



# JIBC Board of Governors Handbook

<u>Section</u>	<u>Table of Contents</u>	<u>Page</u>
<b><u>OVERVIEW</u></b>		
I	Justice Institute Overview	1
II	Vision, Mission, Mandate	3
III	Role of the Board of Governors	4
	a) Staff-Board Relationship	7
IV	Code of Conduct for Board Members	8
	➤ Purpose/Rationale	
	➤ Scope	
	➤ Definitions	
	➤ Code of Conduct	
	➤ Conflict of Interest	
	➤ Procedures	
	1. Handling Temporary Conflicts of Interest	
	2. Monitoring Compliance with the Code of Conduct	
	3. Handling a Breach of the Code of Conduct or Conflict of Interest	
	4. Processing an Appeal	
	5. Breach	
	6. Confidential Information	
	7. Entertainment, Gifts and Favours	
	8. Use of the Institute's Property	
	9. Responsibility	
	10. Where to Seek Clarification	
V	Role Descriptions	
	a) Board Chair	14
	b) Vice Chair	16
	c) President	17
	d) Board Assistant/Secretary	20
VI	Committee Mandates	
	a) Finance and Audit Committee	21
	b) Governance Committee & HR Committee	23
	c) <del>Human Resources</del>	26
	d) <del>External Relations Committee</del>	28
	d) <i>Program Council (Education Council)</i>	30

<b>VII</b>	<b>Board Operational Procedures</b>	
	a) <b>Board Meeting Guidelines</b>	<b>32</b>
	1. <b>Frequency</b>	
	2. <b>Agenda &amp; Distribution</b>	
	3. <b>Proceedings</b>	
	4. <b>Public Attendance</b>	
	5. <b>Board Meetings without Management</b>	
	6. <b>Management at Board Meetings</b>	
	7. <b>In-Camera Meetings</b>	
	8. <b>Minutes</b>	
	9. <b>Telephone Meetings/Response</b>	
	b) <b>Structure of the Board</b>	<b>35</b>
	1. <b>Size of the Board</b>	
	2. <b>Term of Service</b>	
	3. <b>Outside Advisors for Committees and Governors</b>	
	c) <b>Communications Strategy</b>	<b>36</b>
<b>VIII</b>	<b>Evaluation Responsibilities</b>	
	a) <b>President</b>	<b>37</b>
	b) <b>Board Chair</b>	<b>38</b>
	c) <b>Vice Chair</b>	<b>39</b>
	d) <b>Board Governors</b>	<b>40</b>
	e) <b>Board Effectiveness</b>	<b>41</b>
<b>IX</b>	<b>Succession Management and Development</b>	
	a) <b>President</b>	<b>42</b>
	b) <b>Governors</b>	<b>43</b>
	c) <b>Chair</b>	<b>44</b>
	d) <b>Orientation and Professional Development</b>	<b>47</b>
<b>X</b>	<b>Organization Policies / Procedures</b>	
	a) <b>Tuition Fees</b>	<b>47</b>
	b) <b>Human Resources: Executive Limitations</b>	<b>49</b>
	c) <b>Student Appeal Procedure</b>	<b>50</b>

## **Appendices**

- A. JIBC Strategic Plan**
- B. Board Contact Information**
- C. Governor Expense Form**
- D. Senior Management Org Chart**
- E. Ministry Related Materials**
  - a) **Order in Council**
  - b) **College & Institute Act (Rev. June 2011)**

## **OVERVIEW**

### **Welcome to the JIBC**

The Justice Institute of British Columbia (JIBC) is Canada's first, largest, and most comprehensive Justice Institute. The JIBC is a dynamic, post-secondary education institution with a provincial mandate to provide justice and public safety education, training, and applied research. The JIBC is a learning organization recognized nationally and internationally for continuous quality improvement and innovative education. Our provincial mandate to create leaders who prevent and manage crises encompasses education and training in the areas of criminal and social justice, public safety and human services contributing to making British Columbia's communities' safer places where business and industry can thrive where we work, live, and play. Each year the JIBC's distinctive educational co-op model attracts people from across Canada and throughout the world.

Located in New Westminster, B.C. 30 minutes from downtown Vancouver, our educational programs and services are delivered to government agencies, community organizations, private corporations, and the general public, around the province, throughout Canada, and around the world.

### **Our Schools and Offices reflect special areas of expertise in:**

- Applied Research and Innovation
- Conflict resolution, negotiation, mediation/third party intervention, restorative practices
- Victim services, child welfare, family violence, youth at risk, community safety
- Corrections and community justice (adult and youth)
- Court services operations (sheriffs, registry, management)
- Emergency management, emergency social services, search and rescue
- Fire services (recruit, officer, industrial, marine, hazmat)
- Emergency vehicle operation, advanced driver training, accident investigation
- Paramedics, emergency medical services, resuscitation
- Policing, law enforcement, private security
- Critical incident stress management
- Intelligence analysis (business intelligence & tactical crime)

Every year approximately 30,000 people learn at JIBC. They are younger people starting a career, and experienced professionals looking to advance their careers. The JIBC hosts students from across Canada and from 10 countries around the world. JIBC instructors deliver training in 170 communities around the Province. Customized contract training courses and services are also offered for government and industry. The community also benefits from applied research projects that the JIBC undertakes on behalf of its public and private sector clients.

### **Degree Programs**

The JIBC offers Certificate, Diploma, and undergraduate degree programs in Public Safety Administration, Emergency & Security Management, and Law Enforcement Studies as well as Graduate Certificates in Complex Trauma and Intelligence Analysis.

## **Educational Partnerships**

The JIBC is proud to partner with many post-secondary institutions, government, private and public groups, and the Aboriginal community.

## **Local and International Clientele**

The JIBC has earned an international reputation for professional standards and adaptability and for its state-of-the-art training and advancement in education. Our students are local and global, as clients from around the world look to us for education, training and consulting services in Canada and in their homeland.

## **Facilities**

Our campuses offer traditional face-to-face instruction complemented by online teaching and learning through the “Virtual” JIBC. Our main campus in New Westminister is augmented with one of the top three Fire and Safety Training Centres in North America at our Maple Ridge site, and one of the leading North American Traffic and Education Centres for driver education and research in collision avoidance in Pitt Meadows.

### **New Westminister Campus**

**715 McBride Blvd., New Westminister, B.C. V3L 5T4**

The JIBC's New Westminister campus is recognized with an architectural design award and includes: 55 comfortable classrooms; a specialized library; a full-service cafeteria; a 200-seat auditorium; a gymnasium; a firearms range; a simulated courtroom, and an award-winning media production centre. The Dr. Donald B. Rix Public Safety Simulation Building is a stand-alone building on the New Westminister campus grounds that immerses students in challenging scenarios where they experience the impact of their actions and learn to work as a team.

### **Maple Ridge Campus**

**13500-256<sup>th</sup> St., Maple Ridge, B.C. V4R 1C9**

The Fire and Safety Training Centre in Maple Ridge boasts a variety of training props including a burn building; tank cars; a ship mock-up, a tower crane, and a number of fire extinguisher pads used in live fire and rescue training.

### **Victoria Campus**

**810 Fort Street, Victoria, B.C. V8W 1H8**

In 2003, the JIBC consolidated a long-standing presence in Victoria by bringing together into one location, classroom space to be used by all Academies and Divisions for training in that region.

### **Pitt Meadows Regional Airport**

The home for one of the leading North American Traffic and Education Centres for driver education and research in collision avoidance.

### **Okanagan Campus**

**825 Walrod Street, Kelowna, BC, V1Y 2S4**

The JIBC Okanagan Campus provides a strategic centre for our clients and students in the interior of British Columbia.

Find out more about us at: [www.jibc.ca](http://www.jibc.ca)



**Vision**

Safer communities and a more just society.

**Mission**

Developing dynamic justice and public safety professionals through exceptional applied research, training, and research.

**Mandate**

Unique among post-secondary institutions in Canada, the Justice Institute of British Columbia offers specialized, applied education, training, and research in conjunction with our community partners in the fields of justice and public safety.

**Strategic Initiatives**

- Be Relevant and Impactful
- Increase Engagement and Awareness
- Create Exceptional Environments
- Be effective and Accountable

(Board Approval: March, 2006)

## **Role of Governors on the Board**

### **Board of Governors Responsibilities**

#### **General Role:**

The Board's general role is to foster the Justice Institute of BC's short and long-term success consistent with its mandated objectives and accountabilities. The Board oversees the affairs of the JIBC, supervises senior Management which is responsible for day-to-day operations, and (through the President), sets the standards of organizational conduct.

The Board's primary accountability is to the Government of BC through the Ministry of Advanced Education. The Chair of the Board has primary responsibility for the relationship with the Minister (see the detailed description in Section V (a)). Other stakeholders whose interests must be considered are students, faculty, staff and the public.

#### **Relationship with Staff:**

The Board's role in policy-making, guidance of the strategic planning process, and performance monitoring, is separate from responsibility for day-to-day management – that responsibility resides with the President who leads the organization in achieving board-approved directions, and in turn recommends new initiatives to the board. The Board has a written policy describing the relationship between the Board and staff (see Section III (a)).

