

BRIEFING NOTE

TO: Board of Directors

FROM: Amy Stein, Acting Deputy Registrar

DATE: May 17, 2021

SUBJECT: 6.0 Review of Annual Board Strategic Agenda/Workplan

☒ For Decision

☐ For Information

☐ Monitoring Report

Purpose:

To revisit the Board's strategic agenda/workplan to make necessary adjustments and refine the plan for Q3 and Q4.

Background:

The Strategic Agenda/Workplan Policy (4-21) (**Appendix A**) is a board governance policy which provides for the board's use of a strategic agenda as a tool to ensure that the board is held accountable for the focus of its own work plan, its progress toward achieving its work plan, and its overall results in any quarter. Specific board meeting agendas are prepared in accordance with the work plan.

For Consideration:

The board workplan, along with suggested revisions, is attached (**Appendix B**). Items completed appear in green font, items not completed appear in red font, and items added to the agenda workplan appear in blue font. Text in black reflects an item on the board's original workplan.

Where an item has not been completed an appears in red, a notation is included with a future date when the item is proposed to be considered.

Action Required:

To review and approve the revised workplan, or revise as necessary.

POLICY TYPE: GOVERNANCE PROCESS

4-21 Board Strategic Agenda / Workplan Policy

To accomplish its job products with a governance style consistent with Board policies, the Board will prepare and follow an Annual Integrated Board Strategic Agenda/Work Plan.

The Board is responsible for leading its own strategic governance goals and agenda as well as the agenda for regular Board meetings. The Board will discuss this plan at its December regular Board meeting for approval for the following year. In May, the Board would again briefly revisit the plan to determine if any course corrections are needed.

The cycle will conclude each year on the last day of December so that administrative planning and budgeting and governance cycle are aligned.

The cycle will start with the Board's development of its agenda for the next year and will include the following elements:

1. Ongoing environmental scanning in order to inform the Board's strategic policy direction to COO.
2. Re-exploration of Strategic Outcomes policies as needed and as the environment changes.
3. Continuous improvement of Board performance through Board education and enriched input and deliberation.
4. The Board's regular review of all of its governing policies over a specified number of years outlined in a review schedule.
5. Conducting an Annual Registrar, CEO Performance Appraisal.
6. Reviewing the External Financial Audit Report.
7. Discussing Board succession planning.
8. Attending to consent agenda items as expeditiously as possible throughout the year.

The Annual Board Strategic Agenda/Work Plan will be recorded such that each Board Member can see at a glance the Board work plan for the year. Specific Board meeting agendas will be prepared in the context of the annual Board Strategic Agenda/Work Plan.

Committees can submit policy developments or monitoring report items to the agenda by submission to the Chair or to the Chair via the Registrar, CEO. The Chair, with Executive Committee, will carefully consider these items and schedule them according to priority themes, time availability and appropriateness with the governance approach. The Chair will consult with the Registrar, CEO regarding the operational aspects of such items and the time requirements for the preparation of suitable documents and background information for the Board.

Director can submit potential policy agenda topics to the Chair or through the Registrar, CEO to the Chair. The Chair will apply the same criteria noted above when determining scheduling of the agenda topic.

Appendix 1 – Annual Board Strategic Agenda/Work Plan Template

Appendix B

FEBRUARY 2021 BOARD STRATEGIC AGENDA/WORK PLAN

OPERATIONAL AND MONITORING	POLICY, BY-LAW AND REGULATION	MONITORING REPORTS	EXTERNAL MONITORING	TRAINING AND DEVELOPMENT
Minutes, December	By-Laws Article 15 (stakeholder feedback) (EX) (Moved to May)	Committee Reports	Regulatory update from COBC	Introduction to the College (Orientation)
Year-to-date Financial Variance Report	Delegation Standard of Practice (stakeholder feedback) (CP) (Completed in Dec 2020)	Committee Annual Reports		Governance (Orientation)
Review of Board Self-Evaluations	Role of Board Officers Policy – Template review (GC) (Moved to May)	Registrar’s Report		Code of Conduct (Orientation) (will be scheduled at later date)
Review of Committee Self-Evaluations (Moved to Oct)	Board Policy Development Policy – Template review (GC) (Moved to May)	Examination Report		Strategic Plan (Orientation)
Status of 2020 Board Self-Evaluation Action Plan	Indigenous Land Acknowledgements (PR)	Communications Report		A Year in Preview (Orientation)
Registrar, CEO Summary of Monitoring Reports	Currency Policy (RC) (Moved to Oct)	1-01 Strategic Outcomes Policy Report		Cultural Safety and Humility
	Posting of charges and findings of guilt (RC) (No longer needed)	2-06 Financial Planning and Budgeting		Virtual Boardroom Tour (Orientation)
	Treating Spouses Regulation	2-60 Corporate Identity, Public Image and Communication		Reading Financial Variance Reports (Orientation) (Moved from May)
	Registration Committee Terms of Reference Policy (GC) (Moved from May)	2-80 Emergency Registrar, CEO Succession		
	Fitness to Practice Committee Terms of Reference Policy (GC) (Moved from May)	College Performance Measurement Framework – 2020 Report		
	Quality Assurance Committee Terms of Reference Policy (GC) (Moved from May)	4-25 Board Monitoring System Policy Monitoring Report		
	Clinical Practice Committee Terms of Reference (GC) (Moved from May)			

