



COLLEGE OF THE NORTH ATLANTIC
GOVERNANCE POLICY

TOPIC: BOARD OPERATIONS

TITLE: STANDARDS OF BEHAVIOUR

Policy No. GP-BO-203 **Effective Date:** November 25, 2020

203.1 Standards of Behaviour

Each Board member shall attend their responsibility for providing leadership in governance by adhering to the highest standards of behaviour as stated:

203.1.1 Accountability

Each Board member is aware of the strategic directions of the responsible Department; supports the goals of the Board; accepts ownership of the conferred responsibilities; and reports if charged on the discharge of those accepted responsibilities and the results obtained to stakeholders.

203.1.2 Big Picture

Prior to making any decisions, each Board member takes the time to view each issue from the perspective of learners and all other relevant stakeholders.

203.1.3 Commitment

Each Board member sets aside time to do governance work thoroughly, attending meetings, articulates ideas in the designated forum, offers expertise to the Board, and acts in the best interest of College of the North Atlantic.

203.1.4 Communication

Each Board member maintains a positive stance during all interactions, acknowledges divergent views, and identifies areas of agreement and outstanding differences.

203.1.5 Confidentiality

Each Board member permits agreed upon governance processes to take their course, honors the role of the Board's spokesperson, and leaves information which is not designated for distribution to the public within the Boardroom.

203.1.6 Focus

Each Board member focuses on the issues not the people involved, remains detached from personal comments, and makes the best decision possible under the current circumstances.

203.1.7 Leadership

Each member leads by example, accepts their governance role, does not try to manage the organization, evaluates their own activities, accepts the evaluation of others, and agrees to participate in a fair evaluation of the President.

203.1.8 Attention

Each Board member pays attention to incoming verbal and non-verbal information, compares this information to what is already known and interprets what is left unsaid.

203.1.9 Objectivity

Each Board member acknowledges biases, consciously decides not to bring prejudices to the governance table and declares any real or perceived conflicts of interest before discussions start.

203.1.10 Openness

Each Board member accepts the contributions of the other members, includes all members in discussion, is open to change, builds on the culture and history of the organization and respects the past, while preparing for the challenges of the future.

203.1.11 Preparation

Each Board member reads the information provided, compares it to what is already known, and formulates questions to fill in the gaps.

203.1.12 Selflessness

Each Board member puts the concerns for the greater good of the organization ahead of personal interests, seeks first to understand the perspectives of others before sharing individual views, and upholds the decisions of the Board.

203.1.13 Team Player

Each Board member demonstrates a “win-win” philosophy, participates actively in conflict resolution, actively judges when to hold firmly to a position and when to compromise, and protects the dignity of opponents.

203.2 Values

The Board members and the President shall adhere to the values outlined in the Board’s strategic plan.

	Approved (Board Minute)	Date
Original Policy	BM 06-11-06	October 28, 2011
Revised	BM 02-14-02	March 24, 2014
Revised	BM 06-20-09	November 25, 2020
Revised	BM 02-23-15	June 15, 2023