

Board Orientation and Ongoing Education**Date of last revision: April 21, 2016****Board Approved: June 13, 2019**

POLICY

While it is expected that Governors will possess sufficient knowledge, experience and expertise at the time of their appointment to serve in such capacity, it is recognized that they will not be experts in all disciplines or in all aspects of governance. Therefore, ongoing professional development (PD) is expected of the Board, the Board Chair and individual Governors.

The Board will ensure that each new Governor receives a comprehensive orientation to help him/her become as effective as possible as soon as possible. Ongoing education to enhance the Board's and individual Governors' governance capacity will also be planned and offered.

The following principles will guide the Board's orientation and ongoing education:

- a) The Board will proactively define its requirements for orientation and ongoing education;
- b) Governors will commit time to participating in the orientation and education sessions as part of their overall commitment as NBCC Governors;
- c) Wherever possible, all Governors will participate in the same educational offerings; and
- d) Customized education may be required to support specialized committee work from time to time.

RESPONSIBILITIES

The Governance Committee has responsibility for monitoring and implementing the orientation and ongoing education program.

The Governance Committee is responsible to:

- a) define the key elements of a comprehensive orientation for new Governors;
- b) provide leadership in the delivery of the orientation program (normally through the Board Chair);
- c) annually take stock of the Board's collective and Governors' individual needs for professional development; and
- d) develop an annual education program delivered in one or more special meetings, or incorporated into the regular meeting agendas of the Board.

The President's responsibility is to:

- a) co-ordinate, through the Executive Assistant to the Board (EA), all aspects of the orientation and ongoing education programs, once the Governance Committee has defined them.

1. ORIENTATION

All new Governors will receive a comprehensive orientation about NBCC and its mandate, the role of the Board, and the expectations for individual Governors. The objective of the orientation is to help new Governors become as effective as possible, as soon as possible.

Orientation will:

- 1.1. Be mandatory for new Governors, but will also be open to all members of the Board;
- 1.2. Ensure that each new Governor is informed of the formal governance structure, the legislation, regulations and policies relating to the Board and NBCC, the role of the Board, its supporting committees, and the expectations in respect to individual performance as set out in the document *Information on the Role of the NBCC Board of Governors and Expectations of Individual Governors*;
- 1.3. Build an understanding of NBCC, including:
 - 1.3.1. NBCC's vision, purpose, values and commitments;
 - 1.3.2. NBCC's organizational structure;
 - 1.3.3. NBCC's educational programs and services;
 - 1.3.4. NBCC's key stakeholders and communication channels with these stakeholders;
 - 1.3.5. NBCC's financial position, including assets and liabilities, sources of revenue and capital financing;
 - 1.3.6. NBCC's major risks and its risk management strategy;
 - 1.3.7. key performance indicators (KPIs);
 - 1.3.8. operational or regulatory constraints; and
 - 1.3.9. requirements for reporting and public disclosure.
- 1.4. Build a link with individuals who administer or provide leadership to NBCC, including:
 - 1.4.1. opportunities to meet and get to know fellow Governors; and
 - 1.4.2. opportunities to meet with the President and Senior Leadership Team.
- 1.5. Build an understanding of the Board's main relationships, including those with:
 - 1.5.1. the responsible Minister;
 - 1.5.2. key Government representatives who deal with the organization; and
 - 1.5.3. people served by NBCC.
- 1.6. Feature a comprehensive set of written briefing materials that Governors may use as reference materials. These materials will normally include the following:
 - 1.6.1. biographical and contact information for all Governors and the President;

- 1.6.2. the *New Brunswick Community Colleges Act* and Regulations;
 - 1.6.3. key public policy documents;
 - 1.6.4. NBCC's General By-laws and the Board's governance policies;
 - 1.6.5. the Board Outcomes;
 - 1.6.6. the current annual business plan;
 - 1.6.7. the current strategic plan;
 - 1.6.8. the most recent annual and/or quarterly financial and accountability reports;
 - 1.6.9. an explanation of the NBCC's KPIs;
 - 1.6.10. a summary of director's liability insurance and indemnity;
 - 1.6.11. details of any major litigation involving the Board or NBCC;
 - 1.6.12. minutes of the last three (3) to six (6) Board meetings;
 - 1.6.13. details of Board committees and copies of the minutes from the last three (3) to six (6) meetings of the specific committee that the new Governor will be joining;
 - 1.6.14. a schedule of dates for upcoming Board meetings; and
 - 1.6.15. website references.
- 1.7. Be customized as much as possible to respect the background and skills of individual Governors.
 - 1.8. Be coordinated by the EA and delivered by the Board Chair and the President (or their designates).
 - 1.9. Be formally reviewed by the Board every year through the Governance Committee.
 - 1.10. Include an informal mentorship program. The Board Chair will match a mentor to each incoming Governor during their first year of service. This mentoring relationship may continue informally thereafter. A mentor will provide support for the new Governor and provide information on routine Board processes.

Feedback on the orientation program will be sought from participants.

2. ONGOING EDUCATION

In recognition of the evolving nature of a Governor's responsibilities, ongoing education will be necessary. In most cases, all Governors should be exposed to the same education.

- 2.1. On an annual basis, the Board (through the Governance Committee) and the President will develop a professional development (PD) program for the entire Board based on a consideration of the following:
 - 2.1.1. suggestions from Governors as part of the annual Board evaluation;
 - 2.1.2. key strategic directions of NBCC;

- 2.1.3. major decisions on the horizon;
 - 2.1.4. appropriate and significant risk management themes; and
 - 2.1.5. other factors as considered appropriate.
 - 2.2. The topics included on the PD program will be addressed at:
 - 2.2.1. education sessions at regular Board meetings; and
 - 2.2.2. special meetings devoted to PD.
 - 2.3. The delivery of the PD program will primarily be done in-house, drawing upon external resources when required.
 - 2.4. Attendance at the annual conference organized by Colleges and Institutes Canada (CICan) is also a valuable educational experience for Governors. The Board will annually support the attendance of selected Governors (normally two to three on a rotating basis) to this conference.
 - 2.5. As part of a Board package, the President will include relevant articles or book summaries relating to governance or matters pertinent to overseeing NBCC. Governors who come across quality reference materials are also encouraged to send them to the EA for inclusion in Board packages.
 - 2.6. Individual Governors may request the Board Chair's approval for Board funding to attend external PD activities.