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## Memo

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Date: May 6, 2019  
To: Members of Council  
From: Michael Salvatori, OCT  
Chief Executive Officer and Registrar  
Subject: **Governance Review Report Recommendations**

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At the February 28-March 1, 2019 Council meeting, the Governance Committee shared its disposition on each of the 37 recommendations contained in the external governance review report. The documents shared at that meeting are attached to this memo.

At that meeting, Council acted on the recommendations related to Act and regulatory change. Council also acted on recommendations 14, 25 and 26 under bylaw change. Council's decisions were shared with the Minister of Education on March 8, 2019.

As this business was not completed, it returns as Business Arising. Council will begin consideration of the remaining recommendations from the Governance Committee, starting with recommendation 27 under bylaw change.

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Michael Salvatori, OCT



# Memo

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Date: February 20, 2019  
To: Members of Council  
From: Tom Potter  
Chair, Governance Committee  
Subject: **Report of the Governance Committee – External Governance Review  
Recommendations**

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## Committee Meetings Dates

On December 6, 2018, Council received the External Governance Review report authored by Governance Solutions Inc. (GSI). At that meeting, Council passed a motion referring the report and its recommendations to the Governance Committee for study and report back.

The Governance Committee met on January 23, February 12 and 13 to review the report, Council member feedback, and to recommend a disposition on each of the 37 recommendations for Council.

This memo reports on the outcome of these meetings.

## Process

On December 12, 2018, Council members were invited to provide their feedback on the recommendations via an online survey tool. By the response deadline of January 10, 2019, 76 per cent of Council members had submitted a response. An additional four responses were received after the deadline that were received by the committee. In total, 88 per cent of Council members provided their input to the Governance Committee on the recommendations. The complete, unattributed comments received by the committee are available for Council member viewing on CouncilNet.

On January 23, the committee began by identifying any further questions on the recommendations for the external consultants. This was an opportunity to seek clarity and understanding of the governance framework proposed in the report.

Following a session with the GSI consultants, the committee reviewed and adopted a proposed rubric to assist with the evaluation of the recommendations. The rubric proposed a likert scale for assessing how each of the recommendations supported the College's mission, each of its three strategic priorities, the College's mandate and objects. This rubric was a key starting point for discussions around most recommendations.

Throughout the course of three full meeting days, the committee completed their review and disposition of all 37 recommendations.

The report recommendations are designed to address the overall evaluation of the College's governance by the consultant who concluded the following:

- The regulatory governance **process** of the College is highly effective;
- The regulatory governance **outcomes** of the College are largely undetermined;
- The **corporate governance** process and outcomes of the College are not\* effective.

\* During its evaluation, the committee chose to adopt the following wording: The **corporate governance** process and outcomes of the College can be more effective.

For each recommendation, the committee completed the following process:

- reviewed information outlining considerations such as whether an Act or regulatory change was required, what current practice is compared to what the recommendation was proposing
- populated the rubric following discussion of individual scores on whether the mission, strategic priorities, mandate and objects were met by approving the recommendation
- reviewed and considered Council member feedback on the recommendation
- decided whether to recommend approval of the recommendation, modification of the recommendation or recommendation not approving
- if approving or modifying the recommendation, reviewed and approved a motion for Council.

### **Motions Referred to Council**

The attached chart reflects the committee disposition for each of the 37 recommendations, along with high-level committee rationale. The recommendations are grouped according to the action required by the proposed disposition.

## **Committee Members**

Irene Dembek, OCT

Tim Gernstein, OCT

John Hamilton, OCT

Sara Nouini, OCT

Tom Potter (Chair)

Jonathan Rose (Vice-Chair)

Ronna Warsh

A handwritten signature in black ink that reads "Tom A. Potter". The signature is written in a cursive style with a large initial 'T' and 'P'.