#### **Specific Responsibilities:**

The board provides overall leadership, and is specifically responsible to:

- select, assess, compensate and (if necessary) replace the President, and plan for President succession;
- oversee development of and approve a strategic plan that takes into account opportunities and risks facing the JIBC;
- approve capital and operating budgets and ensure the integrity of financial statements, internal controls, financial information systems, projections and audited statements;
- approve the JIBC's material policies;

- work with management (through the President) to identify the principal risks to the JIBC and ensure that systems to manage those risks are in place;
- monitor JIBC performance against agreed goals and objectives;
- approve major transactions;
- ensure compliance with legal and regulatory requirements;
- ensure that reporting, monitoring and accountability obligations are met;
- ensure that controls and codes govern ethical conduct, conflicts of interest, environmental protection, personal and public safety, equity and similar concerns;
- ensure that the JIBC has an appropriate communications strategy;
- provide for the Board's management and effectiveness, including establish committees, task forces and working groups to assist the Board in discharging its mandate; and
- in consultation with BRDO, identify the competencies and personal attributes required on the Board and recommend to Government the orderly succession of Board members.

**Additional considerations:**

1. Limitations to the Board's decision-making powers:
  - a) The Ministry of Finance approves the auditor for the JIBC.
  - b) The JIBC is subject to the *College and Institute Act*, the *Financial Information Act*, and the *Financial Administration Act*, among others.
  
2. Delegations of responsibilities to Board Committees:
  - The *College and Institute Act* [section 23(1)] sets out certain requirements for an Education Council; the role of the Education Council is filled for the JIBC by the Board, which has delegated those responsibilities to the JIBC Program Council. The Board requires Program Council to advise the Board on development of policies, criteria and new academic programs referred to in Section 24(2) of the *College and Institute Act*.
  - Other policies of the Board outline responsibilities that the Board has assigned to staff. In particular, the Board's *Financial Management Policy* describes the responsibilities assigned by the Board to ensure compliance with various legislative requirements.
  - Another notable policy is the *Policy on Accreditation by Delegation*, pursuant to which certain third-party accreditations of some JI programs in the Fire and Safety Division is delegated to other institutions.
  - The Board periodically creates committees with primary responsibility for consulting with staff on particular matters, or for developing options for Board consideration. These committees do not possess delegated powers, but rather offer information or options for Board decisions. Each standing committee has a written mandate and reports to the Board at each regularly scheduled meeting.

3. Board operational matters:

The Board has approved the following:

- a) a statement of the Board's meeting guidelines and other operational matters, found at section VII of the Board of Governors Handbook;
  - b) a Code of Conduct for Board members (also describes the Board's policy concerning conflicts of interest), found at section IV of the Board of Governors Handbook.
4. The JIBC is governed by the *College and Institute Act* and the Board must be aware of its requirements.
5. The Board is committed to ongoing education of Board members, and to ongoing assessment and improvement of the performance of both individual Board members and the Board as a whole. The Board's evaluation policies are found at section VIII of the Board of Governors Handbook.

This document is part of the JIBC's Board of Governors Handbook, and is publicly available.



(Board Approval: June 2002)

## **Staff-Board Relationships**

### **Legislative Enabler(s)**

#### **The College and Institute Act**

Each Board must appoint a President who is the chief executive officer and who must, under the direction of the board, supervise and direct the instructional, administrative and other staff of the institution and exercise powers and perform duties assigned to him or her by the board. [S36.1]

#### **Definition**

“**Staff**” means all employees

### **Policy**

The Board will enable the President, as chief executive officer, to administer to the needs of the Institute through the establishment of meaningful goals which have the purpose of advancing the Institute in the political and economic environment.

The staff-board relationship will be through the President. The Board will be assisted by the Vice President Finance and Operations in the area of finance and by an administrator assigned to the Board for all other administrative matters.

On matters related to the Board, the administrator to the board will report to the Board Chair. For all other matters, this position will report to the President.

### **Executive Limitation(s)**

Presidential goals will be established on a cyclical basis and, once approved by the Board, will be the basis for monitoring presidential performance.

The Board will develop and establish guidelines for the selection, evaluation, compensation and termination of the relationship with the President. Evaluation of the President will be based on the previously established and agreed-to goals.

The President will report to the Board, through the Board Chair.



(Board Approval: March 2006)

## Code of Conduct / Conflict of Interest or Duty

### Purpose/Rationale

The purpose of this policy is to explain the expectations that the JIBC places on its Board members while members serve at the JIBC. Members of the Board are representing a public institution and should keep in mind at all times that their conduct reflects upon the JIBC. The JIBC asks its Board members to represent the JIBC with integrity at all times. Board members will be expected to avoid any conflict of interest or perceived conflict of interest that might impair or impugn their independence or integrity. The Board has adopted a Code of Conduct and Ethics that is consistent with The Standards of Ethical Conduct for Public Sector Organizations. The JIBC publishes its Code of Conduct and Ethics on its web page.

### Scope

All Board members, voting or non-voting.

As part of their commitment to the Board, members of the Board are required to affirm an oath agreeing to abide by the Board Conduct By-law.

### Definitions

1. **Board** means the governing board as defined in the *College and Institute Act*.
2. **President** means the President and CEO of the Justice Institute. The President is a non-voting member of the Board.
3. **Board Chair** means member, other than the President, elected annually to the position of the chair from among the voting Board members.

### CODE OF CONDUCT

1. Board members are expected to act at all times in good faith and with honesty and due diligence. Board members' conduct in Board meetings and while representing the Justice Institute shall reflect social standards of courtesy, respect and dignity.
2. Board members are expected to regularly attend meetings and to adequately prepare for the duties expected of them. If a member of the Board has not attended three (3)

consecutive regular meetings of the Board, the member is no longer a member of the Board unless excused by resolution of the Board.

3. The Board speaks as with one voice. The Board Chair or someone designated by the chair represents the Board in the public. All Board members must refer to the Chair for public comments about the Board and its decisions. Board members shall publicly stand by and uphold decisions of the Board.
4. The conduct and language of Board members must be free from any discrimination or harassment prohibited by the Human Rights Code of British Columbia and must be in compliance with the Harassment Policy of the JIBC.
5. Confidential information must not be used for any purpose outside that of undertaking the work of the Board. To this end each member of the Board shall take due care to ensure that confidential information of the Board is not made public.
6. Performance of Board duties shall not result in any personal or private financial or other substantive gain for its members. (Private gain does not include honoraria for service on the Board.)

### **CONFLICT OF INTEREST**

Actions taken in the course of performing duties as a member of the Board shall neither cause nor suggest the reality or perception that the member's ability to perform or exercise those duties has been or could be affected by private gain or interest. All Board members shall ensure that:

1. Board members do not have any contract for profit with the Justice Institute on their own behalf or with any company in which they or any member of their family have an interest while the Board member is serving at the Justice Institute;
2. Board members do not have personal financial interests, assets or holdings which could place the Board member in conflict with any decision, information or other matter that may be heard by or acted upon by the Board;
3. Board members shall not undertake any activity as a private citizen which conflicts with his/her responsibilities as a member of the Board;
4. Board members must remain impartial at all times toward individuals who deal with the Board and, as a member, avoid taking any action that may result in preferential treatment for any individual;
5. Board members should avoid conflict with work undertaken through any other memberships, Governorships, voluntary or paid positions or affiliations which could conflict with their duties as a member of the Board.

## **PROCEDURES**

The following process is intended to assist the members of the Board and the Board Chair to resolve or handle situations where real or potential conflict of interest exists on a temporary basis.

### **1. Handling Temporary Conflicts of Interest**

1. The Board Chair and all Board members will examine the agenda with a view to determining potential or real conflict of interest.
2. If the Board Chair or any Board member believes there is a conflict of interest situation, the Chair will advise the individual involved of the real or potential conflict of interest. If a member believes there may be a conflict, he/she must advise the Chair of the potential conflict.
3. If a potential conflict is deemed to exist, then the Board member will:
  - a) Declare the conflict at the commencement of the meeting at which the topic of conflict is scheduled
  - b) For in-camera sessions, the Board member in conflict will absent himself or herself from the meeting for the duration of the discussion and decision on the topic in conflict.
  - c) For public sessions, the Board member in conflict will refrain from discussing or voting on the topic in conflict.
4. If the Board member does not agree with the Chair that a conflict needs to be declared, the Board Chair will:
  - a) Call an in-camera meeting prior to the meeting at which the topic of conflict is scheduled.
  - b) Put the question to the full Board for a decision at that in-camera meeting
  - c) The Board's decision will be final

### **2. Monitoring Compliance with the Code of Conduct**

Governors are required to sign a declaration upon swearing in, confirming they have read and considered the Code of Conduct and Conflict of Interest Guidelines and agree to conduct themselves in accordance with the Code. As part of the Board of Governors annual calendar, in September each year, Governors will be verbally required to confirm their abidance of the Code of Conduct and Conflict of Interest guidelines.

