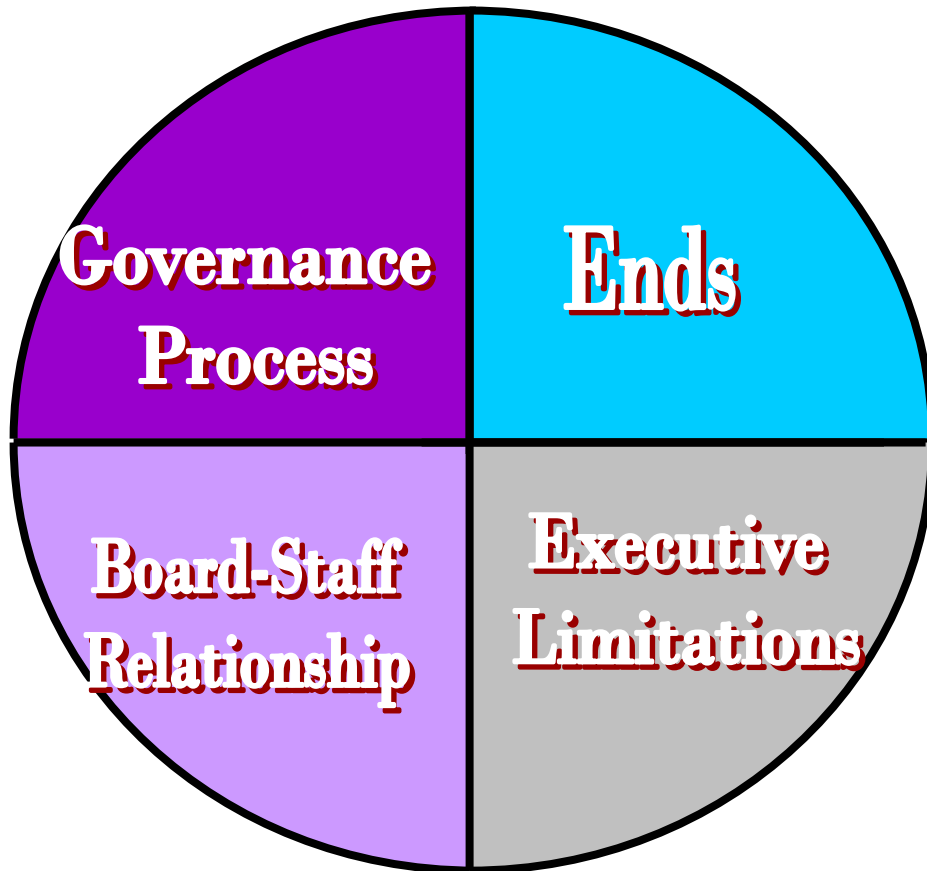
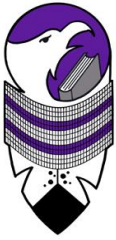


**Grand River Post Secondary Education Board
Policy Manual**





Grand River Post Secondary Education Board

Policy Manual - Table of Contents

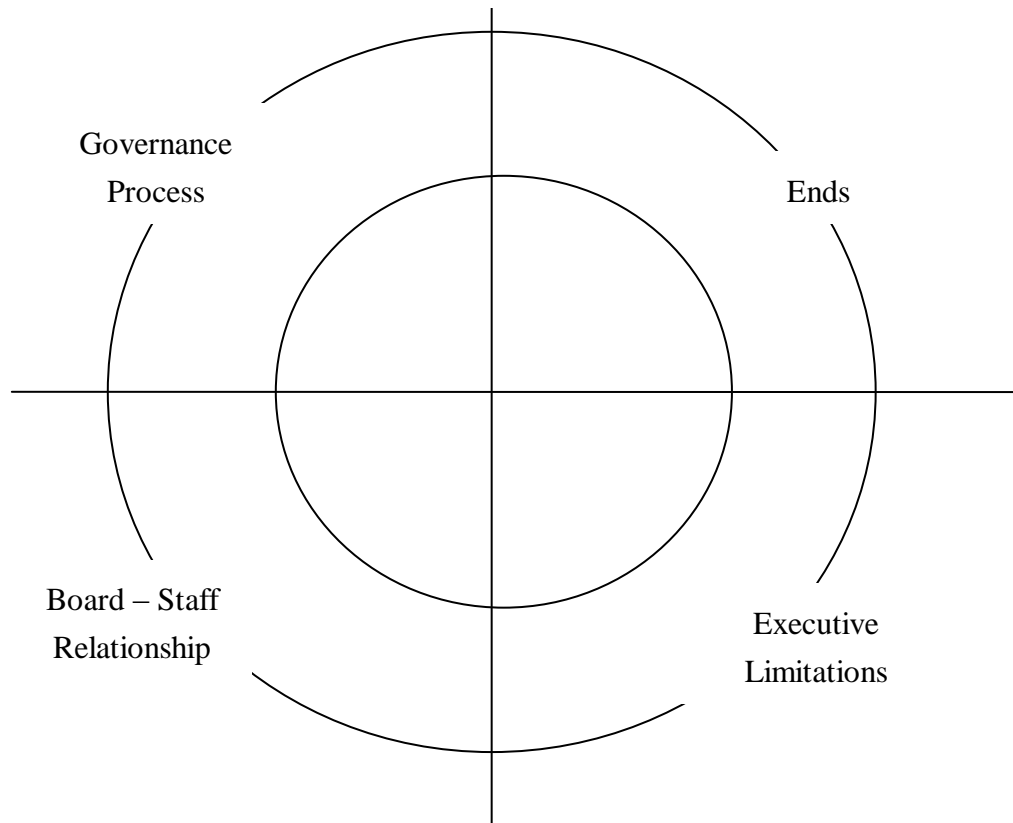
Instructions to Director:

Instructions to Board:

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Grand River Post Secondary Education Board Governance Model

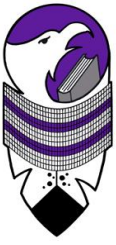
Policy Governance – 4 integrated policy categories



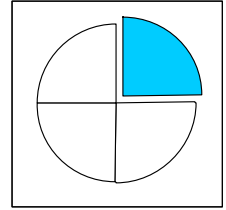
Policies encompass each category because they are written from the broadest to the more specific (the more specific is “nested” within the “biggest policy bowl”).



Systemic rigorous monitoring ensures attainment of ends without violating policy limitations



GRAND RIVER POST SECONDARY EDUCATION BOARD POLICY



Policy Name: Mega End

Number: E

Policy Type: Ends

Date Approved: November 14, 2009

Date Revised: November 12, 2011

Ohsweǵhó:nǵh with Grand River Territory lineage empowered through higher education within available resources and at costs justified by results. (*Cayuga version*)

Ohswekenhro:non with Grand River Territory lineage empowered through higher education within available resources and at costs justified by results. (*Mohawk version*)

Ohsweǵhónǵh with Grand River Territory lineage empowered through higher education within available resources and at costs justified by results. (*Onondaga version*)

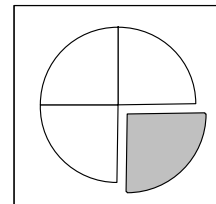
1. A significant number of graduates from a diversity of post secondary education programs and levels of study.
 - 1.1. A portion of the graduates will address the identified needs and strategic directions (areas) of Ohswekehro:non, Onkwehón:wene communities and society at large, including needs related to our languages, traditions and cultures.

Definitions:

1. Graduation – is defined as evidenced by a diploma or degree granted by a Post Secondary Institution recognized by the Grand River Post Secondary Education Office (GRPSEO).
2. Clients of the GRPSEO are potential and present Ohsweǵhó:nǵh students with Grand River Territory lineage.
3. Ohsweǵhó:nǵh , Ohswekenhro:non , Ohsweǵhónǵh – all words mean – people of Ohsweken.



