

NEC Native Education College

Board of Directors

POLICY MANUAL

(Updated: June 2011)

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The Policy Governance® Model

Overview

Board leadership requires, above all, that the Board of Directors provide vision to the association. In order to do so the Board must first have a vision of its own job. The model of governance adopted by the NEC Native Education College Society Board of Directors is called Policy Governance®. Under this model the Board frees itself from unnecessary, time-consuming tasks and focus on the real business of governance, that is creating, sustaining and fulfilling a vision. The model is explained fully in “Boards That Make A Difference” (Dr. John Carver, Jossey-Bass, 1990) and “Reinventing Your Board (Dr. John Carver, Jossey-Bass, 1997).

Under Policy Governance®, the board crafts its values into policies of four types: Ends, Executive Limitations, Board-President Relationship, and Governance Process. Except for what belongs in bylaws or enabling statutes, these categories of board policy contain everything the Board has to say about values and perspectives that underlie all organizational decisions, activities, practices, budgets, and goals. Because values permeate and dominate all organization life, designing policy in this way presents a very powerful lever for expressing board leadership.

Ends

The Board’s most important job is to define the Vision and Mission and mission-related statements which clearly set out the desired results the Ends. What human needs are to be met, for whom, and at what cost? Written with a long-term perspective, these policies embody the Board’s long-range vision. The Board evaluates staff performance based on how well the results of the organization’s activities match the desired Ends.

Executive Limitation

While the Board prescribes what Ends it wants the organization to achieve, it also sets limits on the means by which the staff operates. These limits are principles of prudence and ethics that form a boundary on staff practices, activities, circumstances and methods. In Executive Limitations policies the Board states clearly what it will not allow which empowers the staff to use their full creative powers and skills.

Board-President Relationship

In addition to providing the organization with a vision and defining what constitutes inappropriate staff practices, the Board sets policies about how it relates to staff. The Policy Governance® model envisions the President as the link between the Board and the rest of the staff. The President is the Board’s sole employee. These policies clarify the manner in which the Board delegates authority to the President as well as how it evaluates his or her performance.

Governance Process

In these policies the Board determines its philosophy, its accountability, and the specifics of its own responsibilities. The effective design of its own processes ensures that the Board will fulfill its three primary responsibilities: maintaining links to the ownership, establishing the four categories of written policies, and assuring staff performance.

ENDS

Policy Type: ENDS
Policy Title: Mission
Approved By Board: February 25, 2001
Reviewed By Board: June 4, 2011

The Mission of NEC is:

A culturally appropriate and supportive learning environment for Aboriginal learners, within available resources. Non-Aboriginal learners are welcome.

Aboriginal learners are defined as:

Aboriginal and non- Aboriginal people that want to pursue life long learning.

In pursuit of this Mission NEC will bring about the following results:

- 1) Learners will experience a learning environment that respects and reflects the diversity of Aboriginal culture.
- 2) Learners get the support they need to achieve their educational goals, in a way that respects their individual cultural values.
- 3)
 - a) Learners are prepared for meaningful roles in Aboriginal communities and society in general.
 - b) Graduates are prepared for employment or go on to further their education.
 - c) Graduates receive recognition in the form of a certificate, diploma or degree.
- 4) There is an informed respectful working relationship amongst Aboriginal groups.
- 5) The public is better informed on Aboriginal educational issues.

<u>Monitoring</u>	
Method: Internal Report	Frequency: Biannually

Policy Type: II. EXECUTIVE LIMITATIONS

Policy Title: A. Global Executive Limitations

Approved By Board: April 7, 2000

Reviewed By Board: June 4, 2011

Policy Statement:

The President may not cause or allow any practice, activity, decision, or organizational circumstance that is either unlawful, imprudent, or in violation of: commonly accepted business and professional ethics, funding agreements, or contrary to aboriginal culture and educational values as described in the Governance Process policy titled Values and Beliefs.

Monitoring

Method:
Internal Report

Frequency:
Biannually

Policy Type: II. EXECUTIVE LIMITATIONS
Policy Title: B. Human Resource Management
Approved By Board: April 7, 2000
Reviewed By Board: June 4, 2011

Policy Statement:

With respect to the recruitment and treatment of paid and volunteer staff, the President may not cause or allow conditions to be unlawful, unfair, or undignified.