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Tom Potter

# **Governance Committee Recommendations**

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## Act Change

GSI Recommendations	Governance Committee Recommendations	Governance Committee Rationale
<p>1. Council will comprise 14 members, 7 from the profession and 7 from outside</p>	<p><b>That Council recommend to the Minister of Education that the College's Act be amended to establish a Council of 16 members with 8 from the profession and 8 from outside the profession.</b></p>	<p>The conclusion of the external consultant is that the College's regulatory governance processes are highly effective. A smaller, balanced Council will sustain this.</p> <p>Research supports more effective decision making by smaller member boards.</p> <p>The committee agreed to increase the total number of Council members to 16 from the 14 proposed in the recommendation to address the historical pattern of delays in reappointing public members, and overall attendance at Council meetings.</p> <p>The committee felt increasing the number of Council members to 16 would increase diversity among Council members.</p> <p>The committee agreed with an even number of Council members because they are confident members of the public and members of the profession will work together in the public interest. The committee felt that should a tie vote result in debate, members would work towards achieving consensus instead of letting the vote be lost. This is the process for a tied vote in Council's standard procedures (when a vote is tied, it is deemed lost).</p>

GSI Recommendations	Governance Committee Recommendations	Governance Committee Rationale
<p>2. Council members will be selected from a pool of qualified applicants following a robust, transparent process</p>	<p><b>That Council recommend to the Minister of Education that the College’s Act be amended to provide Council with the authority to establish a selection process for Council members.</b></p>	<p>Approval of this recommendation would have a cascading effect. Following an Act change, regulations, College bylaws and operating policies would be amended accordingly.</p> <p>The selection process would be developed and carried out under the direction of a new committee called the Governance and Nominating Committee (GNC), and subject to Council approval. Council would review and approve the process for selection, a membership profile based on competencies/attributes, and the members of the profession selected for consideration.</p> <p>The current Governance Committee is not confirming what the selection process would be or look like. The committee agreed that a selection process – which may or may not be based on competencies/attributes – will be determined and implemented by the future GNC.</p>
<p>3. Statutory (except Executive), Regulatory and Standards of Practice and Education Committee (regulatory governance) members will be selected from pools of qualified applicants following a robust, transparent process</p>	<p><b>That Council recommend to the Minister of Education that the College’s Act be amended to establish statutory*, regulatory* and the Standards of Practice and Education committees with individuals other than Council members, selected following a robust, transparent process.</b></p> <p><i>* Statutory committees: Investigation, Discipline, Fitness to Practise, Registration Appeals</i>  <i>* Regulatory committees: Accreditation, Accreditation</i></p>	<p>The committees included in this recommendation are those focused exclusively on regulatory governance, which as noted in the report, have processes that are highly effective.</p> <p>As linked to recommendation #2, the committee agreed that members of these committees would be chosen from a pool of qualified candidates based on a selection process developed by the GNC and confirmed by Council.</p> <p>Membership of these committees would be equally divided among members of the profession and public appointees (see recommendation #5).</p>

GSI Recommendations	Governance Committee Recommendations	Governance Committee Rationale
	<i>Appeal</i>	<p>Membership on these committees would not include membership on the Council of 16.</p> <p>With a smaller Council, and Council members focused on corporate governance committees, the committee agreed these regulatory governance committees would include members other than Council members.</p>
<p>5. The mix of profession and public members on committees will be driven by best outcomes</p>	<p><b>That Council recommend to the Minister of Education that the College’s Act be amended so the mix of profession and public members on each committee will be based on equal representation.</b></p>	<p>The committee felt that the same logic supporting a balanced Council membership should be reflected in committee memberships. An equal number of public and profession members places the focus on consensus building and encourages both sides to listen to each other’s perspectives.</p> <p>The committee felt that having a majority of either public or profession members supports an adversarial construct instead of equality and places the focus squarely on the public interest.</p> <p>The committee rejected the notion of “best outcomes” proposed by the recommendation and differing ratios of public and profession members on various committees. The proposed ratios presuppose that being a member of either the public or profession means a member will vote a specific way, instead of remaining focused on the public interest.</p> <p>The committee agreed that the recommended mandatory governance training (recommendation #13) will support members of all committees in learning and fulfilling their roles.</p>

GSI Recommendations	Governance Committee Recommendations	Governance Committee Rationale
<p>6. Council and Committee members will serve two year staggered terms, renewable up to four times (eight years)</p>	<p><b>That Council recommend to the Minister of Education that the College’s Act be amended to establish staggered, two-year terms for Council and committee members, renewable up to three times (6 years).</b></p>	<p>The committee supported the recommendation for two-year, staggered Council and committee terms. This renewal prioritizes the strategic priority of stakeholder engagement by facilitating opportunities for participation.</p> <p>The committee noted that a 2-year term was appropriate for a smaller Council because Council and committee members would be more focused, able to learn their roles more quickly and participation would be less overwhelming. The proposed model includes a smaller Council where members would typically participate on Council and one non-regulatory committee.</p> <p>The committee supported a six-year maximum term limitation on Council service. This means Council and committee member terms can be renewed up to three times (not the four times proposed by the recommendation).</p> <p>The six-year maximum supports the previous Council decision for a six-year term of service. This limit supports the strategic priority of stakeholder engagement by allowing for increased participation in the governance of the College.</p> <p>Taken together, the committee felt that two-year terms, renewable up to three times was an effective way to manage risk and increase transparency around participation on Council and committees.</p>

