to labour relations, legal matters and critical incidents involving students, staff and RRC campuses.
- d) ensure the Board has reasonable administrative and financial support of its activities.

3.0 Communications and Public Image

The President will:

- a) protect the right of students and staff to bring information to the Board about a board policy violation or a board policy that does not adequately protect their rights;
- b) make information regarding Board decisions available and accessible to the public unless the information is considered confidential by the Board;
- c) establish an effective corporate communications and public relations strategy for the College; and
- d) ensure the College's public image and credibility is not jeopardized in ways that would hinder accomplishment of the College Mandate.

4.0 Organizational Capacity and Quality Assurance

The President will:

- a) ensure there is sufficient organizational capacity for the competent operation of Red River College to continue in the event of sudden loss of presidential services;
- b) ensure that the College operates with a continuous improvement approach that includes identifying key performance indicators and monitoring outcomes; and
- c) ensure that academic and training programs at the College are managed with systems for ongoing assurance of quality, effectiveness and responsiveness to the needs of business and industry, communities and relevant stakeholders.

continued

5.0 Sexual Violence Awareness and Prevention

The President will ensure sexual violence policies and procedures applicable to all individuals associated with Red River College are implemented that raise awareness, address prevention, and provide for a system of reporting to the public. These policies and procedures must meet Manitoba legislative requirements for sexual violence policies in post-secondary institutions.

BOARD OF GOVERNORS POLICY

Policy:	Strategic Planning	Number:	2.3
Type:	Executive Limitation	Approved:	June 26, 2018
		Revised:	

The President will ensure that Red River College operates with a multiyear strategic plan approved by the Board of Governors that charts the future and guides decision-making at the College.

The strategic plan will:

- a) state a vision and mission that demonstrates the College’s commitment to achieving its Mandate;
- b) have a statement of the values reflective of the College community that advances the vision and mission;
- c) set out the College’s strategic priorities and goals that are linked to initiatives with timelines to advance achievement of the goals;
- d) be developed in consultation with the Board and key internal and external stakeholders; and
- e) be supported by a process for measuring progress in achieving the College’s strategic goals.

Reporting to the Board

- a) Strategic plan performance measures to be reported annually to the Board of Governors will be developed and recommended to the Board for approval.
- b) The strategic plan will be reviewed annually and changes/updates will be recommended to the Board for approval.



BOARD OF GOVERNORS POLICY

Policy:	Treatment of Staff	Number:	2.4
Type:	Executive Limitation	Approved:	June 26, 2018
		Revised:	

The President will ensure that Red River College operates with:

- a) comprehensive human resource services;
- b) human resource policies that clarify expectations and working conditions, provide for effective handling of grievances, and protect against wrongful conditions;
- c) policies and procedures to prevent workers from exposure to a disrespectful workplace environment and to unsafe working conditions;
- d) policies and procedures that prepare staff to deal with emergency situations in the workplace;
- e) strategies for succession planning within the organization, professional growth of staff, and ongoing formative and summative evaluation of staff as appropriate;
- f) policies and procedures that support the hiring of qualified and competent employees who represent the diversity in the community, that this diversity is valued, and that people within the College community treat each other with respect;
- g) policies and procedures that are in compliance with negotiated agreements with employee bargaining units;
- h) procedures for acquainting staff with College policies and policy changes.

BOARD OF GOVERNORS POLICY

Policy:	Naming Opportunities – Facilities and Programs	Number:	2.5
Type:	Executive Limitation	Approved:	June 26, 2018
		Revised:	

Red River College facilities, spaces, operating units and programs may be named or renamed:

- a) in recognition of donors, or third-parties at the request of donors, cash and gifts-in-kind to the College (Philanthropic Naming), or
- b) to honour persons or organizations that have made an exceptional contribution to the life and mission of the College (Honorary Naming).