Accordingly, the President may not:

1. Operate without written personnel policies that clarify personnel rules for staff, provide for an internal process for handling grievances and protect against wrongful conditions such as nepotism and grossly preferential treatment for personal reasons.
2. Contravene current labour, human rights, and health and safety legislation and other rights.
3. Judge employees and candidates for employment on other than their own job-relevant qualifications and/or job performance.
4. Judge candidates for employment on other than their own job relevant qualifications and Aboriginal Ancestry as per the Human Right Exemption Code S.B.C. 1996 C.210 (as amended) **SECTION 42(2) APPROVAL** in effect until renewal time: September 4, 2007.
5. Operate without a plan for prompt action in the case of an emergency, a disaster, or other crisis.
6. Withhold from any employee timely feedback about performance and expectations.
7. Operate without up-to-date job descriptions and a process for new employee and volunteer orientation and annual performance reviews.
8. Operate without an employee training and development program that is within budgetary constraints.
9. Fail to ensure there are open lines of communication within the organization.
10. Prevent staff from grieving to the board when the internal process has been exhausted, and the employee alleges either that board policy has been violated to his or her detriment or board policy does not adequately protect his or her rights.

11. Fail to acquaint staff with their rights under this policy.
12. Fail to ensure succession planning for senior staff.
13. Fail to ensure that at least two other senior staff are familiar with all board and operational policies and processes, so that the Board is not vulnerable to the sudden loss of executive services.

Monitoring

Method:
Internal Report

Frequency:
Biannually

Policy Type: II. EXECUTIVE LIMITATIONS

Policy Title: C. External Communications

Approved By Board: February 25, 2001

Reviewed By Board: June 4, 2011

Policy Statement:

With respect to the external communications of the NEC Native Education College Society, the President shall not cause the public image or credibility of the Society to be jeopardized.

Accordingly, the President may not:

1. Fail to ensure there is an operational policy related to: External Communications.
2. Fail to ensure that the Society issues an annual report.
3. Fail to direct political issues and inquiries to the Board

Monitoring

Method:
Internal Report

Frequency:
Biannually

Policy Type: II. EXECUTIVE LIMITATIONS
Policy Title: D. Communication and Support to the Board
Approved By Board: April 7, 2000
Reviewed By Board: June 4, 2011

Policy Statement:

The President may not permit the board to be uninformed or unsupported in its work.

Accordingly, the President may not:

1. Fail to submit monitoring data in a timely, accurate, and understandable fashion, that directly addresses the board policies being monitored.
2. Fail to inform the board, in a timely manner, of relevant trends, anticipated adverse media coverage, and material external and internal changes, particularly changes in the assumptions upon that any board policy has previously been established.
3. Fail to advise the board if, in the President’s opinion, the Board is not in compliance with its own policies on Governance Process and Board/President Relationship, particularly in the case of board behavior that is detrimental to the working relationship between the Board and the President.
4. Fail to gather staff and external points of view on issues and options as needed for fully informed board decisions.
5. Present information in an unnecessarily complex or lengthy form, or in a form that fails to differentiate among the three types of information the Board receives, monitoring, decision-making and incidental.
6. Fail to deal with the Board as a whole except when responding to individual requests for incidental information or responding to officers or committees duly charged by the Board.
7. Fail to report in a timely manner an actual or anticipated non-compliance with any policy of the Board.
8. Fail to provide for the Board agenda, those items delegated to the President, yet required by law or by government policy to be approved by the Board, along with relevant monitoring assurance.
9. Fail to provide correspondence or information directed to the Board.

Method: Internal Report	<u>Monitoring</u>	Frequency: Biannually
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Policy Type: II. EXECUTIVE LIMITATIONS

Policy Title: E. Compensation and Benefits

Approved By Board: April 7, 2000

Reviewed By Board: June 4, 2011

Policy Statement:

With respect to employment, compensation and benefits to employees, consultants, contract workers the President shall not go outside the approved budget.

Accordingly, the President may not:

1. Change his or her compensation and benefits.
2. Establish compensation and benefits that deviate significantly from the current professional market for the skills employed within budgetary constraints.
3. Create compensation obligations over a longer term than revenues can be safely projected.

Monitoring

Method:
Internal Report

Frequency:
Biannually

Policy Type: II. EXECUTIVE LIMITATIONS
Policy Title: F. Financial Planning and Budgeting
Approved By Board: April 7, 2000
Reviewed: June 4, 2011

Policy Statement:

Financial planning for any fiscal year or the remaining part of any fiscal year shall not be inconsistent with the board’s Ends priorities, sound fiscal management nor fail to be derived from a multi-year plan.

Accordingly, the President may not:

1. Fail to present annually to the Board of Directors an operating-budget and a multi-year business plan.
2. Budget for operating expenses in any fiscal year to exceed revenues without board approval.
3. Fail to observe any restrictions or requirements placed on the Society by funders on funds received or by lenders on funds borrowed.
4. Prepare a budget that contains too little information to enable credible projection of revenues and expenses and disclosure of planning assumptions.
5. Budget less for board prerogatives during the year than is set forth in the Cost of Governance policy.

