

**COO Board Effectiveness Evaluation:
2021 Action Plan Status February 2022**

In December 2020, all board members participated in a comprehensive self-evaluation of the board’s overall effectiveness. The board then met in February 2021 to review the results of the evaluation and develop an action plan. Also included in the action plan are any items deferred from its previous Action Plan. The following is a summary of the action items identified by the board for 2021 and the status of each item.

Action		Status	Progress (at February 2022)
1.	Enhance board cohesion by prioritizing the board as the primary decision-making body as opposed to Executive Committee. <i>(Carried forward from 2019 plan)</i>	Complete	The Board approved updates to the Executive Committee Terms of Reference at the July 2020 board meeting and since that time the Committee only transacted matters that were considered urgent and time sensitive, or where it was exercising its function as the Finance Committee to screen financial matters for the Board. In 2021 the board agreed to assign the process for interviewing and assessing appointed member candidates to a panel of the Governance Committee.
2.	Reassess the board’s strategic outcomes policy following review of twice annual monitoring reports to determine relevance going forward <i>(Carried forward from 2020 plan)</i>	Complete	The board met in February 2021 to review and assess its strategic outcomes to ensure they remain relevant, and approved a Diversity, Equity and Inclusion Strategic Plan in December 2021. This DEI Strategic Plan will run alongside the current Strategic Plan until the board approves a new strategic plan for 2023-2025 in the coming year.
3.	Additional training on the Governance Manual	Complete	Completed as part of strategic planning session in February 2022 with additional training being scheduled later in the year.
4.	Continue work on governance reforms with a particular emphasis on board member skills, diversity and experience.	Complete	The board approved a new competency profile for elected and appointed members in May 2021, the introduction of a Preferences, Skills and Diversity matrix to assess current and new members’ diversity, skills and experience and identify potential gaps. All current and new members completed the matrix in November 2021 as part of the committee selection process.

Action		Status	Progress (at February 2022)
5.	Make additional enhancements to the orientation and onboarding process for new board members in areas such as general workings of the college, the honoraria policy, and the roles and responsibilities of each committee.	Complete	The 2022 board and committee orientation included a session on “College 101” and a tour of the virtual boardroom. Training on the honoraria policy was held in February 2022.
6.	Consider whether governance reforms are necessary with respect to the role and composition of the Finance Committee.	In progress	In 2021 the board prioritized the development of pre-election/pre-appointment competencies and the engagement of additional public committee members to enhance the screening process for new board and committee members. The board appointed an additional 4 public committee members for terms beginning in January 2022. Proposals on changes to committee compositions, including the Finance Committee, will be brought forward to the board in 2022 following review by the Governance Committee.
7.	Additional training on the Code of Conduct.	In progress	The 2021 and 2022 board and committee orientation included a session on board and committee member fiduciary duties, conflicts of interest and confidentiality. Additional training on the Code of Conduct will be scheduled in 2022.