GRAND RIVER POST SECONDARY EDUCATION BOARD POLICY



Policy Name: General Director's
Constraint

Number: EL

Date Approved: November 14, 2009

Policy Type: Executive Limitations

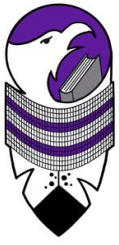
Date Revised: November 12, 2011

The Director shall not cause or allow any practice, activity, decision or organizational circumstance which is imprudent in violation of commonly accepted business and professional ethics including conflict of interest that does not reflect the Hodenosaunee VALUES of ga' nigohi:yo:

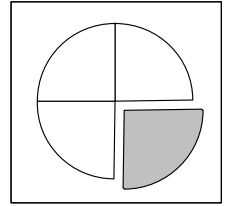
Value	Cayuga	Mohawk	Onondaga
Fairness	odrihwagwaihsq:'	aterihwakwarihsyontshera	odihwagwaihshyo
Sharing	edegakahsq':gwęh	teyoterihwakahsyonkwas	adęnida:sa
Honesty	gagqyohsde:'	tokenskeshera'	gaihwiyo(h(truth) ganigqhiyo
Kindness	adęnidęqsraq	ateniterontshera'	adęnida:sa: ganokwahga:

Or that does not demonstrate:

Value	Cayuga	Mohawk	Onondaga
Confidentiality	adrihwahsęhdq	aterihwahsehtontshera'	gaihwahse dih
Consistency	oihwadq':gęh	aterihwatokentshera'	gaihwado:gęh
Integrity	odrihwagwaihsq:'	aterihwakwarihsyontshera'	ganihgqęwa:nę
Responsibility	gaihwaędahgq	aterihwayentakhwentshera	gaihwayędagwih
Responsiveness	degaihwadra':gwęh	ate'nikonhrat'tokentshera'	gaihwasa:gwęh
Cooperation	degacyenawa'gohq':gye'	tekarihwayenawa'kontshera'	hogayę ih
Openness	q':gęht	ate'nikonhratokenhtshera'	ganigqhiyok
Trustworthiness	oihwadq'ęhsra'	tekanyahesenhtshera'	hoyada:ę nih



GRAND RIVER POST SECONDARY EDUCATION BOARD POLICY



Policy Name: Treatment of Clients

Number: EL-1

Policy Type: Executive Limitations

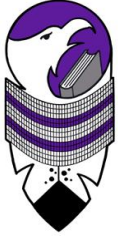
Date Approved: November 14, 2009

Date Revised: November 12, 2011

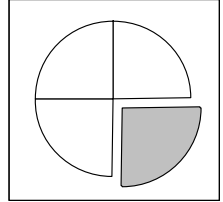
Dealings with clients shall not be unethical, unprofessional or disrespectful.

Accordingly, without limiting the scope of the above statement, the Director shall not:

1. Treat clients inconsistent with published Grand River Post Secondary Education Student Assistance policy.
2. Deny eligible students requesting funding access to funding within available resources.
3. Fail to make available accurate and timely information to students, families, and the community regarding educational trends, opportunities and available resources to support post secondary education.
4. Fail to inform students, families, and the community that available funding may not be sufficient to meet the full requirements.



GRAND RIVER POST SECONDARY EDUCATION BOARD POLICY



Policy Name: Treatment of Staff

Number: EL-2

Policy Type: Executive Limitations

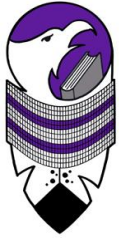
Date Approved: November 14, 2009

Date Revised: November 22, 2008

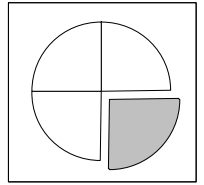
Dealings with staff, volunteers and others shall not be inhumane, unfair, undignified, unsafe or unclear.

Accordingly, without limiting the scope of the above statement, the Director shall not:

1. Operate without personnel policy which clarifies personnel procedures for staff, provides for effective handling of disputes, and protects against wrongful conditions.
2. Discriminate against any staff member for expressing an ethical dissent.
3. Prevent staff from bringing a dispute to the Board when (A) internal dispute procedures have been exhausted and (B) the employee alleges either (i) that board policy has been violated to his or her detriment or (ii) that board policy does not adequately protect his or her rights as an employee.
4. Fail to acquaint staff with their rights under this board policy.
5. Fail to accommodate Ganóhse:s (Longhouse) ceremonies and observances.
6. Develop personnel policy and procedures without consulting with the staff.



GRAND RIVER POST SECONDARY EDUCATION BOARD POLICY



Policy Name: Budgeting/Forecasting

Number: EL-3

Policy Type: Executive Limitations

Date Approved: November 14, 2009

Date Revised: November 12, 2011

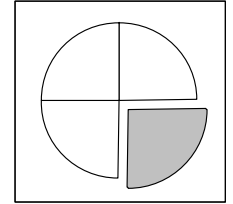
Budgeting any fiscal period shall not deviate materially from Board ENDS priorities, or risk fiscal jeopardy.

Accordingly, without limiting the scope of the above statement, the Director shall not cause or allow budgeting which:

1. Contains too little information to communicate projection of revenues and expenses.
2. Plans for the expenditure in any fiscal year of more funds than are projected to be received in that period, except as explicitly authorized by the Board.
3. Provides less than determined annually by the Board for the Board's direct use during the year, such as costs of fiscal audit, Board development, Board and committee meetings, and Board legal fees. Each year the annual budget is set at a maximum allowance of 1.5% of revenues.



GRAND RIVER POST SECONDARY EDUCATION BOARD POLICY



Policy Name: Financial Condition

Number: EL-4

Policy Type: Executive Limitations

Date Approved: November 14, 2009

Date Revised: November 22, 2008

Actual financial conditions at any time shall not incur fiscal jeopardy or compromise Board Ends priorities.

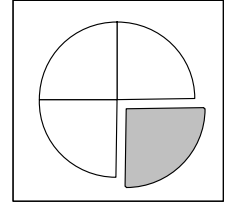
Accordingly, without limiting the scope of the above statement, the Director shall not:

1. Fail to inform the Board of inter-fund shifting within the set budget including reserve funds.
2. Allow government-ordered payments or filings to be overdue or inaccurately filed.
3. Seek or obtain funding outside of approved funding sources. Approved sources include resources from the Federal Government, scholarships and bursaries; and donations from legal, ethical and reputable entities.
4. Fail to disclose the source of donations as verified legitimate.
5. Fail to account for available resources in relation to strategically identified growing needs.
6. Fail to provide, to the Board, data required to advocate for increased awareness about growing needs and limited resources available for Onkwehon:we post secondary education.
7. Settle payroll and debts in an untimely manner.
8. Operate without appropriately designated signing authorities.
 - 8.1 The Director and one staff member shall have cheque signing authority along with two board members appointed annually or as needed by board decision.
 - 8.2 Cheques to be signed by one designated board member and one staff member or two designated board members.

- 8.3 In the event that no designated board member is available to sign cheques, the Director and the one staff member can sign cheques. However, the circumstances leading to this decision must be documented and the Board notified.



GRAND RIVER POST SECONDARY EDUCATION BOARD POLICY



Policy Name: Asset Protection

Number: EL-5

Policy Type: Executive Limitations

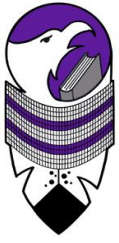
Date Approved: November 14, 2009

Date Revised: November 14, 2009

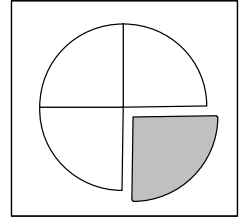
Assets shall not be unprotected, inadequately maintained or unnecessarily risked.

Accordingly, without limiting the scope of the above statement, the Director shall not:

1. Operate without established financial operational policies and procedures that meet the appointed auditor's standards.
2. Fail to insure against theft and casualty losses to at least 80% replacement value and against liability losses to board members, staff and the organization itself in an amount greater than the average for comparable organizations.
3. Allow uninsured personnel access to material amounts of funds.
4. Subject equipment to improper wear and tear or insufficient maintenance.
5. Unnecessarily expose the organization, its Board, staff and paid/unpaid volunteers to claims of liability.
6. Make any purchase and/or commitment: (a) wherein normally prudent protection has not been given against conflict of interest; (b) of over \$1,500 without having obtained comparative prices and quality; (c) of over \$5,000 without obtaining three quotes; (d) of over \$10,000 without assuring the balance of long term cost and quality.
7. Invest or hold operating capital in insecure instruments, including uninsured chequing accounts and uninsured bonds and/or investment instruments, or in non-interest bearing accounts except where necessary to facilitate ease in operational transaction (i.e. chequing accounts).
8. Acquire, encumber or dispose of real property (land and buildings) without Board approval.
9. Compromise the independence of the appointed auditor or other external monitoring or advice.
10. Operate without a current Asset ledger.



GRAND RIVER POST SECONDARY EDUCATION BOARD POLICY



Policy Name: Compensation and Benefits

Number: EL-6

Policy Type: Executive Limitations

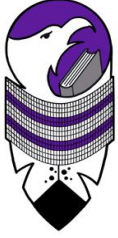
Date Approved: November 14, 2009

Date Revised: November 14, 2009

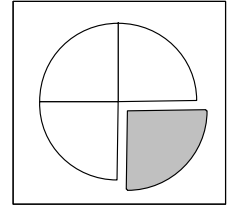
Compensation and benefits for staff shall not deviate materially from prevailing market rates, or cause jeopardy to fiscal integrity or public image.