Accordingly,

- 1. The President will ensure that there are processes in place for assessing each naming opportunity on the basis of contribution to the College and impact on the College’s public image.
- 2. All Philanthropic Naming agreements will extend for a specific limited term and include terms under which the naming may be revoked by the College.
- 3. The Board of Governors may discontinue the designated Honorary Naming of a facility or program at any time or transfer the Honorary Naming to another facility or program.
- 4. The President will submit to the Board of Governors for approval:
 - a) all Philanthropic Naming proposals for major signature gifts (\$1,000,000 level and above),
 - b) any Philanthropic Naming proposal that may imply endorsement by the College of a partisan, religious or ideological position,
 - c) any Philanthropic Naming proposal for a term that exceeds 25 years,
 - d) all proposed terminations by the College of a Philanthropic Naming agreement.
- 5. The President will submit to the Board of Governors for approval:
 - a) all Honorary Naming proposals for major facilities and programs,
 - b) all proposed withdrawals of an Honorary Naming of a major facility or program.

BOARD OF GOVERNORS POLICY

Policy:	Board Governance	Number:	3.0
Type:	Governance Process	Approved:	June 26, 2018
		Revised:	

1.0 Global Governance Commitment

- 1.1 The Board's purpose is to ensure that Red River College achieves appropriate results for the people of Manitoba at an appropriate cost and avoids unacceptable actions and conditions.
- 1.2 On behalf of the Government of Manitoba, the Board will govern Red River College with a commitment to learning, respect, inclusiveness, integrity, sustainability, and service to the community.

2.0 Governing Style

- 2.1 The Board will govern Red River College through the policies its makes and with an emphasis on:
 - a) providing strategic leadership
 - b) obtaining stakeholder input
 - c) encouraging diversity of viewpoints
 - d) making collective decisions
 - e) maintaining a clear distinction between board and presidential roles
- 2.2 More specifically, the Board will:
 - a) maintain an awareness of its trusteeship obligations to the public
 - b) cultivate a sense of group responsibility
 - c) use individual expertise to enhance the group as a whole
 - d) direct, control and inspire the College through broad written policies reflecting the Board's values and perspectives
 - e) focus on intended long-term impacts
 - f) enforce upon itself whatever discipline is necessary to fulfill its governance commitment
 - g) monitor and regularly discuss Board processes and performance

continued

3.0 Board Job Description

- 3.1 The Board's job is to represent the residents of Manitoba in determining and ensuring appropriate organizational performance of Red River College. The Board's authority is granted by the Provincial Government through *The Red River College Act CCSM*.
- 3.2 To distinguish the Board's job from that of the College staff, the Board will focus on the following outputs:
- a) Linkage between the College and the residents of Manitoba
 - b) Written governing policies that address: Mandate, Executive Limitations, Governance Process, Board-President Linkage
 - c) Self-evaluation of Board performance
 - d) Influence at all political levels and within business, industry and the community
 - e) Support of College development/fundraising

4.0 Board Linkages

- 4.1 The owners of Red River College are defined as the people of Manitoba (through the Manitoba Government). The Board is responsible to the Minister of Education and Training for ensuring the business and affairs of the College are conducted in accordance with the laws of Manitoba.
- 4.2 Board members will make governance decisions as representatives of the owners as a whole rather than based on personal or constituent interests.
- 4.3 The Board will seek to strengthen Red River College's relationships with stakeholders.
- 4.4 The Board will provide representation at the College's convocation ceremonies.
- 4.5 The Board will actively support College development and fundraising.

5.0 Role of the Chair

- 5.1 The Chair is responsible for the integrity of the Board's processes, and represents the Board to outside parties. The Chair is the official spokesperson of the Board unless otherwise delegated, beyond reporting of board decisions.
- 5.2 The Chair will ensure that the Board operates consistently with its own policies and within applicable legislation.
- 5.3 The Chair's authority to make decisions is limited to areas that fall under Governance Process and Board-President Relationship policies, except where the Board has specifically delegated portions of this authority to others. The Chair will use any reasonable interpretation of the provisions in these policies.

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- 5.3.1 The Chair has no authority to make decisions within the scope of Mandate and Executive Limitations policies. Therefore, the Chair has no authority to supervise or direct the President.
- 5.4 The Chair will preside at all Regular and Special Board meetings.
- 5.5 In the absence or unavailability of the Chair, the Vice-Chair will carry out all responsibilities of the Chair. The Chair will ensure that the Vice-Chair is informed of the Board's processes and current and pending Board issues.

