

# Cambrian College of Applied Arts and Technology

## Board of Governors Policy Executive Expectations

Approved by the Board of Governors	May, 2007 Motion: 07-05-47
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### Policy Title: Scope of Presidential Parameters

The President shall promote all those practices, activities, decisions, and organizational circumstances that are legal, prudent, and in compliance with commonly-accepted business and professional ethics.

1. With respect to treatment of persons in the college community, the President shall promote conditions that are humane, fair, dignified, nondiscriminatory, and which provide for ethical decision-making.
2. The President shall promote the College's fiscal integrity and public image by maintaining reasonable and prudent compensation and benefits plans for non-bargaining unit employees, consultants and contract workers.
3. Financial planning for any fiscal period shall follow Board-approved Strategic Plan priorities, promote fiscal integrity, and demonstrate foresight.
4. The President shall promote fiscal integrity by avoiding material deviation of actual expenditures from Board-approved budgets, priorities, and policies.
5. The President shall keep the Board informed, on a timely and regular basis, regarding the status of all matters for which the President is responsible and will advise of developments which might affect College operations.
6. The President shall protect and maintain College assets and will avoid putting any College asset at unusual risk.
7. The President shall ensure that a comprehensive succession plan is available for the Board to provide continuity of the College's Strategic Plan priorities in the event of the President's incapacity or death.

**Policy Title: Treatment of People**

The President shall promote conditions that are humane, fair, dignified, nondiscriminatory, and which provide for ethical decision-making in relation to the treatment of all persons in the college community.

Accordingly, the President shall:

1. Ensure College compliance with applicable laws, regulations, collective agreements and human rights legislation.
2. Establish a College Code of Conduct consistent with the aims and objectives of the College and this policy and ensure all activities of the College meet the terms of this Code of Conduct.
3. Establish and maintain personnel procedures which adhere to the principles established by expectations 1 and 2 above. Outline those procedures for employees and correct non-conforming conditions when they occur.
4. Advise students, before and after enrollment, of the standards expected of them and the opportunities and services offered by the College and the community at large.
5. Inform students and other members of the College community of this policy and provide a process to investigate alleged non adherence to the policy and a process for correction of non-conforming situations.
6. Encourage a climate of diversity within the College.
7. Ensure that students and other members of the College community who exercise their rights under this policy may do so without fear of recrimination.
8. Where appropriate, include staff and student representation on College committees.
9. As part of the annual report to the Board on this policy, provide the number of evaluations of senior administrators performed during the year and identify the strengths and weaknesses of the senior administrative team.
10. Provide a confidential survey to all senior administrators which will give them the opportunity to evaluate the President's job performance as it relates to the treatment of all members of the College community. The President will use the results to improve human resources and operational procedures when it is considered appropriate to do so by the President. As part of the annual report on this policy the President shall inform the Board that this survey has occurred and in general terms identify any steps or activities that have been implemented, to meet concerns or suggestions identified in the survey.

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11. At an in-camera session of the next meeting of the Board of Governors:
  - Report any serious concerns the President may have with the job performance of a senior administrator and any subsequent stages of evaluation.
  - Inform the Board when a senior administrator has expressed a serious allegation or concern with respect to his or her treatment by a supervisor he/she reports to.
  - Inform the Board of the resignation of any member of the senior administrative team.
  
12. Report annually to the Board on the implementation and maintenance of the expectations set out in this policy, including the following statistics:
  - number of employees terminated for cause
  - number of employees who left for other employment
  - number and status of grievances for the two unionized employee groups
  - number of student appealsAt the request of the Board, the President shall provide an interim report at the next Board meeting, on any expectation outlined in this policy.

**Monitoring Method and Frequency**

Method: Internal and/or direct inspection of policies at Board discretion

Frequency: Once a year

**Policy Title: Staff Compensation and Benefits**

The President shall promote the College's fiscal integrity and public image by maintaining reasonable and prudent compensation and benefits plans for non-bargaining unit employees, consultants and contract workers.

Accordingly, the President shall:

1. Maintain the President's compensation and benefits package without change until approved by the Board;
2. Provide permanent or guaranteed employment only within established Human Resource procedures; and
3. Establish and maintain compensation and benefits plans consistent with the geographic and professional market for the skills employed.

**Monitoring Method and Frequency**

Method: Internal and/or direct inspection at Board discretion

1. Compliance report provided by Vice President, Finance and Administration, annually.
2. Procedures and policies available upon request by the Board of Governors.
3. Provide the salary grid for all three employee groups annually with breakdown showing the distribution of Cambrian's administrators across their paybands.

Frequency: Once a year

**Policy Title: Financial Planning**

Financial planning for any fiscal period shall follow Board-approved Strategic Plan priorities, promote fiscal integrity, and demonstrate foresight.

Accordingly, the President shall pursue budgeting which:

1. Communicates planning assumptions, accurate projections of operational revenues and expenditures, and an analysis of capital outlays and returns on investment;
2. Anticipates expenditures in the fiscal year not exceeding projected revenues and monies carried forward to that period; and
3. Results in a recommendation that reflects Board-approved priorities in a balanced budget.

**Monitoring Method and Frequency**

Method: Internal

- Twice per year, provide updates on budget implementation status.
- Report financial resources allocated to the implementation of the Strategic Plan as part of the annual budget.

Frequency: Twice a year

**Policy Title: Financial Condition**

The President shall promote fiscal integrity by assiduously avoiding material deviation of actual expenditures from Board-approved budgets, priorities, and policies.