GSI Recommendations	Governance Committee Recommendations	Governance Committee Rationale
<p>7. Chairs of Council and Committees will be selected from and by their members, informed by a review by Governance &amp; Nominating Committee, with one year renewable terms</p>	<p><b>That Council recommend to the Minister of Education that the College's Act and regulations be amended to establish two year, renewable terms for the Council and committee chair positions.</b></p>	<p>The committee felt that a one-year term is not sufficient for a Chair – whether of Council or committee – to effectively learn and perform in this leadership role.</p> <p>The committee noted that mandatory governance training (recommendation #13) and annual evaluations of chairs (recommendation #14) would ensure that individuals in the chair roles are supported and provided with the opportunity to react to feedback and reflect on their practice, as required.</p> <p>The committee confirmed that while GNC may inform the review of individuals proposed for chair positions, for example, offering information about qualifications and/or background experience, the selection of individuals for the chair roles remains with either Council or the specific committee.</p>
<p>17. The Council Chair will not be full-time, and will focus on ensuring an effective Council</p>	<p><b>That Council recommend to the Minister of Education that the Council Chair position be a full-time position selected by the Council, with duties focused on ensuring an effective Council.</b></p>	<p>Bill 48, which is currently before the legislature, proposes to change to College's Act to give the government regulatory authority to appoint the Chair of Council and prescribe the duties of this role.</p> <p>As input to the debate on Bill 48, the committee recommends that the position of Chair of Council continue to be a full-time position, and that this individual continue to be selected by the Council.</p> <p>The committee felt an individual could not effectively fulfill this role on a part-time basis while managing the requirements of ongoing employment. A part-time role could be challenging for individuals outside of the Greater</p>

GSI Recommendations	Governance Committee Recommendations	Governance Committee Rationale
		<p>Toronto Area based on the requirement to travel to the College and be away from their employment, on an on-going basis.</p> <p>The committee agreed that the full-time Chair's primary focus should be on effective governance including training for Council members and the chairing of Council meetings.</p>

## Regulation Change

GSI Recommendations	Governance Committee Recommendations	Governance Committee Rationale
<p>16. The Executive Committee will be a Committee of the Whole with a changed mandate; public, closed and executive sessions will be redelineated</p>	<p><b>That Council recommend to the Minister of Education that Ontario Regulation 72/97 be amended to establish the Executive Committee as a committee of the whole.</b></p>	<p>Establishing the Executive Committee as a committee of the whole means that all 16 members of Council would serve as the Executive Committee, with staff present, but without a public gallery during sessions designated as "Executive Committee".</p> <p>This would allow for members of Council to discuss corporate governance issues, for example, finance or human resources committee matters, without a public gallery. On rare occasions, the Executive Committee could move to an executive session without staff present, for example, to discuss the Registrar's employment performance.</p> <p>The committee felt this was a transparent way to include all members of Council in discussions around corporate governance matters. Such sessions could also be a means to promote open dialogue and facilitate Council member participation.</p>

## Bylaw Change

GSI Recommendations	Governance Committee Recommendations	Governance Committee Rationale
<p>14. Formal annual evaluations of the effectiveness of Council, Committees and Chairs will be conducted based on pre-agreed criteria</p>	<p><b>That Council approve the recommendation for Governance and Nominating Committee to establish tools for formal annual evaluation of the effectiveness of Council, committees and chairs.</b></p>	<p>The committee supports the use of annual evaluations to monitor the effectiveness of Council and committees, as well as for the chairs of Council and each committee.</p> <p>The committee notes that while GNC would develop the tools in consultation with Council, each committee and Council would complete the evaluations. Evaluations would not be carried out by GNC.</p> <p>The use of evaluations is linked to recommendation #34 which recommends the use of work plans and would offer metrics on which to evaluate the work of committees.</p> <p>Evaluations tools such as post-meeting surveys, and in-person debriefing sessions are already in use by Council members.</p>
<p>25. The Finance Committee will be renamed Audit &amp; Finance Committee and its charter revised accordingly</p>	<p><b>That Council approve the recommendation to rename the Finance Committee to the Audit and Finance Committee and adjust its mandate in bylaws.</b></p>	<p>The committee agreed the mandate of the Audit &amp; Finance Committee should be focused primarily on corporate governance, meaning it should continue to audit the financial statements and work with the auditor.</p> <p>As the employee of the Council, the Registrar is accountable to Council for items such as budgets, fees and cash management, with Council members able to review and monitor these items through reports to Council.</p>