Accordingly, without limiting the scope of the above statement, the Director shall not:

1. Establish current compensation and benefits which:
 - Deviate materially from the geographic or professional market for the skills employed.
 - Create obligations over a longer term than revenues can be safely projected, in no event longer than one year and in all events subject to losses of revenue.
2. Change his/her own compensation and benefits.
 - Shall not receive benefits inconsistent with other GRPSEO employees.



GRAND RIVER POST SECONDARY EDUCATION BOARD POLICY



Policy Name: Communication and Support
to the Board

Number: EL-7

Policy Type: Executive Limitations

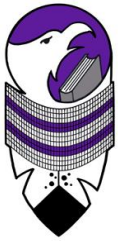
Date Approved: November 14, 2009

Date Revised:

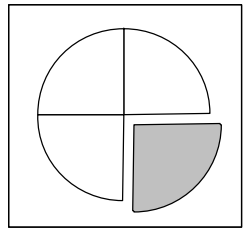
Information and advice to the Board shall have no significant gaps in timeliness, completeness or accuracy.

Accordingly, without limiting the scope of the above statement, the Director shall not:

1. Neglect to make available to the Board adequate information to support informed Board decisions, including relevant environmental scanning data, a representative range of staff and external points of view, significant issues or changes within the external environment which may have a bearing on any existing board policies, along with alternative choices and their respective implications.
 - 1.1. Fail to provide, to the Board, data required to advocate for increased awareness about growing needs and limited resources available for Onkwehon:we post secondary education
2. Neglect to submit monitoring data required by the Board (see policy on Monitoring Director Performance) in a timely, accurate and understandable fashion, including explicit Director interpretations and evidence of compliance with the board policies being monitored.
3. Fail to notify the Board of relevant incidental information, including, anticipated adverse media coverage, material external and internal changes, particularly changes in the assumptions upon which any board policy has been previously established.
4. Fail to advise the Board if in the Director's opinion, the Board is not in compliance with its own policies on Board Governance and Board-Staff Relationship, particularly in the case of board behaviour which is detrimental to the work relationship between the Board and the Director.
5. Present information in unnecessarily complex or lengthy form.
6. Fail to provide a mechanism for official Board or committee communications.
7. Fail to deal with the Board as a whole except when (a) fulfilling individual requests for information or (b) responding to committees duly charged by the Board.
8. Fail to report in a timely manner actual or anticipated non-compliance with any policy of the Board, regardless of whether the policy is scheduled for monitoring.
9. Neglect to supply for the consent agenda all items delegated to the Director, yet required by funding agreements to be board-approved, along with the monitoring assurance pertaining to the item(s).



GRAND RIVER POST SECONDARY EDUCATION BOARD POLICY



Policy Name: Emergency Executive Succession

Number: EL-8

Policy Type: Executive Limitations

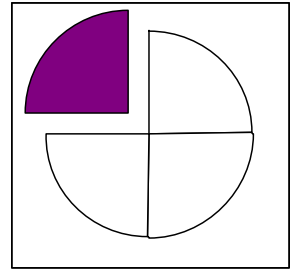
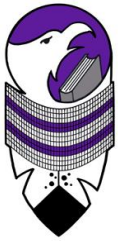
Date Approved: November 14, 2009

Date Revised:

The Director shall not fail to ensure that there is sufficient organizational capacity for the competent operation of the organization to continue in the event of sudden loss of Director services.

Accordingly, without limiting the scope of the above statement, the Director shall not:

1. Operate without at least one staff member who is well informed and delegated to carry out the Director's duties within established policies.
2. Fail to report to the board the emergency succession appointee



GRAND RIVER POST SECONDARY EDUCATION BOARD POLICY

Policy Name: Global Governance Process

Number: GP

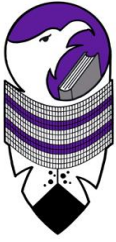
Policy Type: Governance Process

Date Approved: November 14, 2009

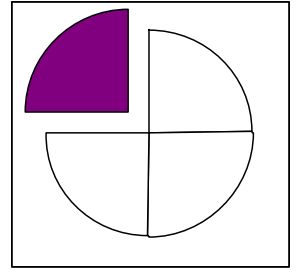
Date Revised: November 12, 2011

The purpose of the Board on behalf of its moral ownership, *Ohsweq̓hó:nq̓h* with Grand River Territory lineage, is to determine and demand appropriate organizational performance and to ensure public accountability of the Board. This includes achieving the ends specified in Board Ends policies and avoids unacceptable actions and situations as prohibited in Board Executive Limitations policies. The Board's role is unique in this trust obligation.

Public accountability: This includes being accountable to the ownership for competent, conscientious and effective accomplishments of its obligations through activities such as: annual reports to both Councils at Six Nations and Annual Recognition of Students.



GRAND RIVER POST SECONDARY EDUCATION BOARD POLICY



Policy Name: Governing Style

Number: GP-1

Policy Type: Governance Process

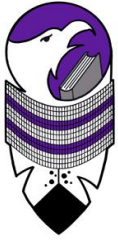
Date Approved: November 14, 2009

Date Revised: November 13, 2010

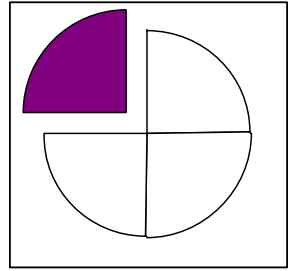
The Board will govern in a manner consistent with Hodenosaunee values as stated in board policy and be proactive rather than reactive. The Board will emphasize an outward vision and strategic leadership rather than an internal preoccupation on administrative detail. The Board will have a clear distinction of Board and staff roles, and will also focus on the collective rather than individual needs, future rather than past or present.

More specifically, the Board will:

1. Operate in ways mindful of its trust obligation to Ohswegehó:nq̄h with Grand River Territory lineage who morally own the organization. It will allow no officer, individual or committee of the Board to hinder or be an excuse for not fulfilling this commitment.
2. Enforce upon itself whatever discipline is needed to fulfil its obligations with excellence. Discipline will apply to matters such as attendance, policy making principles, respect of roles and speaking with one voice, and ensuring the Board's obligations are fulfilled. Although the Board can change its governance process policies at any time, it will adhere to them scrupulously while in force.
3. Continually redevelop including the orientation of new members of the Board's vision and policy process and periodic Board discussion of process improvement.
4. Direct, control and inspire post secondary services for Six Nations through the careful establishment of the broadest organizational policies reflecting the Board's values and perspectives. The Board's major focus will be on the intended long term impacts (ends), not on the administrative or programmatic means of attaining those effects.
5. Cultivate a sense of group responsibility. The Board, not the staff, will be responsible for excellence in governing. The Board will be the initiator of Board policy, not merely a reactor to staff initiatives. The Board will use the expertise of individual members to enhance the ability of the Board as a body, rather than to substitute their individual judgements for the Board's values.
6. Monitor and discuss the Governance process and performance at each meeting. Self- monitoring will include comparison of Board activity and discipline to policies in the Board Governance and Board-Staff Relationship categories as per the Board's annual planning cycle.



GRAND RIVER POST SECONDARY EDUCATION BOARD POLICY



Policy Name: Role of the Board

Number: GP-2

Policy Type: Governance Process

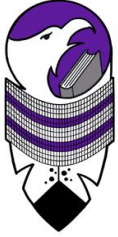
Date Approved: November 14, 2009

Date Revised: November 12, 2011

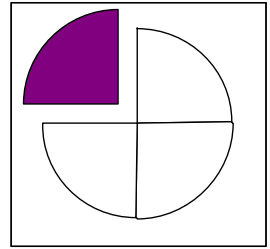
It is our belief and vision that acquiring knowledge, skills, capabilities, and confidence empower individuals to be self-sufficient and contribute to their communities and society at large. Post Secondary education provides a path to do this.

Specific contributions of the Board, as an informed representative body of the ownership, are those that ensure appropriate organizational performance. Therefore, the Board will be accountable to the owners for the following contributions.

1. The link between the organization and the ownership.
2. Written policies which, at the broadest levels, distinguish the Board's own role from the role of its staff, and which address:
 - 2.1 ENDS: Ends policies speak to what benefit and to what recipient and at what cost.
 - 2.2 EXECUTIVE LIMITATIONS: Constraints on Director authority which establish the boundaries of prudence and ethics within which all activities and decisions must take place.
 - 2.3 GOVERNANCE PROCESS: Specifications on how the Board will govern and on whose behalf.
 - 2.4 BOARD-STAFF RELATIONSHIP: How responsibility is delegated and accountability evaluated.
3. Assurance of organizational performance through structured monitoring of the Director as outlined in policies on Board-Staff Relationship.
4. External linkages in order to effect external policy or legislative change impacting on the organization.
 - 4.1 To develop and implement proactive strategies to enact positive changes in the post secondary learning environment necessary to meet ends policy. This includes changes in legislation, policy, programs and services. This includes working through existing and future channels and requires keeping up to date on all relevant developments.
5. Resourcing: As per the Memorandum of Understanding (MOU) between Six Nations Elected Council and Aboriginal Affairs and Northern Development Canada (AANDC) dated August 19, 1992 and MOU with Six Nations Elected Council BAND COUNCIL RESOLUTION (BCR) dated July 26, 2010; and fundraising which includes accessing resources including but not limited to AANDC.