<u>Monitoring</u>	
Method: Internal Report (President’s) Internal Report (Budget)	Frequency: Biannually Biannually

Policy Type: II. EXECUTIVE LIMITATIONS

Policy Title: G. Financial Condition and Activities

Approved By Board: April 7, 2000

Reviewed By Board: June 4, 2011

Policy Statement:

With respect to the actual, ongoing financial condition and activities, the President shall not cause or allow the Society to be placed in a position of financial risk or a material deviation of actual expenditures from board priorities established in Ends policies.

Accordingly, the President may not:

1. Expend more funds than have been received in the fiscal year without board approval.
2. Fail to settle payroll and debts in a timely manner.
3. Allow tax payments or other government ordered payments or filings to be overdue or inaccurately filed.
4. Make an unbudgeted operational purchase or commitment of greater than \$5,000 without board approval.
5. Borrow money without board approval.
6. Fail to aggressively pursue receivables after a reasonable amount of time.
7. Acquire, encumber, or dispose of real property.
8. Fail to prepare monthly financial information for internal use in monitoring budgets.
9. Fail to report monthly to the Board on year-end variances on budget.
10. Fail to follow the Ethical Fundraising and Accountability Code.

Monitoring

Method:
Internal Report
External Auditor's Report

Frequency:
Biannually
Biannually

Policy Type: II. EXECUTIVE LIMITATIONS

Policy Title: H. Asset Protection

Approved By Board: April 7, 2000

Reviewed By Board: June 4, 2011

Policy Statement:

The President shall not allow the assets of the Society to be unprotected, inadequately maintained, or unnecessarily risked.

Accordingly, the President may not:

1. Fail to insure against theft and fire to at least replacement value, and against personal liability including Director's and Officer's liability.
2. Subject plant and equipment to improper wear and tear or insufficient maintenance.
3. Unnecessarily expose the organization, its board, or its staff to claims of liability.
4. Fail to protect intellectual property, information, and files from loss or significant damage.
5. Fail to operate without financial controls that meet the Society's appointed auditor's standards.
6. Fail to invest Society funds only in securities authorized by the "Trustee Act" of British Columbia.
7. Endanger the Society's public image or credibility.

Monitoring

Method:

Internal Report
External Auditor's Report

Frequency:

Biannually
Biannually

Policy Type: II. EXECUTIVE LIMITATIONS
Policy Title: I. President/Student Relationship
Approved By Board: March 14, 2001
Reviewed By Board: June 4, 2011

Policy Statement:

The President may not fail to have a staff / learner relationship policy in place for professional conduct that reflects a culturally appropriate and supportive learning environment.

With respect to interaction with students or those applying to be students, the President shall not cause or allow conditions, procedures or decisions that are unsafe, undignified, unnecessarily intrusive or that fail to provide appropriate confidentiality or privacy.

Accordingly, the President may not:

1. Use application forms that elicit information for which there is no clear necessity.
2. Use methods of collecting, receiving, transmitting or storing information that fail to protect against improper access or create a breach of the Personal Information and Privacy Act (PIPA).
3. Fail to operate without a professional conduct policy for staff that reflects a culturally and supportive learning environment.

<u>Monitoring</u>	
Method: Internal Report	Frequency: Biannually

Policy Type: II. EXECUTIVE LIMITATIONS
Policy Title: J. Contracts & Request for Proposals (RFP's)
Approved By Board: April 7, 2004
Reviewed: June 4, 2011

Policy Statement:

The President shall not, unless direction has been given by the Board through the approval of the annual budget or through a specific motion, allow contracts and or requests for proposal that have not been adequately evaluated.

Accordingly, the President may not make or allow to be made:

1. Any purchase, including leasehold interests, where prudent steps have not been taken to avoid conflict of interest.
2. Any purchase without taking reasonable steps to ensure that the quality of goods acquired is suitable to the end use of the product or service and that personal suitability is considered, where appropriate.
3. Any purchase or service without obtaining comparative and or competitive quotes where 'best practices' would suggest it appropriate or for any purchase or service in excess of \$5,000 except where extenuating circumstances require immediate action.
4. Any capital purchase over \$10,000, except in the normal course of operations and where projections for the purchase have been approved in the current capital budget
5. Any purchase in excess of \$50,000, without authorization by specific Board resolution.

<u>Monitoring</u>	
Method: Internal Report External Auditor's Report	Frequency: Biannually Biannually

Policy Type: II. EXECUTIVE LIMITATIONS

Policy Title: K. Programs and Services

Approved by Board: June 2, 2004

Reviewed: June 4, 2011

Policy Statement:

With respect to the programs and services of NEC Native Education College, the President shall not fail to provide such programs and services that sustain the operation of the college.