GSI Recommendations	Governance Committee Recommendations	Governance Committee Rationale
<p>26. The Governance Committee will be renamed Governance &amp; Nominating Committee and its charter revised accordingly</p>	<p><b>That Council approve the recommendation to rename the Governance Committee to the Governance and Nominating Committee and adjust its mandate in bylaws.</b></p>	<p>The committee acknowledged concerns around the role of this committee and the perceived power inherent in its role. In response, the committee confirmed the difference between power and responsibility, meaning that while GNC has the responsibility to design a selection process or receive applications for Council and committees, the power to approve and appoint remains with Council.</p> <p>The committee agreed the work of the new GNC should be grounded in fulfilling the strategic priorities with a responsibility to act strategically, for example, how it approaches stakeholders to encourage participation in the new governance model.</p> <p>Much of the work proposed for the GNC is very similar to the responsibilities already contained in the mandate of the current Governance Committee, for example, receiving, reviewing and interviewing applicants for vacant Council positions. Recommendations from this work are brought to Council for approval. This process will be maintained with the new GNC.</p>
<p>27. The Human Resources Committee's charter will be tweaked to clarify its roles</p>	<p><b>That Council approve the recommendation to adjust the mandate of the Human Resources Committee to focus on managing the Registrar's employment relationship (hiring, performance reviews) and strategic HR matters such as staff member diversity and equity policies in</b></p>	<p>The committee confirmed that the Registrar is the only employee of the Council and therefore, should be a focus of the Human Resources Committee. As a corporate governance committee, other matters within its mandate should include policies related to diversity and equity.</p> <p>In response to Council member feedback around monitoring of</p>

GSI Recommendations	Governance Committee Recommendations	Governance Committee Rationale
	<b>bylaws.</b>	specific programs, for example, the salary administration program, the committee noted that Council members continue to be able to monitor specific programs by asking questions of the Registrar.
24. Audit & Finance, Governance & Nominating, and Human Resources Committee (corporate governance) members will be selected from Council members	<b>That Council approve the recommendation to select members of committees focused on corporate governance – Audit &amp; Finance, Governance &amp; Nominating (GNC) and Human Resources – from Council members.</b>	The Governance Committee confirmed that committees focused on corporate governance in the new model should be composed of Council members to maintain a focus on strategic direction, performance and risk management.
28. The Quality Assurance Committee will be a working group of the College, not Council, with a Scorecard to Council	<b>That Council approve the recommendation to adjust the Quality Assurance Committee to a working group of the College accountable to the Registrar.</b>	<p>The Quality Assurance Committee of this College undertakes advisory work to staff by reviewing how its objects and mandate are being achieved.</p> <p>The Registrar will be accountable to Council for regular reporting on the outcome of working group activities.</p> <p>Members of Council would not be precluded from serving on this working group.</p>
29. The Editorial Board will be a working group of the College, not Council	<b>That Council approve the recommendation to adjust the Editorial Board to a working group of the College accountable to the Registrar.</b>	<p>The development of publications including application guides, electronic newsletters and other print publications are an administrative function.</p> <p>The establishment of a work group reporting to the Registrar would inform future magazine content. Members of Council would not be precluded from serving.</p>

GSI Recommendations	Governance Committee Recommendations	Governance Committee Rationale
		The committee agreed that since the College's magazine is reaching out to College members, members of the profession should be included on this working group.