GRAND RIVER POST SECONDARY EDUCATION BOARD POLICY



Policy Name: Board Linkage with Ownership

Number: GP-3

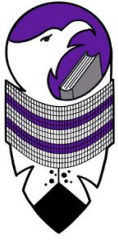
Policy Type: Governance Process

Date Approved: November 14, 2009

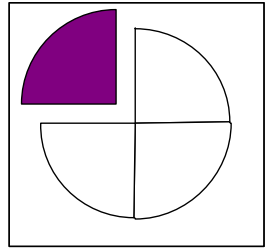
Date Revised: November 13, 2010

The owners of the Grand River Post Secondary Education Office are Ohswegehó:nq̄h with Grand River Territory lineage. The Board will be accountable for the organization to its owners as a whole. The Board will act on behalf of the owners as a whole, rather than being advocates for specific interest groups.

1. When making governance decisions, Board members will maintain a distinction between their personal interests as “customers” of the GRPSEO’s services, and their obligation to speak for others as a representative of the “owners” as a whole.
2. The Board must take on the responsibility to link with the ownership for the purposes of identifying the values that should guide policy decisions with respect to their trust obligation. The linkages shall be facilitated by:
 - reviewing reports in the media
 - discussions with the ownership, for example:
 - the Six Nations Elected Council
 - the Confederacy Council
 - other community boards
 - focus groups
 - attending community functions that relate to the Board's ends policies.



GRAND RIVER POST SECONDARY EDUCATION BOARD POLICY



Policy Name: External Linkages

Number: GP-4

Policy Type: Governance Process

Date Approved: November 14, 2009

Date Revised: November 12, 2011

The Board will be proactive in influencing external educational agencies in order to create a climate favourable for achievement of the Ends.

Accordingly, the Board will:

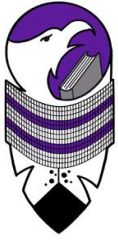
1. Advocate through external linkages for the necessary resources, including but not limited to: AANDC, Post Secondary Education & Training, other Post Secondary Boards, G.R.E.A.T., ACCC, Ministry of Education and Training, Colleges & Universities Ontario, Ontario Council of University Affairs, McGill University, University of Toronto, and Aboriginal institutions.

1.1 Prioritize external linkages according to impact on the services through the Grand River Post Secondary Education organization

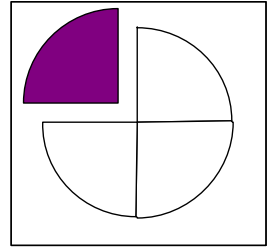
2. Prepare proactive policy options with implications for Board deliberation and decisions regarding external legislative and policy initiatives (including funding) that have an impact on the Board's ends priorities.

2.1 Develop proactive strategies to implement the policy options.

3. Monitor, quarterly, the impact of the Board's external linkage strategies and activities.



GRAND RIVER POST SECONDARY EDUCATION BOARD POLICY



Policy Name: Participation in Aboriginal
Education Councils

Number: GP-5

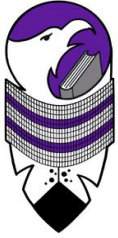
Date Approved: November 22, 2008

Policy Type: Governance Process

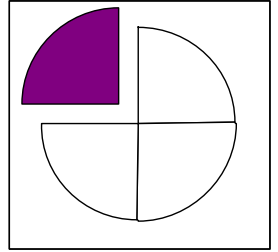
Date Revised: November 12, 2011

In order to fulfil its external linkage responsibilities, the Board may appoint members to participate in an AEC on an annual basis, dependent on available resources, in order to influence the institutions in a manner that will produce conditions favourable to the achievement of Ends.

1. Board members participating in an A.E.C. are therefore expected to influence the institutions positively.
 - 1.1. Push the institution to create an environment that produces graduates, i.e., have necessary student supports in place to meet student needs.
 - 1.1.1. Monitor the quality of student support programs and the learning environment.
 - 1.1.2. Advocate for appropriate cultural awareness within the institution.
 - 1.2. Ensure accountability of the institution by monitoring through reports provided by the institution
 - 1.2.1. funding, i.e.; Aboriginal funding spent as intended.
 - 1.2.2. quality indicators, i.e.; student evaluations, institutional reports and external reviews
 - 1.2.3. for outcomes, i.e.; report on graduation and retention rates as well as post graduate results of employment, etc.
2. Work strategically to address community needs through community representation.
3. Link with other A.E.C. Onkwchón:we representatives (including inter-AEC linkages) and work on key issues.
4. Advocate for Aboriginal research that is ethical and representative, especially as it pertains to Six Nations of the Grand River.
5. An appointed Board member will attend regular A.E.C. meetings on a quarterly basis (minimum of 4 and a maximum of 6 within a calendar year: January to December). Any additional or irregular meetings will be at the discretion of the Chair in consultation with the Director.
6. Such appointed Board members will report to the Board for information purposes and include information regarding number of meetings scheduled and attended.



GRAND RIVER POST SECONDARY EDUCATION BOARD POLICY



Policy Name: Chairperson's Role

Number: GP-6

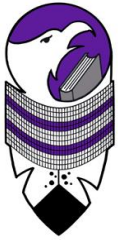
Policy Type: Governance Process

Date Approved: November 14, 2009

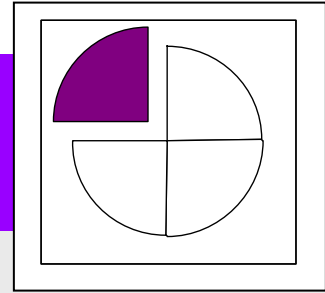
Date Revised: November 12, 2011

The outcome that the Chairperson is primarily responsible for is the integrity of the Board's process and, secondarily, occasional representation of the Board to outside parties. The Chairperson is the only Board member authorized to speak for the Board (beyond reporting Board decisions), other than in rare and specifically authorized instances as in the case of Council representatives to the Board (see this provision in Role of the Board policy).

1. The Chairperson is responsible for ensuring that the Board behaves consistent with its own rules and those legitimately imposed upon it from outside the organization.
 - 1.1. Meeting discussion content will only be those issues which, according to board policy, clearly belong to the Board, not the Director.
 - 1.2. Deliberation will be fair, open and thorough but also efficient, timely, orderly and kept to the point.
2. The authority of the Chairperson consists of making decisions that fall within the topics covered by board policies on Governance Process and Board-Staff Relationship, except where the Board specifically delegates portions of this authority to others. The Chairperson is authorized to use any reasonable interpretation of Governance Process and Board-Staff Relations policies. However, the Chairperson has no authority to make decisions about policies created by the Board within Ends and Executive Limitations policy areas. Therefore, the Chairperson has no authority to supervise or direct the Director.
 - 2.1. The Chairperson is responsible to chair Board meetings with all the commonly accepted duties of that position (e.g. ruling, recognizing).
 - 2.2. The Chairperson shall participate in forums that legitimately impose/impact on the organization and participate in policy development within these forums provided this participation is in line with board policy.
 - 2.3. The Chairperson will provide information and support to the Board at each quarterly meeting and provide an oral or written report to the Board.
3. The Chairperson may delegate this responsibility, but remains accountable for its use.



GRAND RIVER POST SECONDARY EDUCATION BOARD POLICY



Policy Name: Board Committee Principles

Number: GP-7

Policy Type: Governance Process

Date Approved: November 22, 2008

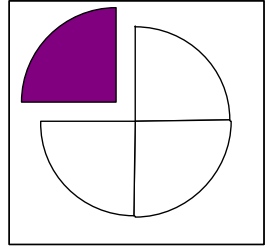
Date Revised: November 13, 2010

Board committees will operate so as never to interfere with delegation from the Board to the Director, and to reinforce the wholeness of the Board's Role.

1. Board committees are to help the Board do its job. They do not help the staff do its job or advise staff.
2. Board committees ordinarily assist the Board by preparing policy alternatives and implications for Board deliberations. They do not set policies.
3. Board committees may not speak or act for the Board except when formally given such authority for specific and/or time-limited purposes. Expectations and authority will be carefully stated in order not to conflict with authority delegated to the Director.
4. Board committees cannot exercise authority over staff. Because the Director works for the full Board, he or she will not be required to obtain approval of a board committee for executive action. In keeping with the Board's broader focus, board committees will normally not have direct dealings with current staff operations.
5. A board committee that has helped the Board create policy on some topic will not participate in monitoring organizational performance on that same subject. This separation of responsibility for policy development and responsibility for monitoring policy compliance is to prevent a Committee from identifying with a part of the organization rather than the whole. The Board retains responsibility and authority to monitor organizational performance.
6. This policy applies only to committees which are formed by Board action, whether or not the committees include board members. It does not apply to committees formed under the authority of the Director.
7. Committee costs shall not exceed one thousand five hundred dollars (\$1,500) per committee per annum. Any costs above and beyond will require board approval.
 - 7.1 Committee expenses are to be reported to the board.
 - 7.2 The cost in staff hours will be monitored and limited by the Director to ensure no undue disruption to operations.
8. No committee has authority to change board policy.