Accordingly, the President may not,

1. Operate without a current five-year strategic plan and an annual operational plan approved by the board.
2. Fail to ensure that all significant affiliation, partnership and funding relationships are maintained through effective relationship building and a timely response to contractual obligations.
3. Fail to develop new programs and services to meet the ENDS as needs and as opportunities arise.
4. Fail to maintain and seek additional credit articulation agreements with post-secondary institutions to provide opportunities for graduates to continue their education.
5. Fail to ensure the registration and accreditation of the NEC Native Education College with appropriate regulatory bodies.
6. Fail to develop new certificate, diploma and degree programs to meet the needs of the Aboriginal communities and as opportunities arise.
7. Fail to ensure that learners will experience a learning environment that respects and reflects the diversity of Aboriginal cultures and support learners' individual cultural values, which in turn encourages the student's ability to achieve their educational goals within the services provided by NEC's Library Department, Counselling Department and Admissions Department.

Monitoring

Method:
Internal Report

Frequency:
Biannually

Policy Type: II. EXECUTIVE LIMITATIONS

Policy Title: L. Volunteer Involvement

Approved by Board: May 1, 2002

Reviewed: June 4, 2011

Policy Statement:

With respect to Volunteer Involvement the President may not fail to acknowledge and support the role of volunteers in achieving the Ends.

Specifically the President may not fail to ensure:

1. There are operational policies and procedures that define and support the involvement of volunteers.
2. There is a qualified person designated to be responsible for the volunteer program.
3. There is a clearly communicated screening process that is consistently applied.
4. Volunteer assignments address the purpose of organization and involve volunteers in meaningful ways – reflecting their various abilities, needs and backgrounds.
5. Volunteer recruitment and selection reaches out to diverse sources of volunteers.
6. Volunteers receive an orientation to the organization, its policies and procedures and receive training for their volunteer assignment.
7. Volunteers receive appropriate levels of supervision according to their task and are given regular opportunities to receive and give feedback.
8. Volunteers are welcomed and treated as valuable and integral members of the organization’s human resources.
9. The contributions of volunteers are regularly acknowledged with formal and informal recognition methods.

Monitoring

Method:
Internal Report

Frequency:
Biannually

Policy Type: III. **BOARD/PRESIDENT RELATIONSHIP**

Policy Title: A. **President Responsibilities**

Approved By Board: April 7, 2000

Reviewed: April 28, 2011

Policy Statement:

As the board's single official link to the operations of NEC, the President's performance will be considered synonymous with organizational performance.

Consequently, the President's responsibilities are stated as performance in two areas:

1. Organizational achievement of Ends policies.
2. Organizational operation within the boundaries of prudence and ethics established in Executive Limitations policies.

Board Self-Monitoring

Method:

President performance review
Performance audits

Frequency:

Biannually
As required

Policy Type: III. **BOARD/PRESIDENT RELATIONSHIP**
Policy Title: B. **Delegation and Direction to the President**

Approved By Board: April 7, 2000

Reviewed: April 28, 2011

Policy Statement:

The board's sole official connection to the operating organization will be through the President.

1. Only decisions of the board acting as a body are binding on the President.
 - a) Decisions or instructions of individual board members, officers, or committees are not binding on the President except in rare instances when the board has specifically authorized such exercise of authority.
 - b) Information may be requested by individuals or committees. However, if such request, in the President's opinion requires an inordinate amount of staff time or funds or is disruptive, it may be declined.

2. The board will instruct the President through written policies that prescribe the Ends to be achieved and describe situations and actions to be avoided, allowing the President to use any reasonable interpretation of these policies.
 - a) As long as the President uses any reasonable interpretation of the board's policies, he/she is authorized to establish all further policies, make all decisions, take all actions, establish all practices, and develop all activities.
 - b) The Board may change its policies at any time, thereby shifting the boundary between Board and President domains. However, as long as any given policy is in place, the Board and its members will respect and support the President's decisions.

3. The Board may also instruct the President through meeting minutes.

<u>Board Self-Monitoring</u>	
Method: Board evaluation	Frequency: Biannually

Policy Type: III. **BOARD/PRESIDENT RELATIONSHIP**

Policy Title: C. **Monitoring President Performance**

Approved By Board: April 7, 2000

Reviewed: April 28, 2011

Policy Statement:

The purpose of monitoring is to determine the degree to which board policies are being fulfilled. In addition to monitoring, the Board shall set out, annually, a process to evaluate the President's performance on compliance with the Boards policies on Ends and Executive Limitations.

Monitoring Performance

1. Monitoring will be as automatic as possible, using a minimum of board time.
2. A given policy may be monitored in one or more of the following ways:
 - a) Internal Report: disclosure of compliance information to the Board from the President.
 - b) External Report: compliance information provided by an external auditor, or other party who is chosen by and reports directly to the Board. Such reports must evaluate President performance only against policies of the Board, not those of the external party unless the Board has previously indicated that party's opinion to be the standard.
 - c) Direct Board Inspection: a direct inspection in which a designated member or members of the Board assess compliance with board policy.
3. The board will state the method(s) and frequency for the regular monitoring of Ends and Executive Limitations policies. However, the Board can choose to monitor any policy, by any method, at any time.