Red = Not complete

Green = Complete

Blue = Added to workplan

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MAY 2021 BOARD STRATEGIC AGENDA/WORK PLAN				
OPERATIONAL AND MONITORING	POLICY, BY-LAW AND REGULATION	MONITORING REPORTS	EXTERNAL MONITORING	TRAINING AND DEVELOPMENT
Minutes, February	Reserves Policy (GC)	Committee Reports		Appreciative Inquiry and Communication
Year-to-date Financial Variance Report	Human Resources and Relations Policy (GC)	Registrar's Report		Indigenous Cultural Awareness
2020 Annual Report (Moved to Oct)	Board Terms of Reference Policy (GC)	Examination Report		
Registrar, CEO Performance Review	Investment Policy (GC) (Moved to Oct)	NACOR Report (Moved to Oct)		
Reassess Strategic Work Plan for 2021	Role of Board Officers Policy – Template review (GC)	Communications Report		
2020 Financial Audit	Board Policy Development Policy – Template review (GC)	2-06 Financial Condition (Internal Report and External Auditor Report)		
Results of Relational Study (Moved to Oct)	Refraction Standard of Practice (CP) (Moved to Oct)	2-08 Vendor Relations		
	By-Laws Article 15 (stakeholder feedback) (EX) (Moved from Feb)	2-35 Relationship with Public and Beneficiaries		
	By-Law re Registration Fees (EX)	Committee Self-Evaluations		
	Treating Spouses Regulation (PR)	Self-Evaluation 2020 Action Plan Review (Moved to Oct)		

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OCTOBER 2021 BOARD STRATEGIC AGENDA/WORK PLAN

OPERATIONAL	POLICY, BY-LAW AND REGULATION	MONITORING REPORTS	EXTERNAL MONITORING	TRAINING AND DEVELOPMENT
Minutes, May Year-to-date Financial Variance Report 2020 Annual Report (Moved from May) Results of Relational Study (Moved from May)	Asset Protection Policy (GC) Intellectual Property Policy (GC) Registrar, CEO Job Products Policy (GC) Registrar, CEO Position Description Policy (GC) Communication and Support of the Board Policy (GC) Posting of Board Materials Policy (GC) MSF Process (QA) Investment Policy (Moved from May) Currency Policy (RC) (Moved from Feb) Practicum Policy (RC) (Moved from May) Refraction Standard of Practice (CP) (Moved from May) By-law on Election Eligibility (Cooling off period for persons engaged in legal proceedings) Code of Ethics (PR)	Committee Reports Registrar's Report Examination Report Communications Report 1-01 Strategic Outcomes Policy Report 2-07 Asset Protection 2-20 Human Resources Parameters NACOR Report (Moved from May) Self-Evaluation 2020 Action Plan Review (Moved from May)		Cultural Safety and Humility Other Training Session(s) (TBD based on 2020 Board Self-Evaluation Input)

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DECEMBER 2021 BOARD STRATEGIC AGENDA/WORK PLAN				
OPERATIONAL	POLICY, BY-LAW AND REGULATION	MONITORING REPORTS	EXTERNAL MONITORING	TRAINING AND DEVELOPMENT
Minutes, October	Relationship with the Public and Beneficiaries Policy (GC)	Committee Reports		Training Session(s) (TBD based on 2020 Board Self-Evaluation Input)
Year-to-date Financial Variance Report	Registrant Relations Policy (GC)	Registrar's Report		
2022 Draft Budget	Unity of Control Policy (GC)	Examination Report		
Approval of 2022 board meeting dates	Delegation to the Registrar, CEO Policy (GC)	Communications Report		
Election of NEC Rep	Board and Committee Principles Policy (GC)	NACOR Report		
Appointment of Auditor for 2022		External Meetings Report		
Election of 2022 Executive		2-15 Reserves Policy Report		
Appointment of Appointed Members		2-09 Investment Policy Report		
Approval of 2022 Committee Slate		Strategic Work Plan 2022 Development		

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Green = Complete

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