BOARD OF GOVERNORS POLICY

Policy:	Board Operations	Number:	3.1
Type:	Governance Process	Approved:	June 26, 2018
		Revised:	

1.0 Conducting Business

- 1.1 The Board will conduct business in accordance with its Procedural By-law and relevant legislation.
- 1.2 The Board will provide direction on non-policy matters through Board motions, resolutions and minutes.
- 1.3 The Board will not make charitable donations or indirect contributions to organizations through the use of College resources.

2.0 Confidential Matters

- 2.1 Matters deemed to be confidential by the Board will be dealt with in a closed portion of a meeting. RRC officers, employees and guests may attend closed portions of meetings as determined by the Chair.
- 2.2 Meeting minutes of the closed portion of a meeting will report on resolutions passed, with the exception of those related to confidential matters, and may include a statement regarding other agenda items dealt with.
- 2.3 Resolutions passed involving confidential matters will be acknowledged in the minutes of a closed session but may not be fully disclosed due to privacy and legal considerations.

3.0 Rules of Order

- 3.1 The Board will adopt rules of order for use at its meetings. When further interpretation of the rules is required, *Robert's Rules of Order NR* will be used.
- 3.2 Upon request during a meeting, the Secretary to the Board will provide clarification regarding the rules of order.

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4.0 Agendas

- 4.1 Board meeting agendas will be developed by the Secretary to the Board in consultation with the Chair and the President, and reviewed by the Executive Committee.
- 4.2 Board meeting material will be prepared by the Secretary. Under normal circumstances the meeting material will be delivered to members of the Board approximately four days prior to the meeting.
- 4.3 Regular Board Meeting agendas without supporting material will be available to the public

5.0 Meetings

- 5.1 Under normal circumstances, Regular Board meetings will be held in the evening once a month from September through June.
- 5.2 Under normal circumstances, Regular Board meetings will be held in the 7th floor boardroom in the C Tower of the Notre Dame Campus.
- 5.3 Upon Board approval, new items will be added to a meeting agenda as requested by Board members, the President and the Secretary.

6.0 Annual Work Plan

- 6.1 An annual work plan will be developed that facilitates Board fulfillment of fiduciary duties and performance that is consistent with Board process policies.
- 6.2 The Board's annual term will run from July 1 to June 30.
- 6.3 At the first meeting of each term the Board will be provided with a work plan of anticipated major agenda items for each meeting during the year. This document will be developed by the Secretary to the Board in consultation with the Board Chair and the President, and reviewed by the Executive Committee.
- 6.4 The annual work plan will include, but is not limited to:
 - a) a Board Planning Session
 - b) review/approval of President's Annual Performance Evaluation
 - c) review/approval of President's Compensation
 - d) review of progress towards achieving the Strategic Plan
 - e) review of RRC Risk Register
 - f) approval of RRC tuition and fees
 - g) approval of RRC annual operating and capital budgets
 - h) approval of annual honorary award recipients

continued

- i) meeting with the College's external auditors
 - approval of annual audited financial statements
 - approval of annual compensation disclosure report
- j) education about governance processes
- k) education about RRC initiatives, programs and services
- l) the annual Board Self-Assessment Survey

6.5 Regular Board activities that may or may not occur annually include:

- a) review of Board policies
- b) review of Board by-laws
- c) approval of RRC Strategic Plan
- d) community reception and Board meeting at an RRC Regional Campus

7.0 Board Member Orientation / Education

- 7.1 The Board Secretary will maintain a Board of Governors Handbook that will include comprehensive information related to the operation of the Board of Governors and the College. The handbook will be provided to all members of the Board.
- 7.2 The Board Secretary will maintain an online confidential Board of Governors Team Site that will contain historical and current information and resources for Board member orientation and education purposes.
- 7.3 All newly appointed Board members will have an opportunity to attend an orientation meeting to acquaint them with the role of the Board and its governance process, the Board's expectations of its members, and current Board priorities and activities.
- 7.4 Board members will be provided with opportunities to tour the College's facilities to familiarize themselves with the College and its operations.
- 7.5 Board members will be provided with opportunities for training and education to enhance their governance capabilities.