Evaluating Performance

1. The Board shall express its expectations to the President in the form of:
 - a) policy statements on Ends and Executive Limitations.
2. The process for evaluating the performance of the President will normally include the following elements:
 - a) a standing committee to guide the performance review process related to monitoring reports
 - b) a meeting with the President to discuss the performance evaluation process;
 - c) a review of monitoring data for the past year
 - d) input from the Board Members related to monitoring report
 - e) Board approval of the final performance evaluation report and any related board actions, including compensation for the President.
3. The annual performance evaluation will be documented.

<u>Board Self-Monitoring</u>	
Method: Board evaluation	Frequency: Biannually

Policy Type: IV. GOVERNANCE PROCESS

Policy Title: A. Global Governance Process

Approved By Board: April 7, 2000

Reviewed By Board: June 4, 2011

Policy Statement:

The purpose of the board, on behalf of Aboriginal Peoples within British Columbia, is to ensure that the NEC Native Education College Society (NEC) achieves its Ends policy within executive limitations.

Board Self-Monitoring

Method:
Board Evaluation

Frequency:
Biannually

Policy Type: IV. GOVERNANCE PROCESS

Policy Title: B. Values and Beliefs

Approved By Board: April 7, 2000

Reviewed by Board: June 4, 2011

Policy Statement: In recognition of Aboriginal control of Aboriginal education;

An Aboriginal perspective will be acknowledged, respected and implemented through policy. An Aboriginal presence of knowledge and thinking will be presented through the NEC Native Education College Society.

ABORIGINAL CONTROL

As an Aboriginal board and as an Aboriginal organization we embrace the following core values and beliefs, particularly in our relationship with NEC Native Education College.

We recognize that as Aboriginals, we are many people. We celebrate the diversity of our ways as a source of strength within our nations. Thus in diversity we find unity.

We recognize that nothing is barred from consideration as long as it does not intrude into the lives of others. From this unity arises our respect for Mother Earth, upon which we all depend, our respect for the ways and opinion of others, even if we do not share those ways or opinions.

We will ensure that our ways, as well as the ways of others will endure. From this unity grows our knowledge that in respecting others, we respect ourselves; our capacity to appreciate each other as we are, and our resolve not to see our ways compromised.

We will uphold these ideals in the governance of the college to the best of our abilities. From this unity arises our responsibility to our present generation and generations yet unborn and our gratitude to the generations that have come before us; that we will rely on example and persuasion rather than authority and force when change is considered; and that we are determined to explore the limits of our understanding.

The philosophy of the NEC Native Education College Society is founded on the principles upheld by the Elders of our respective nations. This philosophy will guide our future development. The values of NEC supports the teachings of our Elders – to protect our spirituality, culture, land and people.

The following specific values will guide the deliberations of the Board:

Prayer
Respect
Stewardship
Sharing / Reciprocity

Prayer

We will always open and close our meetings with a prayer, in recognition of who we are as diverse peoples, and why we are here - to enhance and support the mission and goals of NEC.

Respect

We respect each individual as a human being and know that everyone in the circle is an equal. We recognize that everyone has something worth saying and will allow them to voice whatever they have to contribute to the discussion. We will engage in discussion respectfully, rather than interrupting or being defensive.

We respect not only the individual but also the group in making the best use of the time at hand. We respect everyone in their capacity to participate by ensuring that they have all the information beforehand. We respect by acknowledging and appreciating the differences within the circle whether it be Aboriginal or non-Aboriginal. The Board wishes that the respect its members show to each other will serve as a model for the way all individuals in the organization treat each other.

Stewardship

We value and believe in responsibility for the individual, the family and the community. We recognize the relationship that we have with the earth and that this is embodied in our traditional environmental knowledge and teachings. We want the work that we do to reflect these principles in their broadest sense and to contribute to the sustainability of our institution, community, environment and land.

Sharing / Reciprocity

Sharing our knowledge, understanding and teachings, in the context of mutual respect are important components of our worldview. As living beings, we strive for harmony within ourselves and with our surroundings. We value and believe in the mutual exchange of knowledge and new ideas that is of benefit to our community.

EXCELLENCE IN EDUCATION

Relevance

We believe that in order to be relevant to Aboriginal communities, NEC must provide educational programs which:

- 1) respond to Aboriginal learner needs;
- 2) prepare learners for meaningful roles in Aboriginal communities as well as general society;
- 3) incorporate Aboriginal culture and tradition throughout curriculum and in the program delivery;
- 4) meet with the emerging needs of Aboriginal communities;
- 5) fill the gaps in education available to Aboriginal people;
- 6) provide knowledge, skills and understanding which meet the educational goals and aspirations of Aboriginal people;
- 7) provide opportunities toward the overall goal of Aboriginal self-government;
- 8) are reviewed and revised in a timely manner to ensure academic quality and community relevance.