GRAND RIVER POST SECONDARY EDUCATION BOARD POLICY



Policy Name: Board Committee Structure

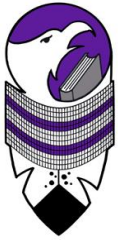
Number: GP-8

Policy Type: Governance Process

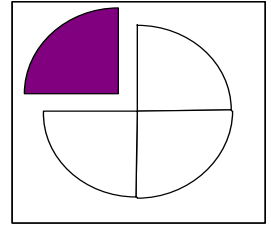
Date Approved: November 14, 2009

Date Revised:

A committee is a board committee only if its existence and mandate come from the Board. The only board committees are those which are set forth in this policy. Each committee shall be provided with written terms of reference specifying the product(s) expected, and the limits of the committee's authority. The membership of a board committee shall consist of a minimum of two board members appointed by the Board. The Board may establish Ad Hoc committees as required.



GRAND RIVER POST SECONDARY EDUCATION BOARD POLICY



Policy Name: Nominating Committee Structure

Number: GP-8.1

Terms of Reference

Policy Type: Governance Process

Date Approved: November 14, 2009

Date Revised: November 12, 2011

1. Product

1.1. Properly screened potential board members to fill vacancies, for the board's decision.

1.1.1. Decision information shall include:

- Verification that the candidate does not have a conflict of interest
- Committee's assessment of the candidate based on personal interviews.
- Current Police Information Check.

2. Authority

2.1 The committee has authority to spend no more than \$1,500 per annum, and to use normal administrative support assistance from staff as approved by the Director.

2.2 The committee has authority to publicly advertise for candidates and conduct screening interviews.

3. Composition

3.1 Three board members

4. Procedures for Nominating Committee:

1. The Nominating Committee is determined as per board policy.

2. The call for applications is placed in the local newspapers stating the determined deadline.

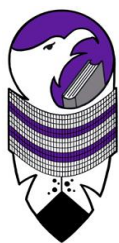
3. Nominating Committee receives and screens applications and determines any conflict of interest.

4. Nominating Committee meets to devise interview questions, answers and scoring system and date, time(s) and place of personal interviews.

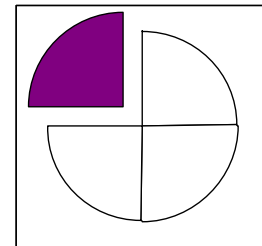
5. Selected applicant(s) are contacted and asked to attend the personal interview at the pre-determined date, time and place. The applicants will also be advised of the availability of the policy binder for their perusal.

6. Nominating Committee conducts personal interviews and takes nominations to the GRPSE Board for a decision. The Nominating Committee shall inform the Board Chair who will schedule a meeting of the Board, conduct a telephone survey or undertake other personal contact to expedite the process.

7. The Chair will advise the successful candidate/candidates in writing of a conditional offer subject to the receipt of a clear "negative" Police Information Check. Costs associated with the Police Information Check will be covered by GRPSEO.



GRAND RIVER POST SECONDARY EDUCATION BOARD POLICY



Policy Name: Code of Conduct

Number: GP-9

Policy Type: Governance Process

Date Approved: November 14, 2009

Date Revised: November 13, 2010

The Board expects of itself and its members legal, ethical and professional conduct. This commitment includes the proper use of authority and appropriate decorum in group and individual behaviour of board members.

Board conduct will reflect these Hodenosaunee values of *ga'nigohi:yo*:

Value	Cayuga	Mohawk	Onondaga
Fairness	odrihwagwaihsq:'	aterihwakwarihsyontshera	odihwagwaihsyq
Sharing	edegakahsq:gwqh	teyoterihwakhahsyonkwas	adnida:sa
Respect/ Honesty	gagoyohsde:'	tokenskeshera'	gaihwiyo(truth) ganigohiyoh
Kindness	adnidqsraq	ateniterontshera'	adnida:sa ganokwahga:

And in doing this, the members will demonstrate:

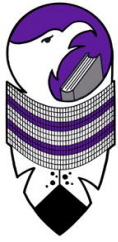
Value	Cayuga	Mohawk	Onondaga
Confidentiality	adrihwahsedqh	aterihwahsehtontshera'	gaihwahse dih
Consistency	oihwado:geh	aterihwatokentshera'	gaihwado:geh
Integrity	odrihwagwaihsq:'	aterihwakwarihsyontshera'	ganihgohewa:neq
Responsibility	gaihwaqdagqh	aterihwayentakhwentshera	gaihwaydagwih
Responsiveness	degaihwadra:gwqh	ate'nikonhrat'tokentshera'	gaihwasa:gwqh
Cooperation	degaeyenawa'gohq:gye'	tekarihwayenawa'kontshera'	hogaye ih
Openness	o:geht	ate'nikonhratokenhtshera'	ganigohiyok
Trustworthiness	oihwadogehsra'	tekanyahesenhtshera'	hoyada:de nih

More specifically, board members are required to comply with the following.

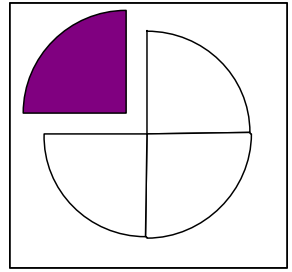
1. In the event of being charged with a criminal offence, the board member is required to disclose the charge to the Board Chair within thirty days.
 - 1.1. The Board member has the option to take leave from the Board, resign from the Board or appeal their situation to the Board for consideration and determination of the board member's status with the Board. Written notification of the selected option is required.
 - 1.2. The Board member convicted of a criminal offence shall be removed from the Board.
2. Board members must bring forward the interests of the ownership without prejudging the value and validity of these interests. This obligation supersedes any conflicting loyalty such as that to advocacy or interest groups and membership on other boards or staffs.
3. Members are accountable to exercise the powers and discharge the duties of their office honestly and in good faith. Members shall exercise the degree of care, diligence and skill that a reasonably prudent person would exercise in comparable circumstances.

4. Board members must avoid any conflict of interest with respect to their trust obligation to the ownership, consistent with the Conflict of Interest policy.
 - 4.1. There shall be no self-dealing or any conduct of private business or personal services between any board member and the organization except as procedurally controlled to assure openness, competitive opportunity and equal access to information.
5. Board members must not use their positions to obtain employment in the organization for themselves, family members or close associates. More specifically, board members are required to declare conflict of interest in any matter dealing with an immediate family member.
 - 5.1. Immediate family is defined as: spouse, children, parents, mother-in-law, father-in-law, and siblings.
6. Should a board member be considered for employment or contract, she/he must temporarily withdraw from board deliberation, board decision process and access to applicable board information.
7. Board members must not attempt to exercise individual authority over the organization except as explicitly set forth in board policies.
 - 7.1. Board member interaction with the Director or with staff must recognize the lack of authority in any individual board member or group of board members except as noted above.
 - 7.2. Board member interaction with the public, press or other entities must recognize the same limitation and the similar inability of any board member or board members to speak for the Board.
 - 7.3. Board members will make no judgements of the Director or staff performance except as that performance is assessed against explicit board policies by the official process.
8. It is a board member's responsibility to guard and safeguard matters deemed to be of a confidential and sensitive nature, no matter how the confidential information is transmitted. These matters include: information of a personal nature involving student clients, staff and board members; negotiations and such matters as are deemed to be confidential and of a sensitive nature.
9. Board members shall be familiar with the founding documents and policies of the organization as well as the rules of procedure and proper conduct of a meeting so that any decision of the Board may be made in an efficient, knowledgeable and expeditious fashion.
10. Board members will be properly prepared for Board deliberation.
11. Board members shall regularly take part in educational activities that will assist them in carrying out their responsibilities
12. Board members are expected to attend all duly constituted board meetings. If a board member is unable to attend a board meeting, the board member is required to notify the Grand River Post Secondary Education Office.
 - 12.1 A board member's seat will be deemed to be vacated when the board member fails to attend two consecutive, duly constituted, quarterly meetings, in a twelve month cycle without reasonable explanation.