### **3. Handling a Breach of the Code of Conduct or Conflict of Interest**

When a breach of this policy has been identified, the Board Chair will take whatever action he or she believes is appropriate based on the nature and severity of the breach. Such action may include in order of preference not limited to:

- a) warning
- b) reprimand

- c) asking the member not to attend Board meetings until the matter has been discussed by the full Board
- d) recommending that the Board ask the Lieutenant Governor in Council to remove the member from the Board

If the member accepts the decision of the Board Chair, the penalty is imposed and the Board Chair must report on his or her actions at the next in-camera meeting of the Board.

#### **4. Processing an Appeal**

If the member rejects the decision of the Board Chair, he or she may appeal to the Board in writing. The appeal must be requested within one week of the imposition of the penalty.

- a) The penalty will remain imposed until such time as the Board hears the appeal
- b) The Board will make every effort to hear the appeal within one month of its imposition.

On hearing the appeal the Board may allow whatever evidence it considers appropriate, without regard to the rules of evidence

At the conclusion of the hearing the Board may:

- a) Allow the appeal, or
- b) Impose any of the penalties listed above or request that the Lieutenant Governor in Council remove the appellant from the Board.
- c) The decision of the Board is final.

#### **5. Breach**

A Governor found to have breached his/her duty by violating the minimum standards set out in this document may be liable to censure or a recommendation for dismissal to the Government.

#### **6. Confidential Information**

Confidential information includes proprietary technical, business, financial, legal, or any other information which the organization treats as confidential.

Governors should not, either during or following the termination of an appointment, disclose such information to any outside person unless authorized.

Similarly, Governors should never disclose or use confidential information gained by virtue of their association with the organization for personal gain, or to benefit friends, relatives or associates.

If in doubt about what is considered confidential, a Governor should seek guidance from the Board Chair or the CEO.

## **7. Entertainment, Gifts and Favours**

It is essential to fair business practices that all those who associate with the organization, as suppliers, contractors or Governors, have access to the organization on equal terms.

Governors and members of their immediate families should not accept entertainment, gifts or favours that create or appear to create a favoured position for doing business with the organization. Any firm offering such inducement should be asked to cease.

Similarly, no Governor should offer or solicit gifts or favours in order to secure preferential treatment for themselves or the organization.

Under no circumstances should Governors offer or receive cash, preferred loans, securities, or secret commissions in exchange for preferential treatment. Any Governor experiencing or witnessing such an offer should report the incident to the Board Chair immediately.

Gifts and entertainment should only be accepted or offered by a Governor in the normal exchanges common to established business relationships for the organization. An exchange of such gifts should create no sense of obligation on the part of the Governor.

Inappropriate gifts received by a Governor should be returned to the donor.

Full and immediate disclosure to the Board Chair of borderline cases will always be taken as good-faith compliance with these standards.

## **8. Use of the Institute's Property**

A Governor should require the organization's approval to use property owned by the organization for personal purposes, or to purchase property from the organization unless the purchase is made through the usual channels also available to the public.

Even then, a Governor should not purchase property owned by the organization if that Governor is involved in an official capacity in some aspect of the sale or purchase.

## **9. Responsibility**

The organization should behave, and be perceived, as an ethical organization.

Each Governor should adhere to the minimum standards described herein and in the organization's code of conduct, and to the standards set out in applicable policies, guidelines or legislation.

Integrity, honesty, and trust are essential elements of the organization's success. Any Governor who knows or suspects a breach of the organization's code of conduct and ethics has a responsibility to report it to the Board Chair.

To demonstrate determination and commitment, each Governor should review and declare compliance with the organization's code of conduct and ethics annually.

#### **10. Where to Seek Clarification**

Normally, the Board Chair or the governance committee chair should be responsible to provide guidance on any item concerning standards of ethical behaviour.

(Board Approval: March 2003)

## **Board Chair**

### **A. INTRODUCTION**

- a. The Board Chair is elected by the Governors.
- b. The Board Chair's primary role is to act as the presiding Governor at Board meetings and to manage the affairs of the Board of Governors ("the Board"), including ensuring the Board is organized properly, functions effectively, and meets its obligations and responsibilities.
- c. The Board Chair works with the President to ensure effective relations with the Government and stakeholders.
- d. The Board Chair is an ex-officio member of committees where he/she is not appointed as a full member.
- e. The Board Chair works closely with the Board Secretary and management, as required.

### **B. DUTIES AND RESPONSIBILITIES**

#### **a. Working with the President**

The Board Chair has the responsibility to:

- 1) Act as a sounding board, counsellor and confidant for the President, including helping to review strategies, define issues, maintain accountability, and build relationships;
- 2) In conjunction with the President, assist in representing the Justice Institute as required;
- 3) Ensure the President is aware of the concerns of Government, the Board and other stakeholders;
- 4) Lead the Board in monitoring and evaluating the performance of the President, ensure the accountability of the President, and ensure the implementation of the management succession and development plans by the President;
- 5) Work closely with the President to ensure management strategies, plans and performance measures and results are appropriately represented to the Board; and
- 6) Act as the primary spokesperson for the Board.

#### **b. Managing the Board**

The Board Chair has the responsibility to:

- 1) Ensure the Board is aware of its obligations to the Justice Institute, the Government and other stakeholders;
- 2) Chair board meetings and ensure that the appropriate issues are addressed;
- 3) Establish the frequency of Board meetings and review such frequency from time to time, as considered appropriate or as requested by the Board
- 4) Assist the Governance committee in developing governor criteria and potential candidates to be recommended to the Government for appointment of Governors and communicate with the Government regarding the criteria;
- 5) Recommend the committee members and committee Chair appointments to the Board for approval and review and report to the Board the need for, and the performance and suitability of, those committees;
- 6) Maintain a liaison and communication with all Governors and committee chairs to coordinate input from Governors, and optimize the effectiveness of the Board and its committees;
- 7) Ensure the coordination of the agenda, information packages, and related events for Board meetings in conjunction with the President and the Board Secretary;
- 8) Ensure major Justice Institute initiatives have proper and timely Board understanding, consideration, oversight and approval;
- 9) Ensure the Board receives adequate and regular updates from the President on all issues important to the welfare and future of the Justice Institute;
- 10) Review and govern conflict of interest issues as they arise;
- 11) In collaboration with the President, ensure information requested by Governors or committees of the Board is provided and meets their needs; and
- 12) Review and assess Governor attendance and performance and the size and composition of the Board and make recommendations to the Government as required.

### **3. RELATIONS WITH THE GOVERNMENT AND OTHER STAKEHOLDERS**

The Board Chair has the responsibility to:

- 1) In consultation with the President, act as the principal interface between the Board and the Minister; and
- 2) In consultation with the President, review the communications plan with stakeholders to ensure that it meets the needs of the Justice Institute.



(Board Approval: March 2003)

## Vice Chair

### INTRODUCTION

1. The Vice-Chair is elected by the Governors.
2. The Vice-Chair's primary role is to act as a replacement for the Board Chair should he/she temporarily be unable to fulfill the role of Board Chair. In such situations, the Vice Chair would assume the full responsibilities of the Board Chair as outlined in the Terms of Reference for that position.
3. The Vice-Chair works closely with the Board Chair so he/she can become acquainted with the stakeholders as well as any aspects of the Board Chair's role that will prepare him/her to best serve in the Chair's absence.



(Board Approval: October 2003)

## President

### INTRODUCTION

The President reports to the Board of Governors (the “Board”) and maintains open communication with the Board Chair. The staff-board relationship is through the President.

Presidential goals will be established on a cyclical basis and, once approved by the Board, will be the basis for monitoring presidential performance.

The Board’s Governance & HR Committee will develop and establish guidelines for the selection, evaluation, compensation and termination of the relationship with the President.

Legislative enabler:

The College and Institute Act

Each Board may appoint a President as the chief executive officer to supervise and direct, subject to the bylaws, the instructional, administrative and other staff of the institution and exercise powers and perform duties assigned to the president by the board. [S36.1]

Definition: “**Staff**” means all employees

### DUTIES AND RESPONSIBILITIES

#### 1. DUTIES OF THE PRESIDENT

**The duties of the President are defined in the College and Institute Act as:**

[S.36.2(a)] Repealed 2004-33-5.

[S36.2(b)] “...may authorize a person who is not a member of the instructional staff of the institution to give instruction at the institution in a course authorized by the board.”

[S.37.1] “For just cause, the president of an institution may suspend a member of the instructional, administrative or other staff or an employee of the institution.”

[S.37.2] “For just cause, the president of an institution may suspend a student of the institution and deal summarily with a matter of student discipline.”

[S.37.3] “On exercise of a power of suspension under this section, the president must immediately report the action to the board with a statement of the reasons.

[S.37.4] “A person suspended under this section has the right of appeal to the board.

[S.38.1] “The president must advise the board on all matters concerning the operation of the institution.”

[S.38.2] “Each year and at other times on the request of the board the president must report to the board on the progress of the institution and make recommendations for the benefit and advancement of the institution.”