Respect

We believe that education provided by NEC must be respectful of individual, family, community and cultural strengths, skills, knowledge, values and diversity; and that learners come to NEC with a commitment to transform themselves through respect for themselves, their families, their communities, their cultures and NEC.

Responsibility

We believe that it is our responsibility to provide quality, relevant education that:

- 1) is responsive to the changing needs of Aboriginal people;
- 2) attains technical, academic, administrative and fiscal excellence within a framework which honours, respects and enhances cultural diversity; and
- 3) is accountable to the community.

Reciprocity

We have a commitment to quality education based on the worldview of Aboriginal people who have thrived and continue to advance at a demanding, dynamic and exciting pace.

<u>Board Self-Monitoring</u>	
Method: Board evaluation	Frequency: Biannually

Policy Type: IV. GOVERNANCE PROCESS

Policy Title: C. Governing Style

Approved By Board: April 7, 2000

Reviewed By Board: June 4, 2011

Policy Statement

The board will govern in a manner that respects Aboriginal culture and values with an emphasis on outward vision, encouragement of diversity in viewpoints, strategic leadership, distinction of Board and President roles, and pro-active governance.

In this spirit, the Board will:

- 1) Recognize the diversity of NEC members, students, staff, board and the Aboriginal community.
- 2) Acknowledge and respect traditional Aboriginal protocols.
- 3) Be responsible for excellence in governing. The Board will be the initiator of policy and will seek the expertise of each board member to enhance its ability to govern as a body. The board will allow no officer, individual, or committee of the board to hinder or be an excuse for not fulfilling the board’s responsibilities.
- 4) Lead the society by establishing written policies that reflect the board’s values. The board’s major policy focus will be on Ends as opposed to means.
- 5) Speak with one voice.
- 6) Provide board development in the board’s governance process and periodic board discussion of process improvement.
- 7) Monitor and evaluate its own process and performance at each meeting. Self-monitoring will include comparison of board activity and adherence to policies in the Governance Process and Board/President Relationship categories.
- 8) Develop and follow an annual board calendar that outlines the work of the Board, including the monitoring of all board policies and the re-examination of Ends.

<u>Board Self-Monitoring</u>	
Method: Board meeting evaluation Board evaluation	Frequency: Monthly Biannually

Policy Type: IV. GOVERNANCE PROCESS

Policy Title: D. Board Responsibilities

Approved By Board: April 7, 2000

Reviewed By Board: June 4, 2011

Policy Statement:

The specific role of the board is to produce those outputs as defined by the Society's Ends policy:

1. The link between the Society and its membership.
2. Written governing policies that reflect our values, beliefs and culture in the following categories:
 - a) **Ends:** Organizational outcomes, recipients, and the cost of the outcomes (what good, for which recipients, at what cost).
 - b) **Executive Limitations:** Constraints on President's authority which establish the parameters of activity and decision-making.
 - c) **Board/President Relationship:** How the authority and accountability of the President is delegated and monitored.
 - d) **Governance Process:** The description of how the Board conceives, carries out, and monitors its responsibilities including how the board links to the membership.
3. Assurance of President performance.
4. Assurance of Board performance.
5. Fundraising.
6. Promotion and Awareness.

Board Self-Monitoring

Method:
Board evaluation

Frequency:
Biannually

Policy Type: IV. GOVERNANCE PROCESS

Policy Title: E. Ways of Work

Approved By Board: April 7, 2000

Reviewed By Board: June 4, 2011

Policy Statement:

As a Board who works as a team to establish the policies and the strategic direction for NEC, the Board will adopt the following ways of work:

1. We acknowledge and appreciate that all board members are volunteers and time is at a premium. Therefore, we agree to make our point in a well thought out and concise manner.
2. Board members are expected to prepare for board meetings by reading all materials circulated in advance.
3. We will all take responsibility for ensuring the Board functions as a policy governing board and will assist in monitoring the Board's process.
4. Decisions at board meetings will be made by consensus or by majority should consensus not be reached. We will allow adequate time for the expression of all points of view and ensure all board members have equal opportunity to express opinions. Work by consensus assumes that board members agree to support the majority decision. Each board member present signs off on resolutions.
5. Board members are expected to attend all board meetings. If a member is absent for 3 consecutive meetings during the year the board will review the member's continued participation on the board.
6. When discussing any operational issues, all queries will be directed to the President.
7. Board members are expected to participate to the best of their ability in community activities of NEC.
8. Board members will respect confidentiality.
9. Board members are expected to represent the interest of NEC not their individual interests.