- 12.2 A Board member may request a formal leave of absence from the Board to a maximum of one year, e.g., illness, exceptional circumstances. The Board will consider the request but will deny such a request when it is determined that the requested leave will impair the Board's ability to adequately perform its role. If granted the leave will commence with the first meeting missed.
13. Board members shall ensure that unethical activities not covered or specifically prohibited by board policy or law, are neither encouraged nor condoned.
14. In case of breach of any board policies, the following disciplinary action steps will be taken as necessary.
- 14.1. Where there has been a failure on the part of a board member to comply with board policy the Board may direct the Chair to:
- ◆ issue a verbal reprimand;
 - ◆ issue a written reprimand;
 - ◆ request that the board member resign;
 - ◆ suspend the board member;
 - ◆ declare the seat vacant.
- 14.2. Board member will be notified in writing of the breach and the penalty identified as per board policy. The written notification will come from the Board and be sent via registered mail, e.g., attendance.
- 14.3. For appointed Board members, if there are concerns, these concerns and questions are to be forwarded by the board in a timely manner to the appointing agency and may include a request for a different board member appointment.



GRAND RIVER POST SECONDARY EDUCATION BOARD POLICY



Policy Name: Conflict of Interest

Number: GP-10

Policy Type: Governance Process

Date Approved: November 14, 2009

Date Revised: November 13, 2010

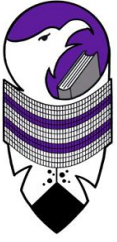
It is important to note that the Grand River Post Secondary Board represents its moral ownership, Ohsweghó:nqh with Grand River Territory lineage. Community perception is important. Although the issue of apparent conflict will often be more problematic than the issue of real or potential conflict, trust and confidence in the Board can only be sustained if all forms of conflict of interest are identified, disclosed and resolved. Conflict of interest policy for the Grand River Post Secondary Board Members is intended to:

- protect the integrity of the Grand River Post Secondary Board and its ethical standards,
 - protect the integrity of a board member who faces a conflict of interest.
 - assist in determining if and when a member may be in a conflict of interest situation;
 - protect the integrity of the Board and individual board members who follow conflict of interest provisions.
1. A conflict of interest arises when a board member's private or personal interests supersede or compete with his/her role and responsibilities as a board member. This could arise from Real, Potential or Apparent Conflict of Interest of a financial or other nature:
 - 1.1. A "**Real Conflict of Interest**" exists when a board member has a private or personal interest that is sufficiently connected to his or her duties and responsibilities as a board member that it influences the exercise of these duties and responsibilities.
 - 1.2. A "**Potential Conflict of Interest**" exists when a board member has a private or personal interest that could influence the performance of a board member's responsibilities, provided that he or she has not yet exercised that duty or responsibility.
 - 1.3. An "**Apparent Conflict of Interest**" exists when reasonably well-informed persons could properly have a reasonable belief that a board member has a Real Conflict of Interest, even where there is no real conflict in fact.
 2. **Private/Personal Interests Defined.** Private/Personal interests include pecuniary and non-pecuniary interests. For the purpose of these guidelines, "immediate family" is defined as spouse, children, parents, mother-in-law, father-in-law, and siblings.
 - 2.1 Generally, financial and non-financial interests lead to conflict of interest when a board member or immediate family member is in a position to, either directly or indirectly:
 - personally benefit financially or avoid financial loss as a result of a contract or other matter of monetary nature in which the Board is involved; or
 - use for personal benefit information that has been obtained as a result of being a board member.

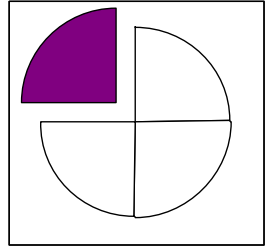
- 2.2 Conflict of interest should **not** be deemed to exist where:
- a financial and non-financial interest is so remote or insignificant in nature that it cannot reasonably be regarded as likely to influence the board member, and/or;
 - the financial and non-financial interest of the board member is in common with a broad group of which he/she is a member.
- 2.3 Other private/personal interests lead to conflict of interest when a board member has non-economic interests such as religious, political, corporate, and/or institutional interests which supersede or compete with his or her duties and responsibilities as a board member.
3. **Declaration of Conflict.** Board members are expected to conduct themselves in a manner to avoid a conflict of interest.
- At the beginning of every Board/committee of the Board meeting, the chair should ask and have recorded in the minutes whether any member has a conflict to declare in respect to any agenda item.
 - Where conflict cannot be avoided, the guidelines on declaration of conflict are as follows
 - i. In cases where conflict of interest cannot be avoided, a board member must declare conflict of interest at the earliest opportunity and, at the same time, should declare the general nature of the conflict.
 - ii. Where a board member is unsure whether he/she is in conflict, that member should raise the perceived potential conflict with the Board, and the Board should determine by consensus whether or not a conflict of interest exists.
 - iii. Where a conflict of interest is discovered after consideration of a matter, it must be declared to the Board and appropriately recorded at the first opportunity. If the Board determines that involvement of said member influenced the decision of the matter, the Board must re-examine the matter and may rescind, vary or confirm its decision.
 - iv. Any board member who perceives another member to be in conflict of interest in a matter under consideration must raise this concern with the Chair of the Board. The Chair, in turn, must discuss the matter with the board member who is perceived to be in conflict. If the discussion does not lead to a resolution, the matter must be brought to the Board and the Board must determine by consensus whether or not a conflict of interest exists.
4. **Board Procedures where Conflict Exists.** The Chair will have recorded in the minutes any declared conflict of interest on the part of a board member and, if relevant, that the member withdrew from any discussion or decisions.
- 4.1 Where a board member has declared or has been found to be in conflict of interest, the member must:
- not attempt in any way whether before, during or after the meeting to influence the decision on the related matter
 - refrain from participating in any discussions or decisions of the related matter by the Board or a committee of the Board; and
 - withdraw from the board meeting or a board committee meeting while the matter is being discussed.

4.2 Where there has been a failure on the part of a board member to comply with these conflict of interest guidelines, the Board may direct the Chair to:

- issue a verbal reprimand;
- issue a written reprimand;
- request that the board member resign;
- suspend the board member;
- declare the seat vacant.



GRAND RIVER POST SECONDARY EDUCATION BOARD POLICY



Policy Name: Investment in Governance

Number: GP-11

Policy Type: Governance Process

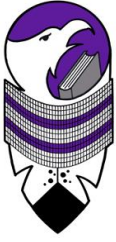
Date Approved: November 22, 2008

Date Revised: November 12, 2011

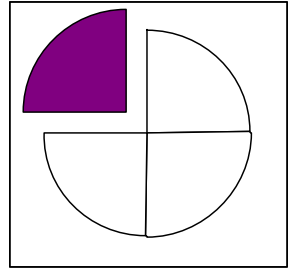
The Board is committed to continually improving its processes and policies.

More specifically, the Board will:

1. Develop and implement an annual plan for Board education and training.
 - 1.1. Candidates for board membership shall be provided with information that clearly outlines the role of the Board, the necessary qualifications and the Board's expectations of board members.
 - 1.2. The orientation of new board members will be carried out by the Board Chairperson and the Director within three months of being named to the Board.
 - 1.3. Board members shall mentor new board members. New board members shall be given the option to have a designated mentor or choose from available mentors.
 - 1.4. New board members shall receive a complete orientation to ensure familiarity with the organization's issues and structure, and the Board's process of governance. This may include most recent: board policy book, annual reports, board minutes, one year of Director's compliance reports, governance guide books, videos/DVDs/workbooks and training if available.
 - 1.5. Board members shall have ongoing opportunity for continued training and education to enhance their governance capabilities.
2. Establish and be accountable for an annual budget for its own governance functions, which shall include, in addition to the costs of Board and Board Committee Meetings, funds for:
 - 2.1. Board member attendance at conferences and conventions.
 - 2.2. Improvement of its governance function.
 - 2.3. Costs of fiscal audit and any other outside monitoring assistance required.
 - 2.4. Costs of methods to ensure the Board's ability to listen to owner viewpoints and values if deemed necessary.
3. Develop a Governance Action Plan to implement improvements to governance function identified during self-evaluation.



GRAND RIVER POST SECONDARY EDUCATION BOARD POLICY



Policy Name: Board Planning Cycle and
Agenda Control

Number: GP-12

Date Approved: November 22, 2008

Policy Type: **Governance Process**

Date Revised: November 12, 2011

To accomplish its obligations consistent with board policies, the Board will follow an annual agenda which (a) completes a re-exploration of ends policies annually and (b) continually improves its performance.