## Registrar Undertakings

GSI Recommendations	Governance Committee Recommendations	Governance Committee Rationale
11. Council's governance culture will be more healthy, respectful and professional	<b>That Council direct the Chair of Council and Registrar to study and report on governance culture to maintain a healthy, respectful and professional environment.</b>	<p>The committee acknowledges this recommendation is based on an observation from the consultant, and that it is hard to mandate culture in an organization.</p> <p>That said, the committee believes that metrics and tools could be developed to evaluate culture regularly within the College environment.</p> <p>The committee notes that culture is linked to leadership, for example the Chair of Council and Registrar positions. Leaders maintain the culture of an environment by establishing, promoting and enforcing standards of behaviour.</p>
12. The College will be renamed "The Ontario Teachers Regulatory Authority"	<b>That Council direct the Registrar to study and report back on the College's name and whether it reflects the mission and mandate of the organization.</b>	<p>The committee acknowledged the feedback from Council members related to the College's name.</p> <p>The committee believes that further study into a possible name change for the organization is an important consideration that requires further study.</p> <p>On the one hand, the committee</p>

GSI Recommendations	Governance Committee Recommendations	Governance Committee Rationale
		<p>believes the current name is anchored in the past and that the way the College will serve the public interest in the future will have a different look and feel based on the new governance model, so the name should be adjusted accordingly.</p> <p>On the other hand, the committee recognizes that a name change increases the risk that members of the public won't know where to go with complaints about members.</p> <p>A review undertaken by the Registrar could solicit feedback from members of the profession as well as the public through both qualitative and quantitative means.</p>
<p>23. The College will continue and hone its orientation programs for new Statutory and Regulatory Committees in regulatory governance</p>	<p><b>That Council direct the Registrar to develop improved orientation programs for new statutory and regulatory committees in regulatory governance.</b></p>	<p>The committee agreed that the College's current orientation program is good and should continue.</p> <p>Improvements to the current program should focus on the new governance model where the demands of committee members may be different than those of Council members, not only as different populations, but with differing power and responsibilities.</p> <p>Orientation programs focused on regulatory governance demonstrate the College is focused on the needs of new Council and committee members.</p>

GSI Recommendations	Governance Committee Recommendations	Governance Committee Rationale
32. The College's Bylaws will be revised to be more enabling than prescriptive, to focus on substance more than process	<b>That Council approve the recommendation and direct the Registrar to undertake a review of the College's bylaws to identify possible Act or bylaw changes and report back to Council.</b>	<p>The committee agreed with the recommendation and its goal of increasing flexibility and efficiency.</p> <p>Currently, the bylaws are prescriptive meaning they focus on process and provide clarity around the domestic affairs of the College.</p> <p>A move to more enabling recommendations would permit greater flexibility in how a process is completed, for example, instead of providing detail on how the balloting process for the Chair of Council position will unfold, they would state that a balloting process shall take place.</p>
36. The College will tidy up its membership records	<b>That Council direct the Registrar to review College membership records and recommend the College's Act be amended to reflect a revised status for College members who are in default of the annual membership fee.</b>	<p>The committee confirmed that while members who are in default of their annual membership fee and show a membership status of "suspended – non-payment of fees" are included on the public register for transparency purposes, they are not included in membership statistics and financial projections.</p> <p>The committee affirmed its support for a 2012 Council motion to amend the College's Act to replace "suspended – non-payment of fees" with an "inactive/non-practising" status.</p>

## Council Undertakings

GSI Recommendations	Governance Committee Recommendations	Governance Committee Rationale
<p>4. Regions, linguistic, faith and other groups will be consulted in the selection process</p>	<p><b>That Council recommend that regional, linguistic, faith, Indigenous and other demographic groups be consulted in the selection process for Council and committee members.</b></p>	<p>The committee confirmed that input from stakeholders and diverse groups throughout Ontario would be important while developing the selection process and competency/attributes profiles for Council and committee membership.</p> <p>The committee noted that while groups will be consulted for the input, the GNC and Council remains responsible for the selection process.</p> <p>The committee believed that expanding the description of groups included in the recommendation would align more closely to the strategic priority of increasing stakeholder engagement.</p>
<p>9. The College will directly measure harm reduction among Ontario's students and/or adopt an explicit logic chain model to link strategic priority activities to this desired outcome, and report publicly on these outcomes</p>	<p><b>That Council approve the recommendation to establish measures and metrics to support Council decision-making and resource allocation focused on the interests and well-being of Ontario's students.</b></p>	<p>In approving this recommendation, the committee sought to use plain language and focus on positive outcomes.</p> <p>A logic chain model is a way to describe the evaluation of outcomes based on defined measures and metrics. Demonstrable outcomes support decision-making and resource allocation.</p> <p>The committee agreed that outcomes should link to the College's mission and mandate, and demonstrate what the College is doing to keep students safe.</p> <p>The committee notes that Council remains focused on whether the strategic priorities are achieved. The Registrar operationalizes the "how" of</p>