Board Self-Monitoring

Method:
Board evaluation

Frequency:
Biannually

Policy Type: IV. GOVERNANCE PROCESS

Policy Title: F. Chairperson's Role

Approved By Board: April 7, 2000

Reviewed By Board: June 4, 2011

Policy Statement:

The role of the Chairperson is to ensure the integrity of the Board's processes, and to represent the Board to external parties. The Chairperson is the only board member authorized to speak for the Board, except when he/she delegates this authority to another board or staff member.

Specifically, the responsibilities of the Chairperson are:

1. To ensure that the Board governs consistent with its own rules and those legitimately imposed upon it from outside the Society.
2. To act on behalf of the Board in a manner which falls within and is consistent with any reasonable interpretation of the Board's policies on Governance Process and Board/President Relationship.
3. To ensure the flow of issues and reports to the Board are consistent with the annual calendar established by the Board.
4. To ensure there is an agenda for each board meeting and that the agenda and meeting content deals only with issues that belong to the Board.
5. To chair board and special general meetings as required and ensure deliberation at meetings will be timely, fair, orderly, and thorough.
6. To ensure board meeting materials are distributed well enough in advance to allow board members adequate time to prepare.
7. To call for the resignation of board members who are unable to fulfill their responsibilities.
8. To be an ex-officio member of all standing and ad hoc committees of the Board.
9. To present an annual report and any other related documents.
10. The Chairperson may delegate his/her authority but remains accountable for its use.

Board Self-Monitoring

Method:
Board evaluation

Frequency:
Biannually

Policy Type: IV. GOVERNANCE PROCESS

Policy Title: G. Conflict of Interest

Approved By Board: April 7, 2000

Reviewed By Board: June 4, 2011

Policy Statement

A conflict of interest arises when a board member has potential financial interest (either direct or indirect) in any transaction, contract, or agreement that NEC considers or becomes involved in. A conflict of interest also arises when a board member’s outside duties, interests, or obligations may or does differ fundamentally from his/her obligations as a member of the Board of Directors of NEC.

1. The procedure for dealing with conflict of interest will be as follows:
 - a) every board member with a conflict of interest regarding any matter to be considered by the Board shall immediately disclose the nature and extent of the conflict;
 - b) disclosure shall be recorded in the minutes of the board meeting, giving notice of the conflict and a general description of the nature and extent of the conflict;
 - c) a board member with a conflict of interest will leave the boardroom and will not participate in the discussion.
2. Board members must not use undue influence to obtain for themselves, family members, or close associates, employment within NEC.
3. Former staff and students may not be elected to the board until a minimum of three months after leaving NEC.

Board Self-Monitoring

Method:
Board evaluation

Frequency:
Biannually

Policy Type: IV. GOVERNANCE PROCESS

Policy Title: H. Committee Principles

Approved By Board: April 7, 2000

Reviewed By Board: June 4, 2011

Policy Statement:

The Board may establish committees to help carry out its responsibilities. To preserve the integrity of the “wholeness” of the Board, committees will be used sparingly to do pre-board work, that is, to prepare policy alternatives and implications for board consideration.

Furthermore:

1. Board committees may not speak or act for the Board except when formally given such authority for specific purposes. Board committees will not be delegated authority that has been delegated to the President.
2. The Board will establish a “terms of reference” for each standing and ad hoc committee. The “terms of reference” shall include the following elements:
 - a) products or results that the Board expects
 - b) authority of the committee
 - c) timeline
 - d) membership of the committee
3. The Board shall evaluate annually, all standing and ad hoc committees to determine if each is still the most effective method of work for the Board in that area of responsibility.
4. The Committee Principles policy applies only to committees that are formed by the Board. It does not apply to committees formed under the authority of the President whether or not these latter committees include board members.
5. The Conflict of Interest policy applies to committee members.
6. The President and Chairperson are ex-officio members of all standing and ad hoc committees and task forces.

Board Self-Monitoring

Method:
Board evaluation

Frequency:
Biannually

Policy Type: IV. GOVERNANCE PROCESS

Policy Title: I. Cost of Governance

Approved By Board: April 7, 2000

Reviewed By Board: June 4, 2011

Policy Statement:

The board believes that excellence in governance requires the commitment of resources.

1. Training will be used to orient new board members and candidates for membership on the board, as well as to maintain and increase existing members skills and understanding of governance.
2. Outside monitoring assistance may be arranged so that the board can exercise confident control over organizational performance. This includes but is not limited to the financial audit.
3. Outreach mechanisms may be used to ensure the board’s ability to listen to NEC viewpoints and values.
4. Costs may be incurred for the following:
 - a) training, including attendance at conferences and workshops.
 - b) fiscal audit and other audits of NEC performance.
 - c) surveys, focus groups, opinion analyses, and meeting costs.