**2. In addition, the President, or designate, shall:**

- 2.1 Have the power to terminate the appointments of college employees within the constraints of existing collective agreements;
- 2.2 Guide and develop policy options for the board’s consideration;
- 2.3 Implement the approved policies of the board;
- 2.4 Develop an organizational structure and process that will enable the effective achievement of board goals;
- 2.5 Develop policy and procedures to manage the institute; and
- 2.6 Subject to the direction of the board, have the power to manage the property and assets of the institute as its chief executive officer, including power to control and supervise access to and use of that property and those assets.

**3. The President is responsible for providing overall leadership to the JIBC by:**

- 3.1 Fostering a corporate culture that promotes ethical practices, individual and social responsibility and entrepreneurial thinking; and
- 3.2 Developing and communicating a shared vision as well as a longer term strategic plan agreed to by the Board not less frequently than every three years.

**4. The President is responsible for managing the JIBC by:**

- 4.1 Ensuring all operations and activities of the Institution are safe and efficient and are conducted in accordance with laws, regulations and policies and practices approved by the Board of Governors;
- 4.2 Creating and monitoring an effective organization structure with clear lines of responsibility, delegation and authority;
- 4.3 Establishing an annual business plan that includes an operational budget, capital budget, staffing budget, and systems for measuring progress toward the plan;
- 4.4 Identifying the principal risks for the institution and implementing appropriate system to manage the risks; and
- 4.5 Ensuring effective communications and maintaining appropriate relationships with the Government and stakeholders, acting as the principal spokesperson for the JIBC.

**5. The President is responsible for ensuring effective working relationships with the Board of Governors by:**

- 5.1 Fulfilling the annual President's Performance Agreement which states annual goals agreed to by the Board and the President;
- 5.2 Keeping the Board fully informed of all significant operational, financial and other matters relevant to the Institution. This includes external items emanating from Government and stakeholders;
- 5.3 Providing the Board with background information and policy options on significant agenda items to assist with quality decision making by the Board; and
- 5.4 Obtaining Board approval for strategic plans, annual business plans, performance agreements and other significant initiatives.



(Board Approved: March 30, 2006)

## **Board Executive Assistant/Secretary**

Duties for the Executive Assistant/Secretary to the Board of Governors of the Justice Institute of BC include but are not limited to:

- Liaise with Governors on board meeting and retreat dates;
- Organize meeting locations and arrange catering;
- Prepare board meeting agendas, previous minutes and any attachments;
- Upload/Collate/distribute all meeting materials prior to the meeting;
- Attend and take the minutes of meetings;
- Liaise with and prepare documentation for the Board Resourcing Office on Governor replacements when required;
- Prepare correspondence on behalf of the Chair of the Board;
- Ensure approved minutes are filed and archived appropriately;
- Keep Governors informed of special events at or about the JIBC and extend invitations where necessary;
- Maintain and Update Governors Handbook.

(Board Approval: March 2003)  
(Revised and approved: January 2006)

## **Finance and Audit Committee**

### **TERMS OF REFERENCE**

The Finance and Audit Committee is a standing committee of the Board of Governors. This committee is responsible for monitoring significant financial planning, management and reporting matters of the Institute, makes recommendations and delivers reports to the Board of Governors, and serves as the board's audit committee.

### **ROLE**

1. Recommendations to the Board of Governors for Approval
  - Annual operating and capital budget
  - Annual audited financial statements
  - Annual financial information act requirements
  - Appointment of auditors
  - Approval of policies related to financial management
  - Key performance indicators
  - Periodic review of internal audit function requirement
  - Review of any proposed changes to the position of the institute's Vice President, Finance and Administration.
2. Provision of Information to Board of Governors
  - Significant financial planning, management and reporting issues
  - Interim financial reports
  - Reports from auditors and administration on internal control issues and other matters
3. Serve as Audit Committee
  - Review the audit tender process
  - Review proposals received in the audit tender process and recommend the appointment of an auditing firm to the board as outlined in 1.4 above
  - Meet with the external auditors to ensure that:
    - The external auditors reports directly to the committee, not to management.
    - The institute has implemented appropriate systems to identify, monitor and mitigate significant business risk.
    - The appropriate systems of internal control, which ensure compliance with the institute's policies and procedures are in place and operating effectively.

- The institute's annual financial statements are fairly presented in all material respects in accordance with generally accepted accounting principles.
- Any matter that the external auditors wish to bring to the attention of the board has been given adequate attention; and
- The external audit function has been effectively carried out.
- Review terms of reference annually to assess effectiveness of the Audit Committee's effectiveness in meeting the needs of the Board of Governors
- Review and pre-approve all non-audit services to be provided to the institute by the external auditor.
- Engage, with prior approval from the Board Chair, independent counsel and other advisors.

## **MEMBERSHIP**

- 1 The committee consists of no fewer than two members of the Board of Governors; committee members will be appointment by the chair of the Board of Governors. The Board Chair will also appoint the committee chair.
- 2 All membership appointments will be for one year. Re-appointments are permitted.
- 3 Committee members should be independent and financially literate. At least one member of the committee should have a financial designation or relevant financial management expertise.
  - "Independent" means having no material direct or indirect association with the organization or external auditors, which could, in the view of the organization's Board of Governors, reasonably interfere with the exercise of the member's independent judgment; and
  - "Financially literate" means that the member has the ability to read and understand a set of financial statements which present a breadth and level of complexity of accounting issues that are generally comparable to the breadth and complexity of the issues that can reasonably be expected to be raised by the organization's financial statements.

## **COMMITTEE OPERATION**

- 1 The committee will normally meet prior to board meetings.
- 2 Extraordinary meetings may be held at the discretion of the Chair following consultation with the Board Chair.
- 3 Members are required to advise the committee of their inability to attend a meeting by contacting the Executive Assistant to the Board of Governors no later than 12:00 noon on the day of the meeting.
- 4 The majority of the members of the committee will constitute a quorum.
- 5 The Vice President, Finance and Operations will be a resource to the committee and will attend committee meetings.
- 6 Committee members will be expected to attend all meetings, including extraordinary meetings.
- 7 The committee will meet from time to time with the external auditors without management present.

(Board Approval: April 16, 2013)  
(Reviewed and approved: January 2015)  
(Board Approval: November 2017 – Combine with HR Committee)

## **Governance & HR Committee**

### **1. TYPE**

Advisory Committee to the Board of Governors

### **2. PURPOSE**

The Governance & HR Committee exists to develop and regularly review a framework of structures, practices, processes and policies to ensure that the JIBC Board of Governors:

- Fosters trust and openness;
- Demonstrates accountability;
- Provides appropriate oversight of the activities and operations of the JIBC;
- Complies with regulatory requirements;
- Reduces and minimizes liabilities;
- Provides strategic direction;
- Effectively manages or mitigates risk

### **3. SCOPE**

The Governance & HR Committee scope is to develop, review, schedule, implement and/or measure a framework of structures, practices, processes and policies that ensure the Board of Governors are able to meet their obligations. The Governance Committee scope includes:

- Board roles and responsibilities;
- Board committee structure and mandates;
- Board agenda and calendar management;
- Board policies (Code of Conduct and Conflict of Interest Guidelines);
- Board meeting effectiveness guidelines and tools;
- Evaluation processes (Board and Board members);
- Audit of JIBC policies;
- Evaluate organizational performance;
- Additional activities as agreed upon by the Board or the Chair.

### **4. AUTHORITY**

The decision making authority of the Governance & HR Committee is limited to decision related to the reviewing, researching, drafting and making of recommendations to the Board of Governors relating to the Committee's Purpose,

Scope and Deliverables. All decisions and approvals are the authority of the Board of Governors as a whole.

**5. MEMBERSHIP**

The Committee's members, and its Chair, will be appointed annually by the Board of Governors Chair and approved by the Board. All membership appointments are for one year, with reappointments permitted. The Chair will select members based on skill, knowledge, and ability to contribute to the successful development and execution of the Committees Purpose and Deliverables. The Committee shall consist of no fewer than three Governors, and a maximum of six Governors.

**6. MEETINGS**

The Committee will meet 4 times per year, with additional meetings if required, either in person or by conference/video call. Meeting dates will be set in advance for the year. In order for the meeting to proceed, there must be a quorum of one third of the Committee plus the Chair. An agenda for each meeting will be prepared in advance and distributed by the Chair. The Committee minutes will serve as the project management tool for managing deliverables and decisions. Committee Reports to the Board will be a summary of the Committee minutes.

**7. REPORTING**

The Committee will submit a report to the Board for every Board meeting. Once a year, the Committee will facilitate a presentation of the year's work plan, with a recommendation to the Board.

**8. RESOURCES & BUDGET**

The Committee relies on the members of the Committee as well as any additional resources (people, budget, facilities, equipment, data, etc.) available through either the JIBC Presidents office or by special approval of the Board Chair or Board as a whole.

**9. REVIEW**

The Committee's Terms of Reference shall be reviewed annually, following the development of the Board's annual goals.