1. The planning cycle will conclude each year on the last day of September so that administrative budgeting can be based on accomplishing a one year segment of the most recent Board Ends.
2. In November, the Board will develop its agenda for the ensuing one year period. The agenda for the annual planning meeting will include but not be limited to the following items:
 - 2.1. Celebration: review of past year, contemplation of improvement areas, debate on how much and what improvements to focus on for the coming year.
 - 2.2. Decisions on a rough agenda for the year, ownership linkage and other groups to be involved for input and Board education needs.
 - 2.3. Development of a schedule for regular review of policy content.
 - 2.4. Development of a schedule for monitoring Director performance. Monitoring reports will be provided and read in advance of the board meeting, and discussion will occur only if reports show policy violations, if reports do not provide sufficient information for the Board to make a determination regarding compliance, or if policy criteria are to be debated.
 - 2.5. Development of a schedule for self-evaluation of the Board's performance.
3. The Board's education and continual improvement will receive paramount attention in structuring the series of meetings and other board activities during the year.
 - 3.1. To the extent feasible, the Board will identify those areas of education and improvement needed to increase the level of wisdom and forethought it can give to subsequent choices.
4. Based on the outline of the annual schedule, the Board delegates to the Chairperson the authority to fill in the details of the meeting content.
 - 4.1 Board members are responsible to forward agenda items to the Chairperson or to the recorder for the Board in a timely fashion, preferably three weeks before the meeting.
 - 4.1.2 The detailed agenda shall be prepared jointly by the Board Chairperson and the Director. The following questions will be asked to determine if the agenda items are in fact agenda items to be addressed by the Board:

4.1.14.2.1 Does the matter clearly belong to the Board or the Director?

4.1.24.2.2 Which category of policy does the issue relate to - Ends, Executive Limitations, Governance Process, Board-Director Relationship.

4.1.34.2.3 Does the Board already have a policy to deal with this item?

4.1.3.14.2.3.1 If yes, does the policy meet the needs of the organization? If not, the item should stay on the agenda.

5. The Chairperson will restate and confirm all board decisions at the end of each meeting.

5.1 Decisions made by the Board are effective as of the date the decision is made and binding on the entire Board. Whenever possible, decisions will be made by consensus. If consensus cannot be reached, the matter will be tabled, *ędwátgødrak*. The Chairperson will request a written objection and resolutions from those expressing dissent. If necessary, a special meeting will be called to deal with the matter.

5.2 If consensus cannot be reached at the second discussion, The Chairperson will direct the Board to review the Role of the Board and Ends policies to focus the policy discussion to the broadest context.

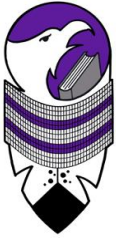
5.3 If after this policy review, a consensus cannot be reached, as a last resort, the matter will be resolved by a majority vote of 70% of all Board members. Electronic/telephone polling may be used.

6. The Chairperson is responsible for handling agenda items of a confidential nature within appropriate bounds of prudence and ethics.

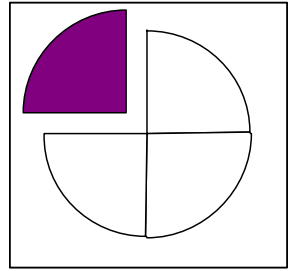
6.1 When necessary, the Chairperson will call for an in-camera session of the board.

6.2 The Chairperson will require that board minutes duly note that the Board has gone into in-camera session.

6.3 When the Board reconvenes in open session, the minutes shall duly record the outcome of the in-camera session which will be reported without identifying individual personal information.



GRAND RIVER POST SECONDARY EDUCATION BOARD POLICY



Policy Name: Board Meetings

Number: GP-13

Policy Type: Governance Process

Date Approved: November 14, 2009

Date Revised: November 12, 2011

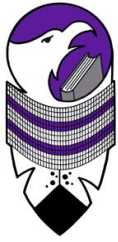
With the exception of the Annual Board Planning, these meetings are from 5:30 to 8:30pm on the third Wednesday of February, May and August (refreshments/meal available at 5:00pm).

1. Notification of duly constituted quarterly meetings is not required.
2. The Annual Board Planning is scheduled in November (check against annual plan and ceremonies).
3. Notification of board meeting changes and/or additional special meetings at the call of the chair requires notification of members by the board secretary (Director of Student Services and Counselling) or designate.
4. Board members will be notified of meeting changes and/or special meetings in the form of post, phone or e mail.
5. In-Camera sessions may be called by the Board as required.
6. A quorum for a board meeting is 50% of Board members plus one.
7. Board packages (minutes and related information) for an upcoming meeting are to be available by Thursday (noon) prior to the week of the meeting. It is the responsibility of board members to pick this package up at the Grand River Post Secondary Office and review prior to the meeting.
8. Board decisions come into effect when made or at a duly appointed date.
9. Board minutes will be reviewed by the Board at the next regular board meeting then signed by the Chairperson to create the official board record.
10. Presentations to the Board will be scheduled after the Opening, and before the regular meeting format.
 - 10.1. A written request to make a presentation to the Board is required. The request is to outline the purpose of the presentation and a brief summary of the presentation.
 - 10.2. Each presentation will be allotted 10 minutes; maximum of 2 presentations per meeting.
 - 10.3. Presentation information will be received as information by the Board. If a decision of the Board is called for it will be scheduled into a board agenda as appropriate.

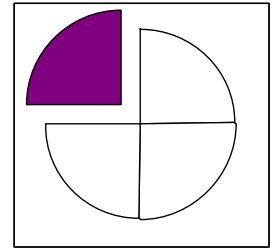
10.4. At each meeting the order of business will be:

• Opening- Ganqnh'nyqnk

- Presentations
- Items for information only
 - Chair's Communication & Support to the Board
 - Director's Communication & Support to the Board
- Adoption of the Agenda
- Call for board members' Conflict of Interest
- Linkages
 - Internal linkages – receiving input and/or discussing implications of information received
 - External linkages
- Board education and training related to Ends & Governance issues
- Adoption of the Minutes
- Business arising from the minutes.
- Monitoring – According to Annual Plan
 - Ends policy
 - Governance Process policies
 - Director performance (Ends and Limitations)
 - Board-Staff Relationship
- Chair summary and action items
 - Ends
 - Director's Limitations
 - Board Governance
 - Board-Staff Relationship
- Board Self-evaluation
- Closing - Ganqnh'nyqnk



GRAND RIVER POST SECONDARY EDUCATION BOARD POLICY



Policy Name: Board Remuneration

Number: GP-14

Policy Type: Governance Process

Date Approved: November 14, 2009

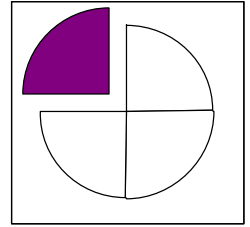
Date Revised: November 12, 2011

Board members may be entitled to receive remuneration for work performed on behalf of the Board.

1. Board members who are authorized by the Board to perform tasks on behalf of the Board requiring travel of more than 15 km from the GRPSEO are eligible to claim honoraria to a maximum of \$150.00/day.
 - 1.1. Honorarium for the Board Annual Planning meeting is \$150.00 per day.
 - 1.2. Honorarium for board meetings duly authorized by the Board is \$75.00/meeting.
 - 1.3. Current Elected Council representatives to the Board are eligible to receive honoraria paid by the Six Nations Elected Council (as per Council policy). In lieu of issuing honoraria to council reps from the GRPSEO the funds will be assigned to a scholarship fund to be managed by the GRPSEO.
 - 1.4. Committees and/or individual board members engaged in activities authorized by the Board or the Director (in consultation with the Board Chair), including official board linkages at \$25.00 per meeting hour, to a maximum \$150.00/day.
 - 1.5. The Chairperson may be remunerated monthly on a fee for service basis.
 - 1.5.1. Remuneration to the Chair is \$700 per month.
2. Travel and meals will be provided as per Federal Treasury Board guidelines.
 - 2.1. Travel requiring 15 km or more (one way) can be claimed from the point of origin or the GRPSEO.
3. Accommodation arrangements are to be arranged by the secretary of the Board and discretion is to be used in the selection of reasonably priced accommodation.
4. Board members must submit expense reports/claims for board activities outside of regular quarterly board meetings. A claim must be made within 30 working days.
5. Any reimbursement for travel received from hosting institutions will be returned to GRPSEO and added back into the board budget.



GRAND RIVER POST SECONDARY EDUCATION BOARD POLICY



Policy Name: Board Composition & Recruitment

Number: GP-15

Policy Type: Governance Process

Date Approved: November 14, 2009

Date Revised: November 12, 2011

The GRPSEO Board will consist of not less than ten (10) members, comprised of Ohswegeho:noh. These seats are open to members of the Six Nations of the Grand River community. Up to two seats each are reserved for appointees from both the Confederacy Council and the Six Nations Elected Council. The Councils' representatives to the Board are considered the Board's formal link to the Councils and have the responsibility to submit the annual report and other formal written reports, upon request, to the Councils. The Board may appoint a Cultural Advisor to serve as a board member.