Board Self-Monitoring

Method:

Board evaluation
Budget review

Frequency:

Biannually
Biannually

Policy Type: IV. GOVERNANCE PROCESS

Policy Title: J. Linkages

Approved By Board: October 27, 2001

Reviewed By Board: June 4, 2011

Policy Statement:

The board is responsible for linking with society membership. The primary purpose of the Board’s linkages is to share information about and get input into ENDS. Other reasons and benefits include:

1. To fulfill accountability to society membership.
2. To get support for NEC.
3. To articulate and promote the governance model.
4. To educate people about education issues and the work of the Board.
5. To build relationships.
6. To inform the Board’s wisdom for decision making.

We will contact individuals or society members and interested stakeholders in order to establish dialogue about ENDS.

Individuals or groups will be chosen on the basis of : a) being a broad based representation of the owners b) having knowledge of or influence on the issues the Board is expecting the organization to impact.

<u>Board Self-Monitoring</u>	
Method: Board evaluation Budget review	Frequency: Biannually Biannually

Policy Type: IV. GOVERNANCE PROCESS

Policy Title: K. Ethical Fundraising

Approved By Board: May 1, 2002

Reviewed By Board: June 4, 2011

Policy Statement:

The NEC Native Education College Society Board of Directors hereby adopts the Canadian Centre for Philanthropy’s Ethical Fundraising and Accountability Code as it’s policy. In doing so, members of the governing board commit to being responsible custodians of donated funds, to exercise due care concerning the governance of fundraising and financial reporting, and to ensure to the best of their ability that the organization adheres to the provisions of the Code. Adherence is delegated to the President in Policy Executive Limitations – Financial Conditions and Activity and is monitored by the board quarterly.

Board Self-Monitoring

Method:

Board evaluation
Budget review

Frequency:

Biannually
Biannually

Policy Type: IV. GOVERNANCE PROCESS

Policy Title: L. Donor Policy (from AFP Association of Fundraising Professionals)

Approved By Board: March 5, 2003

Reviewed By Board: June 4, 2011

Policy Statement:

The Donor Bill of Rights

Philanthropy is based on voluntary action for the common good. It is a tradition of giving and sharing that is primary to the quality of life. To ensure that philanthropy merits the respect and trust of the general public, and that donors and prospective donors can have full confidence in the non-profit organizations and causes they are asked to support, we declare that all donors have these rights:

1. To be informed of NEC’s mission, of the way NEC intends to use donated resources, and of its capacity to use donations effectively for their intended purposes.
2. To be informed of the identity of those serving on NEC’s governing board, and to expect the board to exercise prudent judgment in its stewardship responsibilities.
3. To have access to NEC’s most recent audited financial statements.
4. To be assured their gifts will be used for the purposes for which they were given.
5. To receive appropriate acknowledgement and recognition.
6. To be assured that information about their donation is handled with respect and with confidentiality to the extent provided by law.
7. To expect that all relationships with individuals representing organizations of interest to the donor will be professional in nature.
8. To be informed whether those seeking donations are volunteers, employees of NEC or hired solicitors.
9. To have the opportunity for their names to be deleted from mailing lists that NEC may intend to share.
10. To feel free to ask questions when making a donation and to receive prompt, truthful and forthright answers.

<u>Board Self-Monitoring</u>	
Method: Board evaluation	Frequency: Biannually

Policy Type: IV. **GOVERNANCE PROCESS**
Policy Title: M. **Code for Volunteer Involvement**
Approved by Board: May 1, 2002
Reviewed By Board : June 4, 2011

Policy Statement:

The NEC Native Education College Society is committed to the concept of volunteerism and acknowledges the role of volunteers in achieving the Society’s Ends. Ensuring the society adheres to the guiding principles and standards in the code is delegated to the President in the Executive Limitations policy number II. L. Volunteer Involvement and is monitored by the Board annually.

Values for Volunteer Involvement

- ◆ Volunteer involvement is vital to a just and democratic society. It fosters civic responsibility, participation and interaction.
- ◆ Volunteer involvement strengthens communities. It promotes change and development by identifying and responding to community needs.
- ◆ Volunteer involvement mutually benefits both the volunteer and our organization. It increases our capacity to accomplish our Ends and provides volunteers with opportunities to develop and contribute.

Guiding Principles for Volunteer Involvement

- ◆ The Board of Directors recognizes that volunteers are a vital human resource and will ensure the organization has the appropriate infrastructure to support volunteers. Our practices will ensure effective volunteer involvement and we are committed to providing a safe and supportive environment for volunteers.
- ◆ Volunteers make a commitment and are accountable to the organization. Volunteers will act with respect for beneficiaries and community. Volunteers will act responsibly and with integrity.

<u>Board Self-Monitoring</u>	
Method: Board evaluation	Frequency: Biannually