



Institut sur la gouvernance
d'organisations privées et publiques

Mandate of CEGEP Board Chair

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Pour une gouvernance créatrice de valeurs®

Background

The Board Chair leads the Board in all aspects of its work. The Board Chair is responsible for effectively managing the affairs of the Board, ensuring that the Board is properly organized and that it functions efficiently.

The Board Chair coordinates the Board's work with the Executive Committee, the Academic Council and the statutory committees.

Together with the Board members and the Director General, the Chair draws up the Board's annual work plan.

Concerning the Board, the Chair...

- ensures the Board properly discharges its duties and responsibilities;
- oversees the application of the governance principles and practices of the Board and its committees, including the Executive Committee;
- instills a culture of performance and requires performance evaluations of the Board, its committees and members;
- works with the Director General to oversee the achievement of objectives, budget and financial management, policy implementation and succession planning;
- proposes objectives;
- mobilizes members around the objectives;
- ensures that, where necessary, the Board can engage the services of external advisors to help it discharge its responsibilities;

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- ensures that the college provides members with adequate resources, including accurate, relevant and timely information, to fulfill their roles, obligations and responsibilities;
- ensures that senior executives in charge of files under review personally present the information at Board and committee meetings;
- sees to the Board's smooth operation;
- sees to the committees' smooth operation, ensuring they effectively fulfill their mandate and communicate the results of their work;
- ensures, together with the Board committee chairs, that all matters requiring Board and committee approval are appropriately submitted;
- evaluates, in conjunction with the Governance and Ethics Committee, the performance of the Board and its governors, as well as of the committee chairs and members;
- communicates the results of the Board's performance evaluation to the Board and ensures the necessary corrective measures are implemented;
- ensures that at each regular meeting the Board has the opportunity to meet without the presence of non-independent governors and management staff;
- acts as spokesperson, representing the college to the Minister responsible for Higher Education.

Concerning the administration, the Chair ...

- works closely with the Director General;
- in conjunction with the committee mandated for this purpose, conducts the performance evaluation of the Director General and the Academic Dean;

Concerning Board meetings, the Chair...

- in consultation with the Director General, determines the duration of Board meetings;
- together with the Director General, prepares the agenda and order of business of Board meetings;
- chairs Board meetings;
- conducts meetings efficiently by focusing on agenda items;
- stimulates debate and encourages discussion in order to delve into all aspects of the items under review;
- manages differences of opinion, tensions or conflicts that may arise between members;
- builds consensus.

Concerning Board members, the Chair ...

- welcomes new members and explains the expectations and requirements concerning members' obligations and responsibilities and the operating rules of the Board and its committees;
- provides the necessary information to Board members;
- provides advice and guidance to members in the exercise of their role;
- where appropriate, delegates tasks to the Vice-Chair and/or committee chairs
- ensures member training and professional development;
- explains to members the Board, committee and member performance evaluation process and procedure;
- informs each member of their performance evaluation results.