College of Opticians of Ontario

BRIEFING NOTE

TO: **Board of Directors**

FROM: **Kevin Cloutier, Chair**

DATE: **December 1, 2026**

SUBJECT: **2026 Board and Committee Self-Evaluations**

☐ For Decision ☒ For Information ☐ Monitoring Report

Purpose:

To provide information about the upcoming 2026 Board and Committee Self-Evaluations.

Background:

In 2018, the Board approved the Board Effectiveness Evaluation Policy (Appendix A). Under this policy, all directors and committee members have committed to participating in the annual Board and committee self-evaluation process. The evaluation is conducted as an online survey.

The self-evaluations are an opportunity to reflect on the year and assess any strengths and weaknesses. The results of the evaluations will shape the Board and committees' action plans for 2027.

Process:

Following the December 1, 2026, Board meeting, all directors who served on the Board for most or all the 2026 calendar year will receive an email containing a link to complete the 2026 Board self-evaluation.

In addition, all Board and committee members will receive a separate email for each committee on which they served in 2026. Each email will include a link to complete the corresponding committee self-evaluation.

All surveys must be completed by **Friday December 18, 2026.**

Participation in this important process is mandatory for all directors and committee members who sat on the Board or committees in 2026. The Board Chair is authorized to take steps to ensure that all directors and committee members complete the self-evaluations promptly.

College of Opticians of Ontario

Public Interest Considerations:

Board and committee self-evaluations play an important role in strengthening the College's operations and governance. Effective boards and committees, supported by good governance practices, benefit all system partners. These evaluations provide an opportunity for Board directors and committee members to reflect on their effectiveness and to identify areas for improvement. Ultimately, stronger governance benefits the College and the public it serves.

Diversity, Equity, and Inclusion Considerations:

In the best interests of the public, Board directors and committee members must take an objective look at their contributions and accomplishments over the past year. The process provides an opportunity to identify gaps in skills, knowledge and perspectives, as well as areas for further development to better support the College's mission and its organizational values related to DEI.

Risk Management Considerations:

The annual self-evaluations for the Board and committees provide an important opportunity to mitigate organizational risk by identifying concerns and developing action plans to address them.

Recommendations/Action Required:

For information only.

APPENDIX A

POLICY TYPE: GOVERNANCE PROCESS

4-26 Board Effectiveness Evaluation Policy

POLICY

In order for the Board to achieve its public protection mandate, it must govern with excellence and integrity and hold itself accountable. The Board recognizes that poor governance ultimately costs COO much more than does allocating resources to support the Board in learning to govern well. The Board, as a whole, and individual Directors will invest time and resources to enhance their understanding and ongoing implementation of governance excellence. Further, the Board recognizes that in order to do so, it needs an ongoing plan for evaluating the Board's effectiveness and continuous Board learning and development.

Given this commitment, the Board will assess its performance by conducting annual Board effectiveness self-evaluations and periodic third-party effectiveness evaluations that adhere to the principles and process outlined below:

Annual Effectiveness Self-Evaluation

1. Directors are required to participate in annual Board self-evaluations. In addition, Directors and Appointed Committee Members are required to complete annual committee effectiveness evaluations.

2. The Board Chair is authorized to take steps to ensure that all Directors and committee members complete the self-evaluations and do so in a timely manner.

3. The Board effectiveness self-evaluation will pertain to the Board's performance as a whole, as well as an overall summary of individual member contributions. The Committee evaluation will address each specific Committee's effectiveness and will be used annually.

4. These effectiveness self-evaluations will take place in the last quarter of the calendar year.

5. The Board will meet in February/March to review a report of the results of the Board and committee self-evaluations and to develop an action plan for the coming year. The plan will be linked to and recorded in the Board's Annual Work Plan.

6. Following the Board discussion regarding the results, the Board will report in public session the following:

    a. The record of the Board effectiveness self-evaluation taking place
    b. The number of Directors participating
    c. The Board's related action plan in response to the learning resulting from the evaluation.

Third-Party Effectiveness Evaluation

7. Every three years, the Board will undergo an effectiveness evaluation by an independent third party. All Board members are required to participate in the third-party effectiveness

evaluation.

8. The Board Chair is authorized to take steps to ensure that all Directors participate in the third-party effectiveness evaluation.

9. The Board third-party effectiveness evaluation will pertain to the Board's performance as a whole, as well as an overall summary of individual member contributions.

10. The Board will meet to review a report of the results of the third-party effectiveness evaluation and to develop an action plan for the coming year. The plan will be linked to and recorded in the Board's Annual Work Plan.

11. Following the Board discussion regarding the results, the Board will report in public session the following:

    d. The record of the third-party effectiveness evaluation taking place
    e. The number of Directors participating
    f. The Board's related action plan in response to the learning resulting from the evaluation.