## 10. DELIVERABLES

The core deliverables for the Governance & HR Committee will be:

TITLE	DESCRIPTION
A. Roles & Responsibilities	Develop and review the role of the Board Chair, Vice Chairs, Governors, President and Bursar.
B. Board Agendas	Establish, manage and coordinate with the President each Board meeting agenda.
C. Policies	Develop and review Board policies such as the Board's Code of Conduct and Conflict of Interest Guidelines.
D. Committee Structure & Mandates	Review and recommend required standing committee structures and mandates. Review and approve Committee Terms of Reference.
E. Meeting Guidelines	Develop and review guidelines for effective Board and committee meetings.
F. Board Evaluation Process	Develop, manage and review a Board performance evaluation process.
G. Policies Audit	Develop or facilitate an annual audit of JIBC policies.
H. KPI	Develop, manage and review key performance Indicators and a process to evaluate organizational performance.
I. Scheduling	Develop and manage a calendar process for bringing recurring activities to the Board's attention.



(Board Approval: October 2003)  
(Reviewed and approved: November 2013)  
(Reviewed and approved: January 2015)  
(Board Approval: November 2017 – Combined with Governance Committee)

## **HR Committee**

### **TERMS OF REFERENCE**

#### **1. PURPOSE**

- A. The primary function of the Human Resource Committee (the “Committee”) is to assist the Board of Governors (the “Board”) in fulfilling its oversight and employer responsibilities in relation to the recruitment, employment, and working relationship with the President.
- B. Primary responsibility for human resource management, performance management, labour relations, employee health and safety, and career planning of the Justice Institute of British Columbia (JIBC) is vested in management and is overseen by the Board.

#### **2. COMPOSITION AND OPERATIONS**

- A. The Committee shall be composed of a minimum of two governors with preference for three. A Chair should be chosen from the members. The Committee may be expanded when recruiting for a new President. The Chair of the Board is an ad hoc member. Members will be appointed on an annual basis. The HR Committee does not get involved with individual staff issues.
- B. The Committee shall operate in a manner consistent with provisions of the Board’s Handbook.
- C. The Committee shall meet at least four times each year.
- D. The Committee shall meet at the call of the Chair or as agreed to by the Committee.
- E. The Committee may invite Board Members and outside parties, and consultation with the President or other staff, as may be deemed desirable to attend meetings and assist in the discussion and consideration of the business of the Committee.

### **3. DUTIES AND RESPONSIBILITIES**

Subject to the powers and duties of the Board of Governors, the Committee shall:

- A. Manage the process for the recruitment of the President of the JIBC and make recommendations to the Board regarding the process and final selection.
- B. Manage the process for the recruitment of Governors to the Board of the JIBC and make recommendations to the Board regarding the process and final selection.
- C. Recommend a performance evaluation process for the President, and, when approved, lead the implementation of the evaluation process.
- D. As permitted by law and working within Provincial parameters, review and recommend to the Board the President's salary, including any increments or changes to working conditions.
- E. Make recommendations to the Board regarding training and development for the President.
- F. Provide advice at the President's request on personnel issues relating to senior management.
- G. Provide advice to the President and the Board on major labour relations issues and/or strategic HR matters, including reviewing relevant HR policies and recommend amendments where appropriate.
- H. Review with the President any significant outside commitments the President is considering before the commitment is made. This includes commitments to act as a director or trustee of for-profit and not-for-profit organizations.

### **4. ACCOUNTABILITY**

The Committee shall keep a record of its meetings and the Chair shall provide reports to the Board on matters relative to their duties and responsibilities.

(Approved: August 2013)  
(Committee is Collapsed: November 2017)

## **External Relations Committee**

### **Purpose**

~~The purpose of this Committee is to ensure the JIBC is engaging key stakeholders and decision makers who can influence the success and sustainability of the JIBC and its ability to advance its strategic goals.~~

### **Scope**

~~The Committee's role is to provide advice, guidance and assistance to the President and his executive team in developing an annual external relations outreach strategy that supports priorities that have been identified by the board, and the Institute as a whole. The Committee does not have decision making authority, only the ability to make recommendations to the Board and provide guidance to the President that reflects the Board's direction.~~

~~The Committee's discussions will focus on influencers or decision makers who can have a significant impact on current or future ongoing operational funding or other priority initiatives for the JIBC. Such stakeholders are likely to represent government, large client groups or those whose decisions would have a substantial impact on the JIBC's programs. The Committee will not discuss JIBC interactions with the general public, students, vendors, suppliers or media. While this Committee does not have oversight over the activities of the JIBC Foundation, the Committee may be updated on major Foundation initiatives if they impact the execution of the external relations strategy.~~

~~Although the Committee may assist the President as warranted, it will not be responsible for the actual execution of the external relations strategy.~~

### **Authority**

~~The Committee:~~

- ~~• guides and reviews the development of an external relations strategy on behalf of the Board,~~
- ~~• recommends approval of the strategy to the Board,~~
- ~~• monitors progress and provides advice as the strategy is executed, and~~
- ~~• reports progress to the Board.~~

## **Membership**

The Committee's members, and its Chair, will be appointed annually by the Board Chair and approved by the Board. All appointments are for one year, with reappointments permitted.

The Chair will select members based on skill, stakeholder knowledge, and ability to contribute to the successful development and execution of an external relations strategy.

The Committee shall consist of no fewer than two Governors, and a maximum of seven Governors plus the President.

## **Meeting frequency**

The Committee will meet no fewer than four times per year, with additional meetings if necessary, either in person or by conference call. Meeting dates will be set in advance for the year. In order for the meeting to proceed, there must be a quorum of one third of the Committee plus the President. An agenda for each meeting will be prepared in advance and distributed by the Chair. Committee Reports to the Board will serve as the minutes for the Committee.

## **Reporting**

The Committee will submit a report to the Board for every Board meeting. Once a year, the Committee will facilitate a presentation of the annual external relations strategy for Board approval, with a recommendation to the Board.

## **Resources and budget**

The Committee itself does not have a budget beyond that available to the entire board.

## **Deliverables**

The Committee is responsible for guiding the development of an external relations strategy to bring to the Board for approval.

Once the strategy has been approved, the Committee is responsible for monitoring its execution and providing support, guidance and advice to ensure progress is being made to advance the strategy's goals and objectives.

## **Review**

The Committee's Terms of Reference shall be reviewed annually, following the development of the Board's annual goals.

**B10:2008**  
(Board approval Feb 24, 2005  
Revised and approved Sep 24, 2008)

## **Program Council**

**Purpose:** Under the College and Institute Act Justice Institute Board of Governors has “the powers and duties of an Education Council...to discharge under its own bylaws”. The Board has delegated these responsibilities through the President to Program Council.

**Chair:**

- Chair – elected from Program Council Membership
- Alternate – Vice-President Academic

**Functions:** Program Council undertakes the following functions:

1. Set policies concerning examinations and evaluation of student performance;
2. Set policies concerning student withdrawal from courses, programs, and the institution;
3. Set criteria for academic standing, academic standards, and the grading system;
4. Set criteria for awards recognizing academic excellence;
5. Set policies and procedures for appeals by student on academic matters, and establish a final appeal tribunal for these appeals;
6. Set curriculum content for courses leading to certificates, diplomas and degrees;
7. Set policies concerning library and resource centres;
8. Set the academic schedule and annual schedule of dates;
9. Set policies on faculty member qualifications;
10. Set policy for qualifications for admission;
11. Set policy and schedule for the review of programs.

Additional functions and responsibilities of Education Councils as established in the BC College and Institute Act remain under the final responsibility and authority of the Board of Governors.

**Accountability:**

1. Reports to the President through the Vice-President Academic in collaboration with the Chair of Program Council.
2. Minutes of PC are regularly shared with the Board of Governors as part of their meetings
3. Semi-annual reports of activity is provided to the Board through the President (usually May and November) including post-implementation of new non-credit programs or programs offered under service contracts
4. Terms of Reference are approved by the JIBC Board of Governors.

**Meetings:** Meetings are held monthly and at the call of the Chair.

A quorum is defined as 50% of the membership + 1 member.

**Membership:**

- Up to 10 faculty and staff
  - Three senior management staff appointed by the President
  - Vice-President Academic
  - Four students
  - Two support staff
  - Registrar (ex officio)
  - Institute Librarian (ex officio)
- 
- Faculty/staff and support staff serve a two year term and may have further terms.
  - Students serve a one year term and may have further terms, up to three years.
  - Senior management staff are appointed for two years and may serve additional terms.
  - The Chair of the Program Council is elected each year from the voting members of the Program Council.
  - Where possible, elections will be held for student, and support staff membership from respective constituent groups. Otherwise a nomination process will be followed
  - Alternates for members may attend though only members can vote.

**Procedures:**

- Each member may vote.
- The Chair may cast a vote to break a tie.
- Minutes are recorded, approved, and posted.
- Program Council works conscientiously and quickly to make recommendations regarding proposals to help ensure appropriate, effective, and efficient program development and implementation.
- Program Council reviews its Terms of Reference annually and makes recommendations for changes through the President to the JIBC Board of Governors.
- Program Council may create committees, sub-committees, working groups and task forces involving faculty, staff and others to help fulfill its mandate.