GSI Recommendations	Governance Committee Recommendations	Governance Committee Rationale
		achieving the strategic priorities, including evaluation measures and metrics.
10. The College will continue and hone its initiatives to engage the public and members through web- site, newsletter, focus group, poll and other means, measure and report on the improvement in understanding of the College's purpose	<b>That Council approve the recommendation that the College continue and enhance its initiatives to engage the public and members and report on the improvement in understanding of the College's purpose.</b>	<p>The committee confirmed this recommendation is linked to the College's mission and strategic priorities, especially around stakeholder engagement.</p> <p>The Registrar's reports to Council will continue to provide work done on public engagement around the College's purpose and efforts to increase awareness of its mandate.</p>
13. The College will adopt a structured, mandatory governance education program for Council, senior staff and Committee members, as well as a separate program for all Chairs	<b>That Council adopt a mandatory governance education program for Council, senior staff and committee members.</b>	The committee agreed that mandatory governance training is essential for effectively serving on Council or a committee. The committee supports training for staff supporting the governance of the College, as well as for individuals in Chair positions.
15. Formal annual evaluations of the effectiveness of the Registrar will continue to be conducted, driven more explicitly by strategic priorities aligned to achieving the	<b>That Council approve the recommendation that the Registrar's annual performance evaluation be linked more explicitly to the strategic priorities.</b>	<p>The committee noted that this recommendation is focused on the "what" of the Registrar's performance evaluation, and not the "how" (the "how" includes the Human Resources Committee).</p> <p>The committee agreed that the Registrar's performance evaluation should be linked to the strategic</p>

GSI Recommendations	Governance Committee Recommendations	Governance Committee Rationale
mandate		priorities, with operational goals, objectives and measures identified at the start of each review year.
18. The Steering Committee will be disbanded, and Presiding Officer no longer used, with their responsibilities assumed by the Chair of Council	<b>That Council approve the recommendation to disband the Steering Committee and the Chair of Council, who will follow a less formal process, will assume presiding officer responsibilities.</b>	<p>The committee confirmed that a presiding officer and steering committee were no longer a necessity with a smaller sized Council and a full-time Chair. The Chair of Council should assume these responsibilities and functions.</p> <p>The committee agreed to include their disposition for recommendation #19 about relaxing the rules around strict parliamentary procedure in this motion as well.</p>
20. The Discipline process will be streamlined	<b>That Council approve the recommendation to streamline discipline processes at the intake, investigation, and discipline stages.</b>	<p>The committee agreed that a streamlined discipline process is an effective risk management tool, and one that promotes fairness and equity for complainants and members alike.</p> <p>The committee agreed the recommendation should include the discipline hearing stage as well and not just the intake and investigation stages as originally proposed.</p>
21. Rosters will be maintained to provide a pool of qualified panelists to supplement Committee members, selected from pools of qualified applicants following a robust, transparent process	<b>That Council recommend that rosters will be maintained to provide a pool of qualified panelists to supplement committee members, selected from pools of qualified applicants who would have equal voice and vote on panels.</b>	<p>The committee noted that the College is already doing this – supplementing committee panels with roster members where required.</p> <p>The committee agreed with the recommendation to maintain a pool of individuals as roster members for statutory and regulatory committees. These individuals could serve on panels where specific knowledge or skills were required, for example, principals/vice-principals, French-language.</p>

GSI Recommendations	Governance Committee Recommendations	Governance Committee Rationale
		<p>The committee notes that with a smaller Council, there will be fewer people to draw upon when they leave to populate those rosters. Finding appropriate individuals for the pool will become more important.</p> <p>The committee agreed to include their support for recommendation #22 (roster members have equal vote and voice on panels) in this recommendation.</p>
<p>31. The College will track, monitor and report on the effectiveness of the complaint resolution processes</p>	<p><b>That Council approve the recommendation and direct the Registrar to track, monitor and report on the effectiveness of the complaint resolution process.</b></p>	<p>The committee began with a discussion of the complaint resolution process. They noted that more expedient outcomes through the complaint resolution process enables the members to adjust and rehabilitate their practice sooner. This is consistent with the public interest.</p> <p>The committee supported this recommendation and its links to the College's mission and strategic priorities of transparency, accountability and student protection.</p>
<p>34. Council and each Committee will adopt and use an annual work plan</p>	<p><b>That Council approve the recommendation to develop and use an annual work plan for Council and committees aligned with the strategic priorities.</b></p>	<p>The committee agreed that work plans are important tools used to operationalize the College's strategic priorities. Annual work plans demonstrate how Council and each committee will work within their mandate to support, contribute and/or achieve them.</p>

