

BRIEFING NOTE

TO: Board of Directors

FROM: Paul Imola, Facilitating Director

DATE: June 2, 2025

SUBJECT: Board Strategic Agenda/Workplan Policy (4-21) Monitoring Report

☐ For Decision ☐ For Information ☒ Monitoring Report

Purpose:

To review the Board Strategic Agenda/Workplan Policy (4-21) Monitoring Report.

Background:

In December 2018, the board approved the **Board Strategic Agenda/Workplan Policy (4-21)**. The purpose of this policy is to ensure that the board adopts and follows an Annual Integrated Board Strategic Agenda/Work Plan to set priorities and guide board meetings and responsibilities throughout the year.

For Consideration:

A monitoring report on the **Board Strategic Agenda/Workplan Policy** is attached at **Appendix A**. A copy of the policy is attached at **Appendix B**.

Public Interest Considerations:

The board has recognised the importance of strong governance to carry out its object of regulating the profession in the public interest and has invested significant time and resources into updating its governance policies and processes. Monitoring important policies confirms that the board is fulfilling its duties and responsibilities and ensures that appropriate processes are in place to provide due diligence to planning and oversight over the College.

Diversity, Equity and Inclusion Considerations:

When reviewing the report, it is incumbent on the board to consider whether any issues or concerns have arisen from a diversity, equity or inclusion perspective.

Risk Management Considerations:

Continually monitoring important policies helps to identify, analyse, and address potential organizational risks before they negatively impact the College.

Recommendations/ Action Required:

That the board evaluate the success of implementing the Board Strategic Agenda/Workplan Policy as presented by the facilitating director's report. In doing this, the board should consider the following questions:

1. The report identifies how the board has interpreted each part of the policy. Does the board agree that these interpretations are accurate?
2. Does the board believe that any areas of the policy should be interpreted differently?
3. Does the board agree with the evidence identified in the report?
4. Does the board have any recommendations on steps that should be taken to address any concerns that have been identified?

Board Strategic Agenda/Workplan Policy 4-21					
Monitoring Report					
#	Policy Criteria	Board Interpretation of Policy Criteria	Evidence Board has met the criteria	Deficiencies and Recommendations	Conclusion: Level of Achievement 1 – Compliance Not Achieved 2 – Compliance Partially Achieved 3 – Compliance Fully Achieved
1.	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 will again briefly revisit the plan to determine if any course corrections are needed.	<i>The Board will have fulfilled this policy by following the key elements outlined. This involves preparing an annual workplan and understanding and monitoring the board’s progress towards completion of this workplan and, where tasks are not completed, identifying the reasons and potential course corrective actions.</i>	<i>Evidence that the board is meeting the required criteria for the period June 2023 to May 2025 is as follows:</i> <ul style="list-style-type: none"><i>December 2023 minutes (item 13) where it can be found in a review of the 2023 Strategic Workplan, that many of the key items were on schedule for completion and those that were deferred were completed later that year.</i><i>At the same meeting the Board of Directors voted and approved of the 2024 Strategic Workplan.</i><i>The Strategic Quarterly mid-year update was presented as item 9 in the June 2024 minutes.</i><i>The December 2024 minutes indicate the Board’s review and approval of the 2025 Strategic Workplan.</i>	<i>Continue to ensure that the deferred items are dealt with as efficiently as possible.</i>	3

2.	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.	<i>The Board will have fulfilled this policy criteria if the information within the Strategic Agenda/Workplan is clear, concise and easy to interpret at a glance.</i>	<p>As presented at the December 2024 meeting. The Board reviewed the achievement of the 2024 Strategic Agenda / Work Plan which was presented in a clear concise chart format using color coding as follows:</p> <p><i>Green = Complete</i> <i>Blue = Complete (moved or added to work plan)</i> <i>Red = Not Complete</i> <i>Orange = Not Complete (moved or added to workplan)</i></p> <p>The 2025 Board Strategic Agenda / Workplan was presented at the Dec 2024 meeting, and it was delivered in a clear transparent and easy to read format that allows each Board member to see at a glance the Board's workplan for the whole year.</p>	None	3
3.	The need for a new governing policy or the need to update a governing policy can be identified/ suggested by Directors of the Board, the Registrar, Board Committees, external advisors and others.	<i>The Board will have fulfilled this policy criteria if it continues to develop and maintain the Policy Governance Manual by evaluating, updating and approving the implementation of its Governance policies.</i>	<p>The Board Decision-Making Policy 4-20, and the Board Policy Development Policy 4-24 outline the board's decision-making and policy development process.</p> <p>The Dec 2023, June 2024 and Dec 2024 minutes also indicate that the board reviewed and approved the 2024-2025 strategic workplans during which time no amendments were requested by the Board for additional policies to be updated or developed.</p>	None	3

Respectfully submitted,

Paul Imola
Name

May 14th, 2025
Date

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 1

2020 BOARD STRATEGIC AGENDA/WORK PLAN TEMPLATE EXAMPLE

OPERATIONAL & MONITORING	POLICY, BYLAW & REGULATION	REPORTS	EXTERNAL MONITORING	TRAINING & DEVELOPMENT	STRATEGIC PLAN MONITORING
Minutes, October	RHPA Amendments By-Law Changes	NACOR Report	Presentation of Internal Security Audit by Castellan	TBD	Review of Q3 Achievements
Year-to-date Financial Variance Report	Updates to Standards of Practice	Committee Reports			
2020 Draft Budget	Updates to QA Program	Registrar's Report			
Approval of Committee Slate	Criminal Record Checks Policy (Reg)	Examinations Report			
Approval of Council meeting dates	Student/Intern Supervision Policy (Reg)				
Election of Chief Examiner	Currency Policy (Reg)				
Election of NEC Rep	Executive Committee Terms of Reference and Mandate Policy (Gov)				
Appointment of Auditor	Role of Committee Chairperson and Vice chair Policy (Gov)				
Election of the 2019 Executive Committee					
Council Evaluations	Council Meeting Process and Agenda Policy (Gov)				