1. Board Membership Criteria

- 1.1. Member of the Six Nations not receiving education assistance through the Grand River Post Secondary Education Office.
- 1.2. Able to serve a minimum of three (3) years with a formal declaration for subsequent terms to be requested at the Board's Annual Planning.
- 1.3. Willingness to serve as a team player through participation in discussions and decision making.
- 1.4. Willingness to attend orientation sessions relating to board roles and responsibilities.
- 1.5. Commitment to linking with the ownership. Understanding that they stand in for an ownership of diverse people; willing to actively seek to access and understand that diversity.
- 1.6. Interest in and capability to discuss the values underlying the actions taken in the organization, and to govern through the broader formulations of these values.
- 1.7. Willingness to delegate the operational detail to others.
- 1.8. Ability and willingness to deal with vision and the long term, rather than day-to-day details.
- 1.9. Willingness and commitment to honour board decisions.

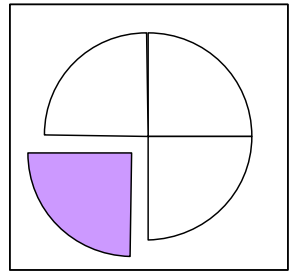
2. Board Membership Recruitment

- 2.1 The recruitment of potential board members shall be done through an exercise of advertisement and personal contact by current board members. This exercise will be scheduled as required.
- 2.2 Board members appointed by the two councils at Grand River shall be replaced as required by the two councils.
- 2.3 Board members shall assist in recruitment.

- 2.4 Applicants will then be screened as per policy (GP 8.1).
- 3. Selection of the Chairperson
 - 3.1 The chairperson is selected for a two year term by a quorum of the Board (2011, 2013, 2015 etc.).
 - 3.2 If the choice is not made by acclamation, it will be done by nomination and secret ballot.
 - 3.3 In the absence of chairperson, the board will delegate the Chairperson's Role for the meeting to a member in attendance.



GRAND RIVER POST SECONDARY EDUCATION BOARD POLICY



Policy Name: Global Board-Staff Relationship

Number: BSR

Policy Type: Board - Staff Relationship

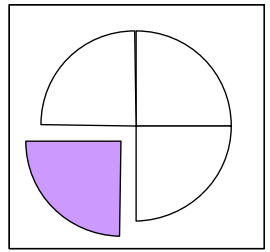
Date Approved: November 14, 2009

Date Revised:

The Board's sole official connection to the operational organization, its achievements and conduct will be through the Director.



GRAND RIVER POST SECONDARY EDUCATION BOARD POLICY



Policy Name: Board Control

Number: BSR-1

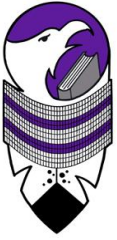
Policy Type: Board - Staff Relationship

Date Approved: November 14, 2009

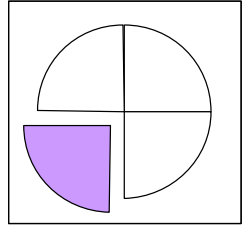
Date Revised: November 13, 2010

Only official decisions of the Board are binding on the Director.

1. Decisions or instructions of individual board members, officers, or committees are not binding on the Director except in rare instances when the Board has specifically authorized such exercise of authority.
2. In the case of board members or committees requesting information or assistance without board authorization, the Director can refuse such requests that require, in the Director's opinion, a material amount of staff time or funds or are disruptive.
3. Only the Board acting as a body can employ, terminate, discipline, or change the conditions of employment of the Director.



GRAND RIVER POST SECONDARY EDUCATION BOARD POLICY



Policy Name: Accountability of the Director

Number: BSR-2

Policy Type: Board - Staff Relationship

Date Approved: November 14, 2009

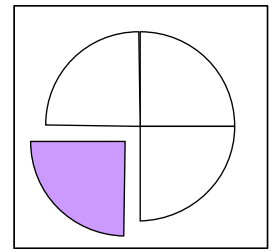
Date Revised:

The Director is the Board's only link to operational achievement and conduct, so that all authority and accountability of staff, as far as the Board is concerned, is considered the authority and accountability of the Director.

1. The Board will never give instructions to persons who report directly or indirectly to the Director.
2. The Board will refrain from evaluating, either formally or informally, any staff other than the Director.
3. The Board will view Director performance as identical to organizational performance, so that organizational accomplishment of Board stated Ends and compliance with Executive Limitations will be viewed as successful Director performance. Therefore the Director's job contributions shall be accomplishment of the Ends while maintaining compliance with the Executive Limitations.



GRAND RIVER POST SECONDARY EDUCATION BOARD POLICY



Policy Name: Delegation to the Director

Number: BSR-3

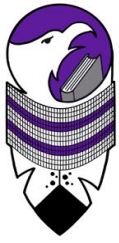
Policy Type: Board - Staff Relationship

Date Approved: November 14, 2009

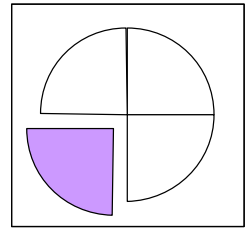
Date Revised:

The Board will instruct the Director through written policies which prescribe the organizational Ends to be achieved, and describe organizational situations and actions to be avoided, allowing the Director to use any reasonable interpretation of these policies.

1. The Board will develop policies instructing the Director to achieve certain results, for certain recipients at a specified cost. These policies will be developed systematically from the broadest, most general level to more defined levels, and will be called Ends policies.
2. The Board will develop policies which limit the latitude the Director may exercise in choosing the organizational means. These policies will be developed systematically from the broadest, most general level to more defined levels, and they will be called Executive Limitations policies.
3. As long as the Director uses *any reasonable interpretation* of the Board's Ends and Executive Limitations policies, the Director is authorized to establish all further policies, make all decisions, take all actions, establish all practices and develop all activities.
4. The Board may change its Ends and Executive Limitations policies, thereby shifting the boundary between Board and Director domains. By doing so, the Board changes the latitude of choice given to the Director. But as long as any particular policy is in place, the Board will respect and support the Director's choices. This does not prevent the Board from obtaining information from the Director about the delegated areas, except for confidential data.



GRAND RIVER POST SECONDARY EDUCATION BOARD POLICY



Policy Name: Monitoring Director Performance

Number: BSR-4

Policy Type: Board - Staff Relationship

Date Approved: November 14, 2009

Date Revised: November 12, 2011

Systematic and rigorous monitoring of Director job performance will be solely against the expected Director job outputs: organizational accomplishment of Ends and organizational operation within the boundaries established in Executive Limitations. This monitoring occurs at each regular board meeting, as per the Board's Planning Cycle.

1. The purpose of monitoring is simply to determine the degree to which board policies are being fulfilled. Only information which does this will be considered to be monitoring. Monitoring will be as automatic as possible, using a minimum of board time so that meetings can be used to create the future rather than to review the past.
2. A given policy may be monitored in one or more of three ways:
 - 2.1. Internal report: Disclosure of compliance information by the Director, along with his or her explicit interpretation of board policy, and justification for the reasonableness of interpretation.
 - 2.2. External report: Discovery of compliance information by an impartial, external auditor, inspector or judge who is selected by and reports directly to the Board. The external party will first be provided with the Director's explicit interpretation of the policy and justification for the reasonableness of interpretation. The report must assess the reasonableness of the interpretation of board policy, and compliance with it. The basis for assessment is *not* the standards of the external party, unless the Board has previously indicated that party's opinion to be the standard.
 - 2.3. Direct Board Inspection: Discovery of compliance information by a designated board member, a committee or the Board as a whole. This is a Board inspection of documents, activities or circumstances directed by the Board that assesses compliance with policy, with access to the Director's justification for the reasonableness of his/her interpretation. Such an inspection is only undertaken at the instruction of the Board, and with the Director's knowledge.
3. In every case, the standard for compliance shall be *any reasonable Director interpretation* of the board policy being monitored. The Board is the final arbiter of reasonableness, but will always judge with a "reasonable person" test rather than interpretations favoured by board members or even the board as a whole.
4. Upon the choice of the Board, any policy can be monitored by any of the above methods at any time. For regular monitoring, however, each *Ends* and *Executive Limitations* policy will be classified by the Board according to frequency and method.

	Policy	Method	Frequency
E-	Mega-End	Annual Report	Annual
EL	General Director Constraint	Internal Report	Annual
EL-1	Treatment of Clients	Internal Report	Annual
EL-2	Treatment of Staff	Internal Report	Annual
EL-3	Budgeting/Forecasting	Internal Report	Annual
EL-4	Financial Condition	Internal Report & External Audit	Quarterly Annual
EL-5	Asset Protection	Internal Report & External Audit	Annual Annual
EL-6	Compensation and Benefits	Internal Report	Annual
EL-7	Communication and Support to Board	Direct Inspection	Quarterly
EL-8	Emergency Executive Succession	Internal Report	Annual