GSI Recommendations	Governance Committee Recommendations	Governance Committee Rationale
35. The College will adopt, monitor and report on a Diversity Strategy for the Council and Staff	<b>That Council approve the recommendation to monitor and report on a diversity strategy for Council, committees and staff.</b>	The committee confirmed that a diversity policy already exists. With a move to a smaller Council and selection process, regular monitoring and reporting by the Registrar to Council will ensure diversity principles within the policy are being upheld.

## No Action Required

GSI Recommendations	Governance Committee Recommendations	Governance Committee Rationale
8. Council will approve Strategic Priorities that explicitly align with and improve protecting students	<b>Governance Committee Disposition:</b>  <b>No motion proposed because Council has fulfilled this recommendation.</b>	The committee agreed that no action was required for this recommendation because Council has already fulfilled this recommendation.  New strategic priorities for 2018-2023, including a mission statement placing students' interest and well-being first, were approved in Nov 2018 following a strategic planning exercise. The external review was completed prior to new strategic priorities being confirmed by Council.
19. Strict parliamentary procedure at Council meetings will give way to a less formal process to promote dialogue, constructive challenge and dissent	<b>Governance Committee Disposition:</b>  <b>Included in motion for recommendation #18</b>	The committee supports this recommendation and measures to promote dialogue and the ability to engage with fellow Council members in a less formal manner during meetings.  The committee agreed to draft the motion for recommendation #18 to include its disposition on recommendation #19.

GSI Recommendations	Governance Committee Recommendations	Governance Committee Rationale
22. Roster members will have voice and vote equal to Committee members on panels	<p><b>Governance Committee Disposition:</b></p> <p><b>Included in motion for recommendation #21</b></p>	<p>The committee agreed that in the context of the new governance framework, equality between panel members will provide for more effective decision making.</p> <p>The committee agreed to draft the motion for recommendation #21 to include its disposition on recommendation #22.</p>
30. The Vice-Chair office will be disbanded	<p><b>Governance Committee Disposition:</b></p> <p><b>No motion proposed because the committee recommends the position of Vice-Chair of Council be maintained.</b></p>	<p>The committee acknowledged the feedback from Council members and the lack of support for this recommendation.</p> <p>The committee confirmed there is a need for a second-in-command to serve in the absence of the Chair of Council. This position is part of the education leadership model.</p> <p>The committee noted that serving in the position of Vice-Chair does not preclude that individual from serving in other positions, for example the Chair of the GNC.</p> <p>The committee agreed there is no compelling case for change from the status quo and support maintaining the Vice-Chair position.</p>
33. All Board-level Policies of the College will be systematically monitored and reviewed	<p><b>Governance Committee Disposition:</b></p> <p><b>No motion proposed because process for the cyclical review of policies is already in place.</b></p>	<p>The committee confirmed that some policies have a cyclical review process already built in, for example, the travel and professional development policies. The Executive Committee reviews these policies every three years, once during each Council term, and reports to Council.</p> <p>Policies without a cyclical review component are those which are likely</p>

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		to remain relevant for a longer duration, however, these are typically reviewed and updated on an as-needed basis.
37. Public members of Council, Committees and roster panelists will be remunerated in a fair exchange for their expertise and time	<p><b>Governance Committee Disposition:</b></p> <p><b>No motion proposed because this recommendation is outside of the College's legislative scope.</b></p>	<p>The committee acknowledged the Council member feedback in support of equity and equality between public and profession members of Council.</p> <p>The committee supports the ideal of equity in the remuneration of Council members, but confirms this is outside of the College's legislative scope. The province compensates public members based on Management Board Guidelines.</p> <p>The committee notes the College has made several requests of government to increase the remuneration of public members to no avail.</p> <p>The committee also recognizes that public members are motivated to serve on Council for reasons other than a per diem.</p>