**Communications:** To promote strong alignment of effort within the Institute:

- Program Council regularly reviews proceedings and decisions of Senior Management Council and other institutional committees pertaining to the work of Program Council;
- Individual members and alternates communicate actively with each other to ensure continuity;
- Individual members and alternates review agendas and proceedings of Program Council with the School Dean/Directors and staff of their respective Schools to seek input and provide feedback, as appropriate, to Program Council.
- Agenda and related materials for review by Program Council are sent out electronically to members normally five working days prior to a meeting at which they are to be reviewed. All meeting materials being submitted for review must be sent to the Chair in time to meet this timeline.



(Board Approval: April 2004  
(Amended and Approved: November 16, 2017)

## Board Meeting Guidelines

### 1. Board Meeting Frequency

- The Board meets at least four times within the calendar year.
- The Board may also meet at the call of the Board Chair and/or the President.
- Every Board member will be entitled to reasonable notice of every Board meeting.

### 2. Agenda & Distribution of Pre-reading Material

- The Board Chair and the President, in consultation with the Board Secretary, will develop the agenda for each Board meeting.
- The draft Agenda will be presented to the Governance & HR Committee for review two weeks prior to the meeting date.
- Under normal circumstances, the agenda and the material will be distributed/uploaded to governors not less than one week before the meeting.
- Material distributed to Governors in advance of Board meetings should be concise, yet complete, and prepared in a way that focuses attention on critical issues to be considered. Materials should identify matters appropriate for Board consideration and should outline various options available for the Board to consider, rather than just recommendations.
- All Governors are free to suggest additions to the agenda.

### 3. Proceedings

- Procedure at Board meetings shall be governed by the most recent edition of Robert's Rules of Order. In accordance with the *College and Institute Act*, a majority of Board members constitutes a quorum.

### 4. Public Attendance

- Board meetings are, in general, open to the public.

- The Board may exclude the public from a meeting or a portion of a meeting, if the Board considers that, in order to protect the interest of a person or the public interest, the desirability of avoiding disclosure of information presented outweighs the desirability of public disclosure of that information. (See *In-Camera Meetings*)

## 5. **Board Meetings without Management**

- Practices that provide opportunity to build relationships, confidence and cohesion among Governors are essential to allow the board to help develop an understanding of its role. One such practice is a regular meeting of Governors without management present.
- Such meetings can be used to provide feedback about Board processes, including the adequacy and timeliness of information being provided to the board. At times, such meetings might also focus on substantive issues that may be more difficult for some Board members to discuss with management present. They can also provide opportunities for the Board Chair to discuss areas where the performance of the Governors could be strengthened.
- It is important that these opportunities occur regularly, even if the meetings are short, so that they become a recognized and accepted governance practice. Any issues arising in these sessions that bear on the relationship between the Board and Management should be communicated quickly and directly to the President by the Board Chair.

## 6. **Management at Board Meetings**

The Board appreciates the value of having Management team members and other advisors attend Board meetings to provide information and opinions to assist the Governors in their deliberations and other visitors, may be invited to attend Board meetings.

## 7. ***In-Camera Meetings***

- The following matters shall ordinarily be considered *in-camera*:
  - matters relating to collective bargaining, or the terms of employment or employment status of any employee;
  - matters pertaining to individual students;
  - claims and matters where Board liability may arise, and legal opinions;
  - proposed purchase, lease or sale of real property;
  - matters pertaining to the safety, security or protection of Board property;
  - other matters that the Board may in the public interest determine are of a confidential or sensitive nature.

## **8. Minutes**

- The President shall ensure that minutes are kept of every Board meeting, containing a record of every Board decision taken at the meeting.
- Minutes of each meeting shall be distributed to all Board members prior to, and shall be considered for approval at, the next regularly scheduled Board meeting.
- When approved, minutes shall be signed by the Chair and by the President or his or her designate, and published on the Justice Institute intranet site, and otherwise as the President considers advisable.

## **9. Telephone Meetings / Response**

- If a majority of Board members present in person agree, a Board member may participate in any meeting of the Board or any Committee by telephone conference call or other device that permits each participant in the meeting to hear and speak simultaneously to all other participants.
- Any such member participating by telephone shall be deemed present for quorum and voting purposes.
- If an emergency requires Board action, the Chair may direct the President or his designate to canvass Board members by telephone with respect to any proposed resolution and record each member's vote. Such a resolution shall be effective if affirmed by a majority of Board members, and shall be recorded in the minutes of the Board.
- If a matter of concern arises, the Board requires that the President notify the Chair immediately, so that, if necessary, the other members of the Board may be consulted as soon as possible.

## **Structure of the Board**

### **1. Size of the Board**

- Board size has been established balancing two important governance effectiveness considerations. On the one hand, there is the need to ensure a proper diversity of perspectives, backgrounds, expertise and experience within a Board. On the other hand, there is the need to keep Board size sufficiently small to facilitate open and effective dialogue and the full participation and contribution of each Governor.
- The Government determines the size of the Board and is responsible for Board appointments.

### **2. Term of Service**

- Governors are appointed for successive one, two and three year terms. Reappointment is not automatic.
- Governors will normally be appointed for a maximum of six years.
- Governor appointments may be rescinded by the Government.

### **3. Outside Advisors for Committees and Governors**

Occasionally, a committee or a Governor may need the services of a consultant or an advisor to assist with matters involving their responsibilities. A committee or governor who wishes to engage an outside advisor at the expense of the JIBC must first obtain the authorization of the Board Chair or the Chair of the Governance & HR Committee, in either case in consultation with the President.

(Board Approval: January 2006)

## **Communications Strategy**

### **Introduction**

The Justice Institute must be accessible and responsive when communicating with the stakeholders, employees, the public and Government. Transparency is an important feature of all public sector organizations. The Justice Institute will meet this goal by ensuring that information about the organization is readily accessible in order to ensure accountability.

### **Policy**

The Board Chair is the authorized spokesperson for Board matters dealing with the Justice Institute.

The President is the authorized spokesperson for the Justice Institute.

The Justice Institute shall endeavour to ensure transparency by utilization of the JIBC web site for information on financial reporting, Board minutes and other information that may be of interest to the stakeholders of the Institute.

The Justice Institute shall utilize the web site to publish activities and programs that may be of interest to the stakeholders.

The Justice Institute will ensure that all requests for information are processed in a timely manner.

The Board Chair, upon election, shall provide a letter of introduction to the Minister.

The Board Chair shall endeavour to meet with the Minister at any opportunity and may request a meeting with the Minister on matters that the Board deems necessary to deal directly with the Minister.



(Board Approval: July 2004)

## **President**

### **General:**

The evaluation of the President shall be completed by the Board on a twice-yearly basis. The evaluation shall be based on Measurable Performance Indicators. The Chair and Vice-Chair shall meet with the President to provide the Board's assessment.

### **Process:**

- In January of each fiscal year, the Board in conjunction with the President shall establish Measurable Performance Indicators.
- In September of each fiscal year, the President shall prepare a report for the Board on the progress made in meeting the Measurable Performance Indicators.
- The Board at the September meeting shall review the report and provide direction to the Chair and Vice-Chair for a meeting with the President in October.
- In March of each fiscal year, the President shall prepare a report for the Board on the progress made in meeting the Measurable Performance Indicators.
- The Board at the March meeting shall review the report and provide direction to the Chair and Vice-Chair for a meeting with the President in April.

### **Salary Increments:**

- Increases in salary for the President shall be based on the assessment of the Board regarding the President's ability to meet the Measurable Performance Indicators.
- The Board may consider other performance factors in granting an increase.

(Board Approved: March 30, 2006)

## **Board Chair**

### **General:**

The evaluation of the Board Chair shall be completed by members of the Board on an annual basis. The evaluation shall be completed in the spring of each calendar year. The Board Chair shall be evaluated on the “Competencies Required for the Role of Chair and Vice-Chair” in Section VIII (f).

### **Process:**

- Prior to the May Board meeting in each calendar year, the Board Secretary shall provide each Board member with the Evaluation Forms for completion.
- The forms shall be submitted to the Chair of the HR Committee.
- The Chair of the HR Committee shall tabulate the results of the evaluations and submit them to the Chair. .
- The Chair will provide the results in a double in-camera meeting at the May meeting.



(Board Approved: March 30, 2006)

## **Board Vice-Chair**

### **General:**

The evaluation of the Board Vice-Chair shall be completed by members of the Board on an annual basis. The evaluation shall be completed in the spring of each calendar year. Evaluations shall be completed on the form found in Appendix F. The Board Vice-Chair shall be evaluated on the “Competencies Required for the Role of Chair and Vice-Chair” in Section VIII (f).

### **Process:**

- Prior to the May Board meeting in each calendar year, the Board Secretary shall provide each Board member with the “Board Vice-Chair Feedback” form.
- The forms shall be submitted to the Chair in advance of the May meeting. .
- The Chair shall tabulate the results of the evaluations and discuss them with the Vice Chair.

Note: The Board may choose to employ the “Board Member Feedback” form should the Vice-Chair not have acted as Chair during the past year.



(Board Approved: March 30, 2006)

## **Board Governors**

### **General:**

The evaluation of the Board Governors shall be completed by members of the Board on an annual basis. The evaluation shall be completed in the spring of each calendar year. Evaluations shall be completed on the forms found in Appendix F. The Board Governors shall be evaluated on the “Governor Competencies” in Section VIII (f).

