

**Board's Relationship with the President/CEO**

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**POLICY**

The Board of Governors (Board) and the President/CEO share a commitment to the quality of the education and training the College provides and its impact on students, employers and the public. The Board is responsible for maintaining an effective Board-President/CEO relationship. Successful governance depends on a balanced relationship between the Board and the President/CEO and operates best when it functions as a partnership.

**PROCEDURE**

**1. BOARD-PRESIDENT/CEO RELATIONSHIP**

An effective Board-President/CEO relationship greatly depends upon the effort that both parties invest in carrying out their individual responsibilities. Even though the President/CEO reports to the Board, the successful relationship tends to be more collegial than hierarchical. The following are some general principles to guide the development and maintenance of an effective Board-President/CEO relationship:

- 1.1. The Board depends on the President/CEO's guidance, knowledge and experience when it formulates the College's strategic direction and determines key policies and goals. It also depends on the President/CEO to provide organizational leadership recognizing that the President/CEO is key to an outstanding educational institution.
- 1.2. The President/CEO relies on the Board's representation of public input, influence and support so that he or she can successfully implement the College's strategic direction and policies. The President/CEO also requires the Board's delegated authority and support to manage the daily operations of the College.
- 1.3. An effective Board-President/CEO relationship is built upon clear, mutually-agreed upon roles and expectations, a common purpose, mutual respect and trust, and open and ongoing communication. Teamwork, commitment and nurturing are key.
- 1.4. While the Board's focus is on the public that the College serves, the President/CEO's is on the well-being of the College and its ability to deliver high quality education and training in the public interest.

- 1.5. A successful Board clearly defines its expectations of the President/CEO in an employment contract, Board and operational policies, and annual goals and objectives. Clear, public expectations provide President/CEOs with a framework for action and assure them of Board support. President/CEOs expect Board members to provide support, guidance, information, feedback and community connections.
- 1.6. Boards are responsible for creating an environment in which the President/CEO is empowered to lead the College. President/CEOs create a positive environment for boards by facilitating processes, which allow them to successfully govern.
- 1.7. Open communication is one of the most important ways a Board and President/CEO convey mutual support and respect. Meaningful debate about the direction of the College provides Board members with the opportunity to make valuable contributions to setting policy and strategic objectives. It also enables the President/CEO to capitalize on the strength and skills of the Board and its individual members in exploring ideas and strategies. It is the President/CEO's responsibility to ensure that Board members are provided with the relevant information that they need for productive discussions, sound decisions and advice to the President/CEO. It is the Board's responsibility to carefully assess the information provided so they are prepared to participate fully in discussions.
- 1.8. Between meetings, the Chair represents the Board in communications with the President/CEO.

## 2. THE PRESIDENT/CEO'S DELEGATED RESPONSIBILITIES

Subject to the direction of the Board, the President/CEO is delegated the responsibility for the general management and direction of the business of the College and may exercise the other powers that are conferred on the President/CEO by the By-laws. More specifically:

- 2.1. Under the *New Brunswick Community Colleges Act*, the President is the Chief Executive Officer of the College and as such shall:
  - 2.1.1. be charged with the general direction, supervision and control of the business of the College;
  - 2.1.2. sign all instruments which require the President/CEO's signature;
  - 2.1.3. perform all duties incident to the President/CEO's office; and
  - 2.1.4. have such powers and duties as may from time to time be assigned to the President/CEO by the Board.
- 2.2. The President/CEO's responsibilities also include:
  - 2.2.1. developing the College's strategic direction with Board participation and approval;

- 2.2.2. providing leadership to, and having accountability for, the implementation of the College's strategic objectives as approved by the Board;
- 2.2.3. developing external relationships required to secure College funding, strategic partnerships, government approvals, and College recognition that are essential to the operation and advancement of the College;
- 2.2.4. promoting positive internal relationships throughout the College;
- 2.2.5. being responsible for all phases of the operation and administration of the College including the appointment, promotion and termination of College staff;
- 2.2.6. recommending the establishment of, changes to and/or elimination of programs to the Board; and
- 2.2.7. acting in the best interests of the College in securing and promoting its educational, community, administrative and financial objectives.