

**BOARD ORIENTATION AND PROFESSIONAL DEVELOPMENT**

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**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.

Professional Development (PD) will be provided to enhance the Board's and individual Governor's governance capacity. PD assists the Board in keeping up to speed with emerging governance trends and plays an important role in educating Governors on issues that are of strategic importance to NBCC.

The Board will also ensure that each Governor receives a comprehensive orientation.

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 HR Committee has responsibility for monitoring and implementing the orientation and PD programs and 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;
- c) annually take stock of the Board's collective and Governors' individual needs for PD; 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 Senior Executive Assistant to the Board (EA), all aspects of the orientation and PD programs, once the HR 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 all Governors.
- 1.2. Be coordinated by the EA and delivered by the Board Chair and the President (or their designates).
- 1.3. Ensure that each 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](#);
- 1.4. Build an understanding of NBCC, including:
  - 1.4.1. NBCC's vision, purpose, values, and commitments;
  - 1.4.2. NBCC's organizational structure;
  - 1.4.3. NBCC's educational programs and services;
  - 1.4.4. NBCC's key stakeholders and communication channels with these stakeholders;
  - 1.4.5. NBCC's financial position, including assets and liabilities, sources of revenue and capital financing;
  - 1.4.6. NBCC's major risks and its risk management strategy;
  - 1.4.7. the Government of New Brunswick's key performance indicators (KPIs) as set out in NBCC's Strategic Plan;
  - 1.4.8. operational or regulatory constraints; and
  - 1.4.9. requirements for reporting and public disclosure.
- 1.5. Build a link with individuals who administer or provide leadership to NBCC, including:
  - 1.5.1. opportunities to meet and get to know fellow Governors; and
  - 1.5.2. opportunities to meet with the President and Senior Leadership Team.
- 1.6. Build an understanding of the Board's main relationships, including those with:
  - 1.6.1. the responsible Minister;
  - 1.6.2. key Government representatives who deal with the organization; and
  - 1.6.3. people served by NBCC.
- 1.7. Feature a comprehensive set of electronic materials that Governors may use as reference materials. These materials may include, but are not limited to, the following:
  - 1.7.1. biographical and contact information for all Governors;
  - 1.7.2. the *New Brunswick Community Colleges Act*;
  - 1.7.3. key public policy documents;
  - 1.7.4. NBCC's General By-laws and the Board's governance policies;
  - 1.7.5. the current annual business plan;
  - 1.7.6. the current strategic plan;
  - 1.7.7. the most recent annual and/or quarterly financial and accountability reports;

- 1.7.8.a summary of director’s liability insurance and indemnity;
  - 1.7.9.details of any major litigation involving the Board or NBCC;
  - 1.7.10. minutes of previous Board meetings;
  - 1.7.11. details of Board committees and copies of the minutes; and
  - 1.7.12. a schedule of dates for upcoming Board meetings.
- 1.8. Be formally reviewed by the Board every year through the HR Committee.

Feedback on the orientation program will be sought from participants in the spirit of continuous improvement. In addition, the Board Chair will contact newly appointed Governors approximately six months after their appointment for an informal check-in.

## 2. MENTORSHIP

- 2.1.The Board has an informal mentorship program on the understanding that the Board Chair and Committee Chairs are available for support as necessary.
- 2.2.Governors are encouraged to reach out to other Board Members for support if required.

## 3. PROFESSIONAL DEVELOPMENT (PD)

In recognition of the evolving nature of a Governor’s responsibilities, ongoing education will be necessary.

### 3.1. PD Program

The Board (through the HR Committee) and the President will develop a PD program for the entire Board based on consideration of the following:

- 3.1.1. suggestions from Governors received from the annual Board evaluation and Board meeting evaluation surveys;
- 3.1.2. key strategic directions of NBCC;
- 3.1.3. major decisions on the horizon;
- 3.1.4. appropriate and significant risk management themes; and
- 3.1.5. other factors as considered appropriate.

Topics included on the PD program will be addressed at:

- 3.1.6. education sessions/strategic discussions at regular Board meetings; and
- 3.1.7. the annual Board Development Session.

The delivery of the PD program will primarily be done in-house, drawing upon external resources when required.

As part of a Board package, the President may include information relating to governance or matters pertinent to overseeing NBCC. In addition, Governors who come across quality reference materials are encouraged to send them to the Board Chair for distribution to the Board as appropriate.

### 3.2. Colleges & Institutes Canada Annual Conference

Attendance at the annual conference organized by [Colleges and Institutes Canada](#) (CICan) is a valuable educational experience for Governors:

- 3.2.1. The Board will annually support the attendance of up to two Governors to this conference on a rotating basis.
- 3.2.2. Governors will be invited to self-identify interest in attending this conference.
- 3.2.3. Governors whose terms are scheduled to end the same year will not be eligible to attend the conference.
- 3.2.4. The HR Committee will make the final decision who will attend the conference on behalf of the Board.
- 3.2.5. Governors who attend the conference will be exempt from individual PD allotments for the year that they attend.

### 3.3. Institute of Corporate Directors (ICD)

- 3.3.1. NBCC will maintain an ICD membership for all Governors.
- 3.3.2. ICD members have access to up to date governance information and best practices.
- 3.3.3. ICD members also have access to a large variety of PD events, both virtual and in-person.

### 3.4. Procedure to apply to attend a PD Event

- 3.4.1. Individual Governors may apply to attend PD activities on behalf of the Board.
- 3.4.2. A written request (with supporting information) should be submitted to the HR Committee for consideration.  
  
Details of the request should include: (1) activity description; (2) cost; (3) sponsoring agency; (4) date of activity; (5) location; and (6) the value to the individual as an Governor and to the Board.
- 3.4.3. The HR Committee will decide whether the PD request warrants the financial support of the Board and whether the event or activity warrants the attendance of more than one Governor.
- 3.4.4. A Governor who is sponsored by the Board to participate in a PD activity will prepare a follow-up report and forward it to the EA for inclusion in a subsequent Board meeting package. The Governor will be expected to be available to brief the Board and answer questions if required.
- 3.4.5. A Governor who has attended a PD event on behalf of the Board, may submit an expense claim form and an appropriate per diem claim.

### 3.5. PD Budget

3.5.1. The HR Committee will recommend an annual PD budget to the Board.

3.5.2. PD budget will be available for full-Board sessions facilitated by external facilitators at the annual Board Development Session as well as for individual Governor PD.