### **Process:**

- Prior to the June Board meeting in each calendar year, the Board Secretary shall provide each Board member with the Evaluation form.
- The forms shall be submitted to the Board Chair prior to the June meeting.
- The Board Chair shall tabulate the results of the evaluations. .
- The Chair and Vice-Chair shall meet with each Governor prior to the June Board meeting in order to provide each Governor with their individual results.



(Board Approved: March 30, 2006)

## **Board Effectiveness**

### **General:**

The evaluation of the Board Effectiveness shall be completed by members of the Board on an annual basis. The evaluation shall be completed in the spring of each calendar year. Evaluations shall be completed on the form found in Appendix F.

### **Process:**

- Prior to the June Board meeting in each calendar year, the Board Secretary shall provide each Board member with the “Board Effectiveness Assessment” form.
- The forms shall be submitted to the Chair of the Board prior to the June meeting.
- The Chair of the Board shall tabulate the results of the evaluations and present the results to the Board at the June Board meeting.



(Board Approval: July 2004)

## **PRESIDENT**

### **Context:**

Within all organizations succession planning provides a platform for development of those who aspire to advance. For individuals it provides one manner of motivation to improve and develop. Even if an individual identified in a succession plan leaves the organization, the organization benefits from the strengths of the individual while they are within the organization.

The goal of any organization is to ensure the best candidate is hired or appointed to any given position. Therefore, even though there may be an internal succession plan, this does not guarantee an internal candidate's success.

### **Policy:**

The JIBC is committed to providing professional development to internal candidates who aspire to the position of President.

The President shall provide the Board with a written succession plan for the position of President. The plan shall be approved by the Board.

The plan will be communicated by the President to Senior Managers and other interested parties by the President.

The plan shall be reviewed on an annual basis to ensure that it meets the Board's approval and that internal candidates are involved in the program.



(Board Approval: July 2004)

## **GOVERNORS**

### **Context:**

The Board of the Justice Institute of British Columbia is composed of

- (a) 8 or more persons appointed by the Lieutenant Governor in Council, and
- (b) the President

The uniqueness of the JIBC demands a strong and varied group of Governors. A blend of knowledge of finance, emergency operations, education and general expertise is important to ensure the success of the Board.

It is important for the long term success of the Board to ensure that there is continuity within the Board. This will ensure that knowledge gained through experience is not lost with dramatic changes in the membership of the Board and will provide a positive stability for the JIBC.

### **Policy:**

As best as possible, given the methodology of appointing Governors, the Board shall ensure that there is not a wholesale change of Governors at any one time.

When a vacancy occurs, the Board may recommend the name(s) to the Office of the Premier. The name(s) may be suggested by any Governor or the President.

If possible, given the situation, the new Governors should be requested to attend Board meetings as observers prior to their actual appointment date.



(Board Approval: July 2004)

## CHAIR

### Context:

The Board Chair shall be elected by the Governors.

The Board Chair provides strong leadership to the Board of Governors and represents the Board to Government, the President and other internal and external groups.

### Policy:

Upon a vacancy of the *Board Chair*, Governors shall be asked to nominate Governors who may have an interest in being the Board Chair. An election by secret ballot, if necessary, shall follow the nominations.

Upon a vacancy of the Board *Vice-Chair*, Governors shall be asked to nominate Governors who may have an interest in being the Board Vice-Chair. An election by secret ballot, if necessary, shall follow the nominations.

In order to ensure strong succession planning the Vice-Chair should be active at the meetings and be able to Chair the meeting in the absence of the Chair. The Vice-Chair must ensure a strong knowledge of the obligations and the duties of the Chair. The Chair, in turn, is obliged to ensure that the Vice-Chair is kept aware of the various obligations and duties.

In order to ensure continuity, the Chair and Vice-Chair should not have the same terms of appointment or at the least, not in the final year of their appointment.

Governors will be polled to see who is interested in assuming the position of Chair and Vice Chair prior to nominations being called for.

(Board Approval: January 2006)

## **Orientation and Professional Development**

### **Introduction**

All new Governors shall receive a comprehensive orientation about the Justice Institute's mandate, its nature and operations, the role of the Board, and the expectations of individual Governors. The goal of the orientation shall be to ensure that new Governors have a strong comfort level coming to the Board allowing them to fully participate and be effective in dealing with Board matters.

The Board may pursue educational opportunities for professional development in dealing with the effectiveness of the Board and individual Governor's development in relation to Board activities.

### **Policy**

#### **Orientation**

All new Governors shall receive the following prior to their first Board meeting:

- Board of Governors Handbook,
- Best Practice Guidelines
- Justice Institute Strategic Plan
- An invitation to consult the JIBC web site
- The most recent annual and quarterly financial reports
- An explanation and copy of the Justice Institute's key performance indicators
- Minutes of the last three Board meetings
- A schedule of dates for future Board meetings
- Details and any recent minutes of Board Committees
- A list of all Board members
- A summary of the Governor's liability insurance and indemnity.

The President shall invite all new Governors for a tour of the Justice Institute's facilities in New Westminster prior to the first scheduled meeting for the new Governors.

The Chair shall endeavour to meet with the new Governors prior to or shortly after the first scheduled meeting for the new Governors.

The Chair shall ensure all new Governors have a means of communicating any and all questions about the Board to the Chair or any other Board member.

Members of the Board shall ensure that all new Governors are welcomed and encouraged to participate in all Board matters.

### **Professional Development**

The Governance & HR Committee shall present a proposal for professional development on an annual basis.

The professional development must be related to developing the effectiveness of the Board and/or individual Governors.

The professional development may be offered as part of the annual Board Retreat or as an optional session during the calendar year.

A budget shall be established by the Justice Institute to fund professional development.

The Governance Committee shall be responsible and accountable for the development and expenditure of the professional development budget.



(Board Approval: July 2004)

**a) Tuition Fees**

**Context**

The JIBC operates within an increasingly complex environment. The JIBC’s strategic plan identifies key trends which set the context for the JIBC’s future success including factors such as less government funding, changing expectations of value/service and increasing student debt and poverty. The strategic plan also identifies key action areas such as enhancing the quality of our service to students, and sustaining the ongoing financial viability of the JIBC. These trends and action areas need to be considered when fees are established as well as when fees for existing courses are reviewed and changed.

The Board of Governors has a responsibility to report to the Select Standing Committee on Education on the actual use of increased fee revenues resulting from increases in tuition fees within twelve months of approving any increases.

The purpose of this policy is to provide direction to JIBC management as they develop tuition fees.

**Policy**

The JIBC is committed to a tuition structure that maximizes the success of the institute and provides value to students.

The Board approves tuition for the following programs:

- Degree programs
- Diploma programs
- Program certificates which require board approval as outlined in the Certificates and Diplomas Policy
- Pre-employment and recruit programs for police, firefighters, paramedics, deputy sheriffs, youth probation officers and correctional officers

Other tuition is approved by JIBC management. In these areas, the Board reviews revenue projections as part of its annual budget approval process.

Tuition fees are set based on the principles outlined below.

The JIBC recognizes that tuition must be set using costing principles including:

- Tuition covers costs not covered by other revenue sources
- Costs to an academy or division include direct costs, indirect costs and, if not funded elsewhere, central support costs.
- Tuition can include a portion for reinvestment in program development and quality maintenance as well as return to the JIBC
- Tuition for international students will be based on a full cost recovery model

Costing principles provide a strong internal orientation for fee setting, but the JIBC is also committed to establishing tuition fees that recognize environmental factors such as competitors, volumes, affordability, and the value students place on a program. Therefore, the JIBC recognizes that tuition must be set using environmental principles including:

- Fees are established using a market driven model
- Fees are competitive
- Fees are affordable to the specific market segment for the course

The decision making process involves balancing the varying interests outlined in these principles.

## **Definitions**

*Tuition* – revenue collected from individual students for admission into an advertised JIBC course or program.

*Direct costs* – costs directly associated with the delivery of a specific course including, but not limited to, instructor fees and expenses, instructional materials, brochures, external facility and equipment rentals and other instructional or administrative expenses. These costs are paid by the academy or division offering the course.

*Indirect costs* – costs incurred by the academy or division to support the delivery of the course including, but not limited to, program development, program staffing, marketing and other office administrative costs.

*Central support costs* – costs incurred by the Justice Institute to provide central educational and administrative support for program delivery.

*Full cost recovery* – includes direct costs, indirect costs and all central support costs.

## **Policy Limitations**

This policy does not apply to contract pricing.