BOARD OF GOVERNORS POLICY

Policy:	Code of Conduct and Conflict of Interest	Number:	3.2
Type:	Governance Process	Approved:	June 26, 2018
		Revised:	

1.0 Code of Conduct

This code of conduct is intended to set basic rules of conduct for Board Members in order to maintain the Board's integrity and the confidence of the community.

- 1.1 Board Members will be ethical and responsible, and treat one another, students and staff with respect.
- 1.2 Board Members will not communicate any matter designated as confidential to anyone who is not entitled to this information, and use reasonable care to abide by the confidentiality of any information in perpetuity.
- 1.3 Board Members will not attempt to exercise individual authority over any Board or College matter, except as explicitly set forth in Board policies.
 - 1.3.1 Board Members' interaction with the President or with staff will recognize that any individual Member or group of Members does not have any authority other than that explicitly stated in Board policies.
 - 1.3.2 Board Members' interaction with the public, the media or other entities will recognize the same limitation and the similar inability of any Member(s) to speak for the Board.
 - 1.3.3 Board Members will make no evaluations of the President or staff outside of the official process.
 - 1.3.4 Board Members will refer employees to the appropriate reporting lines within the administration to bring their concerns to the Board.
- 1.4 Board Members will be familiar with Board policies and with their fiduciary responsibilities as outlined in legislation.
- 1.5 Board Members will be prepared for each meeting and for the discussion of any item.
- 1.6 Board Members are encouraged to take part in educational activities that will assist them in carrying out their responsibilities.

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- 1.7 Board Members will attend board and committee meetings on a regular and punctual basis. Absence of a Member from more than two consecutive Regular Board meetings without authorization by Board resolution will be cause for requesting the Minister to replace the Member.
- 1.8 A Board Member who is formally alleged to have violated the Code of Conduct will be informed in writing of all the details surrounding the alleged breach, and will be allowed to present his or her view of the alleged breach at a closed session at the next Board meeting. Members who are found to have violated the Code of Conduct may be subject to censure by the Board. The Board may also petition the Minister to revoke the appointment of the Member.

2.0 Conflict of Interest

This conflict of interest policy is intended to protect the Board's integrity and the confidence of the community in situations when a Board Member's personal interest, whether real or perceived, could supersede his/her dedication to the best interest of the College.

- 2.1 Annually each Board Member will complete and sign a Conflict of Interest Disclosure Statement that is reviewed by the Board Chair and retained by the Board Secretary.
- 2.2 Any Board Member having a potential conflict of interest will declare the details of that potential conflict to the Chair, or to the Vice-Chair in the case of the Chair declaring, before discussion of the question and in the case of a conflict, absent himself/herself from the portion of the meeting during which discussion or voting affected by that conflict takes place.
- 2.3 If a Board Member is unsure if he or she has a potential conflict, a ruling should be sought from the Chair.
- 2.4 The Employee Board Member will excuse him/herself during discussions related to labour negotiations for the bargaining unit in which he/she belongs.
- 2.5 A Board Member who applies for employment with the College is to resign from the Board (not applicable to the Employee Board Member).
- 2.6 No Board Member, except the Employee Board Member for whom the College Conflict of Interest Policy applies, will enter into a business arrangement with the College in which they are interested directly or indirectly except:
 - on a written and competitive sealed quotation basis; and
 - having declared any interest in, and the applicable Member having refrained from voting on.
- 2.7 A Board Member will not use his/her position to secure special privileges, favours or exemptions for themselves or any other person.

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- 2.8 A Board Member who abstains from participation due to conflict of interest is still included in determining quorum.
- 2.9 The meeting minutes will record all declarations of conflict of interest.

BOARD OF GOVERNORS POLICY

Policy:	Committee Principles	Number:	3.3
Type:	Governance Process	Approved:	June 26, 2018
		Revised:	

The Red River College Act regulates the following Board committees and their terms of reference. Where the Act is silent on the terms of the committees, this policy will apply.

- a) Executive Committee
- b) Finance and Audit Committee
- c) Planning Committee

Other board committees may be formed by board action to assist the Board in performing its job. Board committees are to be created sparingly, and only after other methods of providing the necessary assistance to the Board have been determined to be inadequate. Such committees will be structured to minimally interfere with the wholeness of the Board's job.

