



Wednesday, January 8, 1997  
RRCC - C709 Boardroom - 6:00 p.m.

**MINUTES**  
(B:96/11A)

**In Attendance:**

**Governors:** R. Bullock, Chair  
B. Bachalo  
J. Bear (Until 8:15)  
D. Falcetta  
L. Foster  
P. Gibson  
C. Herda  
G. Tsouras (Until 8:00)  
T. Whiteman

**Regrets:** D. Finkleman  
B. Lavallee  
H. Middlestead, Vice-Chair

**President:** T. Knowles

**Secretary:** J. Tribula

**Guests:** K. Webb, Vice-President Academic  
P. McGeachie, Executive Dean, Developmental & Continuing Education  
N. Konowalchuk, Executive Director, Administrative Services

**Call to Order**

With attendance constituting a quorum, the Chair called the meeting to order at 6:15.m.

**1. POLICY GOVERNANCE**

This Special Board meeting was dedicated to the review and discussion of the first level four draft policies that were tabled at the December 18, 1996 Board meeting.

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### ***Ends Policy***

Proposed Ends policy:

- 1.0 *Red River Community College exists for the provision of high-quality educational and training opportunities which assist the community with economic, cultural and social development in Manitoba within the context of a global marketplace.*
- i) *Students will be at least 16 years of age and possess the necessary qualifications to undertake the program of their choice.*
  - ii) *Students prepared at RRCC for entry into, or continuation within, the employment market will possess the necessary skills required by the respective employing sector.*
  - iii) *Students prepared at RRCC for entry into career programs will possess the necessary skills to be able to attain success.*
  - iv) *Students will be representative of the cultural diversity of the community.*
  - v) *Effective results will be achieved within available resources.*

Two of the main issues raised at the December 18, 1996 Board meeting included the suggestion that *post-secondary* be added to the first paragraph, and the potential difficulty in achieving item iv) on cultural diversity.

The Chair indicated that part of the mandate of the new Council on Post-Secondary Education is to eliminate duplication of resources among educational institutions in the province. RRCC should be working collaboratively with other educational institutions through articulation agreements and joint programming. Hence, the suggestion to insert *post-secondary* to the first paragraph - to make it clear that the College is not in competition with the high schools.

The President raised the national definition of "*community college*," that it includes preparatory programs and allows adults a second chance to enter the work force. He also noted that the revenue implications would be immense if the College were to delete these programs.

It was agreed not to insert *post-secondary* in the first paragraph. The Board also revised paragraph i) to take out the age restriction and clarify that the College will accept students who have left the K-S4 system.

A discussion took place on federal funding and the proposed transfer of funding for education and training to the provinces. The Chair will provide background material to the Board on the proposed agreement with the province from the federal government.

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The President also advised that the College could have a potential decrease of \$1.5M in federal purchase activity in the 1997/98 fiscal year.

Paragraph v) was debated at length. Concern was raised over the proposed wording and how the College would ensure students will be representative of the cultural diversity of the community. The President commented that it is important for the College to promote cultural diversity and that it should be included in the first level policy of the Board.

It was agreed to revise the paragraph as follows:

- v) *RRCC will provide equal access to all residents of Manitoba, recognizing the cultural diversity of the Province.*

The Board also wanted to acknowledge the College's role in seeking financial assistance from sources other than the government. It was agreed to add a paragraph vi) as follows:

- vi) *RRCC will seek opportunities to expand activities beyond those permitted by provincial funding.*

### ***Executive Limitations Policy***

Proposed Executive Limitations Policy:

- 2.0 *The President shall not cause or allow any practice, activity, decision, or organizational circumstance which is either illegal, unsafe, unfair, unethical or imprudent or in violation of generally accepted business practice.*

No changes were proposed to this policy.

It was noted that the recently approved *Values and Principles* will be incorporated into a second level Executive Limitation policy.

At this point the Board Chair reminded the members that the number of policies ultimately developed should be monitored. He recommended that the policy number should not exceed 50.

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### ***Governance Process***

Proposed Governance Process Policy:

3.0 *On behalf of the people of Manitoba the Board will govern Red River Community College with a style that emphasizes outward vision, encouragement of diversity, strategic leadership, fiscal accountability, academic excellence, community responsiveness, generally accepted business practices, clear distinction of board and CEO roles, and proactivity recognizing that the CEO is the sole employee of the Board.*

The discussion centered on whether the CEO is the only employee of the Board. It was noted that by Order in Council at governance, all of the employees of the College were transferred to the Board of Governors. Although the Board agreed with the concept that communications should be solely through the CEO, it is not accurate to state that the CEO is the *sole* employee of the Board. The role of the Secretary and Treasurer to the Board will require clarification as well.

A discussion took place on how the Board will speak with one voice, whether all direction should be by formal motion in duly constituted Board meetings, or if direction can be given by consensus.

It was agreed to delete the final portion of the sentence *recognizing that the CEO is the sole employee of the Board* and to insert a new sentence after *proactivity*. *'The way the Board will govern is only through properly constituted meetings.'* It was also agreed that the mechanism for providing Board direction would be clarified in a second level policy.

### ***Board/Staff Linkage Policy***

Proposed Board/Staff Linkage Policy:

4.0 *The President, as chief executive officer, is accountable to the Board acting as a body. The Board will instruct the President through written policies of ENDS and EXECUTIVE LIMITATIONS, delegating interpretation and implementation to him or her.*

An inquiry was made whether the second sentence should form part of a Governance Process policy. The President clarified that this phrase was necessary to provide the CEO with the authority to manage the activities of the College.

It was agreed to add the phrase *and through Board decisions* after *EXECUTIVE LIMITATIONS*.

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The Board discussed the Chair's authority to act on behalf of the Board, and it was clarified that this may be done only on items already discussed/decided on by the Board. It was also noted that the Executive Committee is sometimes empowered to act on behalf of the Board, i.e. conducting of business through the summer months.

The revised policies will be tabled at the January 29, 1997 Board meeting for approval.

### 2. REVIEW OF SECOND LEVEL POLICIES

The Board reviewed the proposed list of second level policies. The President noted that the topics may not all need to be separate policies, but areas that should be explored. He also commented that some items are included to recognize their importance i.e. advisory committees.

Mr. Falcetta requested clarification on the Board's role as a "*court of appeal*." It was noted that items under the collective or excluded employees' agreements are not appropriate to go before the Board. The President commented that there may be legitimate discrepancies that should be heard by the Board, i.e. an issue between the Students' Association and the College. Mrs. Foster also commented that this is a public Board and as such should be accessible. It was agreed to clarify this issue in a second level policy under Governance Process.

### 3. CONTINUATION OF PROCESS

The next step in the policy development process is to have management draft the proposed second level policies for review by the Academic/Planning and Administrative Affairs Committees.

The Chair commented that the Board has made progress in this process and that another Special Board meeting may be useful to review the second level policies.

The meeting adjourned at 9:00 p.m.

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Ralph Bullock, Chair

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Dr. Tony Knowles, President