## **Related JIBC Policies**

Self Funded Activities Policy  
 Certificate and Diplomas Policy  
 Contract Management Policy (under development)



**b) Human Resources – Executive Limitations**

The President must ensure the work environment at the JIBC is fair and dignified and must not operate without:

- a) written personnel procedures that clarify rules for staff, provide for effective handling of grievances, and protect against wrongful conditions;
- b) clear role expectations and regular performance feedback either formally or orally for all staff;
- c) a workplace equity policy that:
  - i) recognizes that every person has the right to equal opportunity without discrimination in matters relating to employment; and
  - ii) prohibits treatment of any person in a discriminatory manner because of race, national or ethnic origin, colour, religion, sex, sexual orientation, marital or family status, disability or age;
- d) a workplace harassment policy that prohibits harassment of any person on the basis of race, national or ethnic origin, colour, religion, sex, sexual orientation, marital or family status, disability or age;
- e) a competitive maternity/parental leave policy for staff;
- f) an equity and diversity plan with respect to recruitment, hiring, employment and promotion, and
- g) a compensation and benefits plan for employees, consultants, contract workers and volunteers, that protects the fiscal integrity or public image of the JIBCBC.  
Accordingly, the President must not:
  - i) change the President's compensation and benefits;
  - ii) establish plans for compensation, benefits and opportunities for professional development, that deviate materially from the market for the skills employed;  
or
  - iii) create personnel policies inconsistent with this policy.



(Board Approval: June 2013)

## C) STUDENT APPEAL PROCEDURE

### Preamble

The following is the Student Appeal Guidelines, enacted by the Board of Governors of the Justice Institute of British Columbia (the “**Board**”), designed to ensure a timely and procedurally fair disposition of appeals of suspensions brought by students of the Justice Institute of British Columbia (the “**JIBC**”).

### The *College and Institute Act*

The JIBC is subject to the *College and Institute Act*, R.S.B.C. 1996, c. 52 (the “**CIA**”). Section 37 of the *CIA* provides, in part, as follows:

- (2) For just cause, the president of an institution may suspend a student of the institution and deal summarily with a matter of student discipline;
- ...
- (4) A person suspended under this section has the right of appeal to the board.

### The JIBC Student Code of Conduct Policy

Sections 21-23 of the JIBC Student Code of Conduct Policy (the “**Conduct Policy**”) and sections 21-23 of the JIBC Student Academic Integrity Policy (the “**SAIP**”) provide the manner in which a student may appeal a suspension by the President of the JIBC to the Board:

#### Appeals of Suspensions:

21. If the President suspends a student, the student has a right of appeal to the Board.
22. To bring an appeal to the Board, the student must file a Notice of Appeal to the Board within twenty (20) working days of the President’s decision. The Notice of Appeal to the Board must contain:
  - (a) A copy of the President’s decision
  - (b) A copy of the Vice-President’s Decision (if any)

- (c) A copy of the Director's decision (if any)
- (d) The allegations of procedural unfairness that the student relies on for the appeal
- (e) The resolution sought on the appeal
- (f) Any relevant information, and supporting documentation
- (g) Contact information for the student

23. The Appeal to the Board will be conducted in accordance with the Board's Student Appeal Guidelines, in place at the time.

## **Procedures**

### ***Governors' Appeal Committee***

1. On receipt of a Notice of Appeal the Chair of the Board, or their designate, shall, within three (3) working days, appoint three (3) members of the Board to adjudicate that Appeal and that Appeal only (the "**Governors' Appeal Committee**" or "**GAC**"), one of whom will also be appointed by the Chair of the Board to be Chair of the GAC.
2. On appointment of the Chair of the GAC, the Chair of the Board shall deliver to the Chair of the GAC the Notice of Appeal.
3. In the event a member of a GAC cannot complete the adjudication of the Appeal, for whatever reason, the Chair of the Board shall appoint another member of the Board to assume his or her place on the GAC. If the appeal is being conducted by written submission only then the members of the GAC, including the replacement member, may proceed with deliberations. If a member is replaced after an oral hearing then the hearing must be conducted again before deliberation and decision.

### ***Appeal Guidelines Not Exhaustive***

4. The process for the adjudication of an Appeal, as provided in the Student Appeal Guidelines (the "**Appeal Guidelines**") is not exhaustive:
  - a. The GAC may amend the process as provided in the Appeal Guidelines on application by any party to an Appeal;
  - b. The GAC may amend the process as required upon sufficient notice to the parties to the Appeal, including granting extensions of time for the completion of a step in the appeal process to any party.

### ***Notice of Appeal***

5. The required content of the Notice of Appeal is prescribed at section 22 of the Conduct Policy and section 22 of the SAIP as detailed above.
6. The Chair of the GAC shall deliver a copy of the Notice of Appeal to the President and the two other members of the GAC within three (3) working days of having received it.

### ***President's Response***

7. Within ten (10) working days of receipt of the Notice of Appeal, the President will provide to the Chair of the GAC a written statement setting out, *inter alia*, the facts upon which his/her decision to suspend the student was based, why the suspension was the appropriate penalty, and must include any documentation relied on in respect of the Suspension (the "**President's Response**").
8. Within three (3) working days of receipt of the President's Response, the Chair of the GAC will deliver a copy of it to the other members of the GAC and the Appellant.

### ***Appellant's Reply***

9. Within ten (10) working days of receipt of the President's Response, the Appellant may deliver to the Chair of the GAC his/her response, and must include any documentation relied on therein (the "**Appellant's Reply**").
10. The Appellant's Reply must:
  - a. Identify precisely which facts in the President's Response it disputes; and/or
  - b. The allegations of procedural unfairness; and
  - c. State why the suspension was incorrectly decided.
11. Within three (3) working days of receipt of the Appellant's Reply, the Chair of the GAC shall provide it to the other members of the GAC and the President.

### ***The Record of the Appeal***

12. The Notice of Appeal, the President's Response, and the Appellant's Reply, and each of their respective supporting documentation, shall constitute the Written Record of the Appeal (the "**Written Record**").

### ***Review of the Written Record***

13. Within ten (10) working days of the Written Record having been finalized, the GAC shall meet to review the Written Record (the "**Review Meeting**").

14. At the Review Meeting, the GAC shall determine:
- a. Whether any further information is required;
  - b. Whether an oral hearing of the Appeal is required.

***Requests for Further Information***

15. If, at the Review Meeting, the GAC determines further information is required to properly adjudicate the Appeal, the Chair of the GAC will deliver its request to that party within three (3) working days of the Review Meeting (the “**Request for Further Information**”). The Request for Further Information will provide a timeline for response to the Chair of the GAC.
16. Within three (3) days of receipt, the Chair of the GAC will deliver any response received to a Request for Further Information to the other members of the GAC and the other party to the Appeal.

***Oral Hearing Requested***

17. If, at the Review Meeting, the GAC determines an oral hearing is required to properly adjudicate the Appeal, the Chair of the GAC will canvass available dates with the parties and in writing, within three (3) working days of the Review Meeting.
18. It is available for any party to the Appeal to apply to the GAC for an oral hearing of the Appeal (the “**Oral Hearing Application**”). The Oral Hearing Application must state the reasons why an Oral Hearing is requested and the expected duration of the oral hearing, and must be delivered to the Chair of the GAC prior to or at the time of delivering the Appellant’s Reply.
19. Within five (5) working days of receipt the GAC will provide its decision to the parties in respect of the Oral Hearing Application.
20. If the GAC decides upon an oral hearing, the procedure for the oral hearing shall be determined by the GAC. In all circumstances, the GAC will endeavour to hold an oral hearing, if required, as soon as practicable after the Review Meeting as based on the availability of the parties.

***Oral Hearing Not Required***

21. It remains available at all times for the GAC to adjudicate the Appeal on the basis of the Written Record alone. In the absence of an oral hearing, the GAC will meet to adjudicate the Appeal within ten (10) working days of the Review Meeting.

### ***Decision of the GAC is Final***

22. The decision of the GAC in respect of an appeal is final.

23. The GAC may:

- a. Uphold the suspension;
- b. Reduce the length of the suspension and amend the record of suspension accordingly;
- c. Order that the record of suspension be removed after a period of time if there are no further incidents requiring discipline;
- d. Quash the suspension;
- e. Make any other order the GAC considers appropriate in the circumstances of the Appeal; and
- f. Shall include the GAC's reasons for decision.

### ***Notice of Decision***

24. The Chair of the GAC will deliver a copy of the decision to the parties and the Registrar of the JIBC within five (5) working days of the decision having been signed.

25. The Chair of the GAC will advise the Board of the decision and provide a copy to its members at the next scheduled meeting of the Board.

### ***General Matters***

26. The President, despite being a member of the Board, shall not sit on the GAC or participate in, or be privy to, the decision-making of the GAC.

27. The GAC and the parties to an appeal may be represented by counsel during the whole or any part of the appeal, each of whom is responsible for his/her own legal costs.

28. The Chair of the GAC may delegate any responsibility or requirement under the Appeal Guidelines to another member of the GAC.

### ***Publication of the GAC's Decision***

29. The decision of the GAC will only be provided to the Board, and the parties to the dispute unless the GAC, in consultation with the Chair and Board, determines that publication of the decision is in the best interest of the institution. The GAC must not publish its decision where to do so would contravene *FOIPP* or any other legislation or policy of the institution.



## APPENDICES

- A. Justice Institute of BC Strategic Plan
- B. Board Contact Information
- C. Governors expenses forms
- D. Senior Management Organization Chart
- D. Ministry Related Materials:
  - 1. Order in Council
  - 2. College & Institute Act