1. Board committees will assist the Board in its job by preparing policy alternatives and implications for Board deliberation.
2. Board committees will not interfere with delegation from the Board to the President.
3. Board committees will not help or advise the College staff, with the exception of the Investment Committee.
4. Board committees may not act or speak for the Board except when formally given such authority for specific and time-limited purposes.
5. Board committees must be comprised of at least three Board members except for the Investment Committee.
6. Board committees may include non-Board members.
7. Board committees will submit their reports to the Board in a timely manner either verbally or in written form.
8. For the purposes of this policy, a Standing Committee is a committee that will have an ongoing purpose and operate indefinitely until determined otherwise by the Board; an Ad Hoc Committee will have a specific purpose and cease to exist once its task is completed. All board committees will be ad hoc committees unless otherwise stated.
9. Board committees may form subcommittees to undertake special tasks. Such subcommittees will report directly to the committees under which they were formed.



RED RIVER COLLEGE
OF APPLIED ARTS, SCIENCE AND TECHNOLOGY

BOARD OF GOVERNORS POLICY

Policy:	Role of the President	Number:	4.1
Type:	Board–President Linkage	Approved:	June 26, 2018
		Revised:	

1. As Chief Executive Officer of the College, the President’s job is to lead the College in achieving the results defined in the Board Mandate policies, while not exceeding the constraints in the Executive Limitations policies.
2. The President is the official spokesperson of the College and may designate others to speak on behalf of the College.



BOARD OF GOVERNORS POLICY

Policy:	Accountability of the President	Number:	4.2
Type:	Board–President Linkage	Approved:	June 26, 2018
		Revised:	

1. The President is accountable to the Board acting as a body.
2. Direction to the President on non-policy matters can only be through official Board motions, resolutions and minutes. Therefore,
 - a) decisions and instructions of individual Board members and Board committees are not binding on the President unless the Board has specifically approved such exercise of authority;
 - b) the President can decline requests for information or assistance from individual Board members and Board committees that have not been authorized by the Board when, in the President’s opinion, such requests require a material amount of staff time or funds, or are disruptive to the organization.
3. The Board considers all authority and accountability of College staff the authority and accountability of the President. Accordingly,
 - a) the Board will not give instructions to persons who report directly or indirectly to the President, with the exception of the Executive Administrator to the Board;
 - b) the Board will refrain from evaluating, formally or informally, any staff member other than the President and the Executive Administrator to the Board.



BOARD OF GOVERNORS POLICY

Policy:	Performance Evaluation of the President	Number:	4.5
Type:	Board–President Linkage	Approved:	June 26, 2018
		Revised:	

The Board Executive Committee is responsible for the performance evaluation of the President. The purpose of the evaluation is to enable the Board to collect and interpret information to assess the performance of the President’s leadership of Red River College and to make decisions regarding the President’s compensation and continued employment.

The evaluation process also enables the President to align his/her job efforts with Board expectations for leadership and organizational performance.

1. Evaluation of the President’s performance will occur annually for the period set out in the President’s Employment Agreement or as otherwise determined by the Executive Committee. The evaluation will commence and be completed within three months following the review period. The Board may, by resolution, conduct more frequent evaluations.

The annual evaluation will be designed to: identify and support development needs of the President to enable him/her to strengthen performance; allow the President and Board to set and update mutually agreeable objectives; and inform Board decisions regarding adjustments to the President’s compensation.

2. A presidential review will be conducted in the fourth year of the President’s term of employment. This review will be completed prior to the commencement of the fifth year of the term of employment and the results will inform the Board’s decision to negotiate a further employment agreement with the President.

The review will be designed to: examine the effectiveness of the relationship between the President and the Board in the discharge of their respective and collective governance responsibilities; obtain feedback from key constituents on the progress of the President and the Board in achieving institutional priorities; and reaffirm the partnership between the President and the Board.

3. The annual evaluations are not intended as a substitute for regular, ongoing communication between the President and the Board regarding progress towards performance objectives.
4. All material and discussions at meetings related to the performance of the President are confidential.