Accordingly, the President shall:

1. Expend in any fund no amount in excess of those monies which have been received and carried forward in the fiscal year;
2. Establish cash management practices that ensure the settlement in a timely manner of payroll and other debts or obligations of the College;
3. Make tax and other statutory payments and filings accurately and on a timely basis;
4. Obtain Board approval prior to transferring monies from Board's contingency fund;
5. Obtain Board approval prior to making purchases which might be subject to a conflict of interest;
6. Make purchases in excess of \$50,000 only where comparative prices and quality are available, unless sole sourcing is demonstrably justified, or Board approval obtained; and
7. Inform the Board in a timely fashion of contractual breaches, losses or potential losses from grant or contractual arrangements in any substantial amount or unusual sensitivity.

**Monitoring Method and Frequency**

Method: Items 1, 2, 3 - External

Frequency: Once a year, as part of the auditor's report

Method: Item 4 - Report allocation in budget and provide updates as part of twice annual budget reports

Method: Items 5, 7 - Internal

Frequency: Per occurrence

Method: Item 6 - Internal

Frequency: Once a year

**Policy Title: Communication and Counsel to the Board**

The President shall keep the Board informed, on a regular and timely basis, regarding the status of all matters for which the President is responsible and will advise of developments which might affect College operations.

Accordingly, the President shall:

1. Submit monitoring data requested by the Board in a timely, accurate, and understandable fashion, directly addressing Board-approved Strategic Plan priorities, financial conditions and Board policies;
2. Inform the Board of relevant trends, major program initiatives, anticipated adverse media coverage, material external and internal changes, and those changes in the assumptions upon which any Board Policy or other significant decision has been established;
3. Advise the Board when the President believes the Board has failed to comply with its own Governance Process, Board-Staff Relationship Policy, other Board Policy, the laws of the land, or any other situation where the President believes the working relationship between the Board and the President is or may become impaired;
4. Communicate information to the Board in a concise, understandable format without significant gaps in timeliness, completeness, and accuracy;
5. Report in a timely manner actual and unavoidable noncompliance with any Board Policy;
6. Make available for presentation to the Board a diversity of policy-related opinion and perspective from staff, students, and community;
7. Provide mechanisms for official Board communications;
8. Respond to individual Governor's reasonable requests for information where such information will be presented to the Board as a whole for its assessment or to assist in its deliberations, the reasonableness of any such request to be ultimately determined by the Board, if required; and
9. Respond to reasonable requests for information by officers or Committees of the Board in matters which have been delegated to them by the Board, the reasonableness of any such request to be ultimately determined by the Board, if required.

Monitoring Method and Frequency

Method: Internal

Frequency: Ongoing as a matter of practice

**Policy Title: Asset Protection**

The President shall protect and maintain College assets and will avoid putting any College asset at unusual risk.

Accordingly the President shall:

1. Safeguard the College's public image and credibility and shall particularly promote its mission;
2. Adhere to ethical business practices and comply with relevant laws, regulations, and Board Policies;
3. Establish and implement procedures consistent with provincial criteria and standards for the development of new programs and to undertake a regular review of the quality of all College postsecondary programs.
4. Establish and maintain internal controls of accounting and administrative procedures to ensure adherence to generally-accepted accounting principles and auditing standards;
5. Establish procedures for procurement of goods and services related to monetary thresholds that balance competition and efficiency of process as well as conflict of interest;
6. Ensure the safety of the College, its assets, students and personnel by reducing and avoiding risks arising from contract and from tort claims and by insuring, where reasonably practicable, unavoidable risks, including, without limiting the generality of the foregoing, theft and casualty loss and liability of Governors, officers, and employees;
7. Protect, as much as is reasonably possible, intellectual property and other confidential information from unauthorized access, loss or damage;
8. Invest the College's funds in instruments and securities permitted by law without risk of loss or reduction of capital;
9. Protect plant and equipment from undue wear and tear and from inadequate maintenance;
10. With Board approval, execute on behalf of the College contracts outside the normal course of the College's endeavor (such as acquisition, encumbrance, and disposition of real property, granting of major construction contracts and construction consulting services contracts and those contracts in which the legal authority to proceed is not explicit in law).

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Monitoring Method and Frequency

- Item 1. Monthly report of President's activity in the community
- Item 2.
  - Periodic external audit of compliance with privacy legislation and annual report of actions undertaken.
  - Annual report of Program Renewal Model, provincial KPI results, Program Advisory Committees, Anishnaabe Education and Training Strategy submission and/or other reports submitted by the Ministry of Training, Colleges and Universities, as requested by the Board of Governors.
- Item 3. As reviewed and reported by auditors annually.
- Item 4. Internal or direct inspection of procedures.
- Item 5. Report insurance coverage details every three years and report any changes annually.
- Item 6. Internal or direct inspection of policies.
- Item 7. Annual report of investments as part of budget.
- Item 8. Annual report within budget allocations.
- Item 9. Per occurrence.

**Policy Title: Emergency Executive Succession**

The President shall ensure that a comprehensive succession plan is available for the Board to provide continuity of the College's Strategic Plan priorities in the event of the President's incapacity or death.

Accordingly the President shall:

1. Ensure that in the event the President should for any reason become unable to fulfil the functions of President, the Board shall have a reasonable choice of Vice-Presidents, Executive Directors, other Staff or other persons who are willing and able to act in the capacity of President on an interim basis until the President can resume the duties of President or a new President can be appointed; and
2. Ensure that all persons, being a minimum of two, whom the Board might consider for appointment as President on an interim basis, have a broad and well-rounded knowledge of all aspects of the College and its constituent parts.
3. Ensure appropriate staff development and training is provided so that all employees may improve their skills in order to be ready to perform a new role, should the opportunity arise.

Monitoring Method and Frequency

Method: Internal report including a summary of staff development activity undertaken by employees.

Frequency: Once a year