



GRAND RIVER POST SECONDARY EDUCATION BOARD POLICY

Policy Name: Mega End

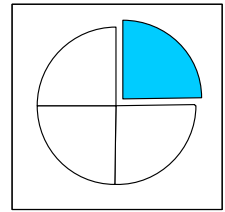
Date Approved: November 14, 2009

Number: E

Date Revised: November 12, 2022

Policy Type: Ends

Date Reviewed: November 8, 2025



Page 1 of 1

Ohsweǵhó:nǵh (*Cayuga*) Ohswekenhro:non (*Mohawk*) Ohsweǵhónǵh (*Onondaga*) with Grand River Territory lineage empowered through higher education within available resources and at reasonable costs.

1. An impactful number of graduates from a diversity of post secondary education programs and levels of study.
 - 1.1. A portion of the graduates will address the identified needs, and strategic directions (areas) of Ohswekenhro:non, Onkwehón:wene communities, and society at large, including needs related to Onkwehonwene:ha (our languages, traditions, and culture).

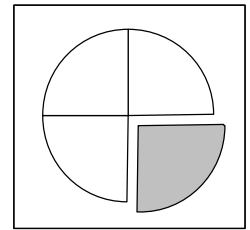
Definitions:

1. Graduation – is defined as evidenced by a diploma or degree granted by a Post Secondary Institution recognized by the Grand River Post Secondary Education Office (GRPSEO).¹
2. Clients of the GRPSEO are potential and present Ohsweǵhó:nǵh students with Grand River Territory lineage.
3. Ohsweǵhó:nǵh , Ohswekenhro:non , Ohsweǵhónǵh – all words mean – people of Ohsweken.
4. Onkwehón:wene communities - First Nations communities

¹ <http://www.tcu.gov.on.ca/pepg/programs/oqf/>
Ontario Qualifications Framework, Ministry of Advanced Education and Skills Development (See Appendix)



GRAND RIVER POST SECONDARY EDUCATION BOARD POLICY



Policy Name: Director's Constraint

Date Approved: November 14, 2009

Number: EL

Date Revised: November 8, 2025

Policy Type: Executive Limitations

Date Reviewed: November 8, 2025

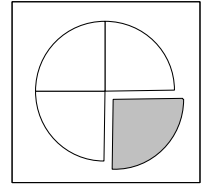
Page 1 of 1

Using Haudenosaunee values and the principle of Ga' nigohi:yo: (the good mind) The Director of Post Secondary Student Services (Director) shall ensure the practices, activities, decision making, and professional ethics of the organization reflect Haudenosaunee thought and philosophy; including conflict of interest that does not reflect the Haudenosaunee values of Ga' nigohi:yo: the good mind.

Value	Cayuga	Mohawk	Onondaga
Fairness	odrihwagwaihs:'	aterihwakwarihsyontshera	odihwagwaihshyq
Sharing	degakahsq:gwqh	teyoterihwakhahsyonkwash	adnida:sa
Respect/ Honesty	gagoyohsde:'	karihwakwenienhstha	gaihwiyo(h truth) ganigohiyoh
Kindness	adnidqsra'	ateniterontshera'	adnida:sa: ganokwahga:
Compassion	To be translated		
Confidentiality	adrihwahsedqh	aterihwahsehtontshera'	gaihwahse dih
Consistency	oihwado:gqh	aterihwatokentshera'	gaihwado:gqh
Integrity	odrihwagwaihsq:'	aterihwakwarihsyontshera'	gaihghewa:neq
Responsibility	gaihwaedahgqh	aterihonta:tshera	gaihwayedagwih
Responsiveness	degaihwadra:gwqh	ate'nikonhrat'tokentshera'	gaihwasa:gwqh
Cooperation	degaeyenawa'gohq:gye'	tekarihwayenawa'kontshera'	hogaye ih
Openness/ transparency	o:gqht	ate'nikonhratokenhtshera'	ganigohiyok
Trustworthiness	oihwadogehsra'	kanyahesenhtshera'	hoyada:deq nih



GRAND RIVER POST SECONDARY EDUCATION BOARD POLICY



Policy Name: Treatment of Students

Date Approved: November 14, 2009

Number: EL-1

Date Revised: November 8, 2025

Policy Type: Executive Limitations

Date Reviewed: November 8, 2025

Page 1 of 1

Interactions with students shall be ethical, professional and respectful.

Accordingly, without limiting the scope of the above statement, the Director shall:

1. Operate with a student assistance policy that clarifies student procedures for effective handling and processing of funding applications.
2. Develop the student policy and procedures by consulting with the Board.
3. Treat students consistent with the published Grand River Post Secondary Education Student Policy.
4. Assist all eligible students, as per policy, to funding within available resources.
5. Make available accurate and timely information to students, families, and the community regarding educational trends, opportunities, and available resources to support post secondary education.
6. Inform students, and the community that available funding may not be sufficient to meet the full financial requirements.



GRAND RIVER POST SECONDARY EDUCATION BOARD POLICY

Policy Name: Treatment of Staff

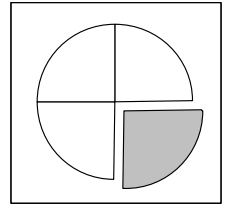
Date Approved: November 14, 2009

Number: EL -2

Date Revised: November 9, 2024

Policy Type: Executive Limitations

Date Reviewed: November 8, 2025



Page 1 of 1

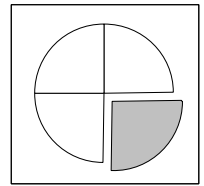
Interactions with staff, volunteers, and others shall be respectful, compassionate, fair, dignified, safe and clear.

Accordingly, without limiting the scope of the above statement, the Director shall:

1. Operate with a personnel policy that clarifies personnel procedures for staff, provides for effective and equitable handling of disputes, and protects against unjust conditions.
2. Not discriminate against any staff member for expressing an ethical dissent.
3. Allow staff to bring a dispute to the Board when (A) internal dispute procedures have been exhausted and (B) the employee alleges that policy has been violated to his or her detriment.
4. Acquaint staff with their rights under this Board policy.
5. Accommodate Ganóhse:s (Longhouse) ceremonies and observances.
6. Develop personnel policy and procedures by consulting with the staff.



GRAND RIVER POST SECONDARY EDUCATION BOARD POLICY



Policy Name: Budgeting/Forecasting

Date Approved: November 14, 2009

Number: EL-3

Date Revised: November 9, 2013

Policy Type: Executive Limitations

Date Reviewed: November 8, 2025

Page 1 of 1

Budgeting in any fiscal period shall not deviate materially from Board ENDS priorities, or risk fiscal jeopardy.

Accordingly, without limiting the scope of the above statement, the Director shall not cause or allow budgeting which:

1. Contains too little information to communicate projection of revenues and expenses.
2. Plans for the expenditure in any fiscal year of more funds than are projected to be received in that period, except as explicitly authorized by the Board.
3. Provides less than determined annually by the Board for the Board's direct use during the year, such as costs of fiscal audit, Board development, Board and committee meetings, and Board legal fees. Each year the annual budget is set at a maximum allowance of 1.5% of revenues.



GRAND RIVER POST SECONDARY EDUCATION BOARD POLICY

Policy Name: Financial Condition

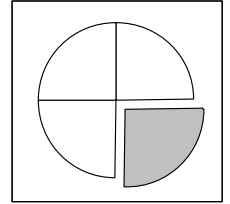
Date Approved: November 14, 2009

Number: EL-4

Date Revised: November 12, 2022

Policy Type: Executive Limitations

Date Reviewed: November 8, 2025



Page 1 of 1

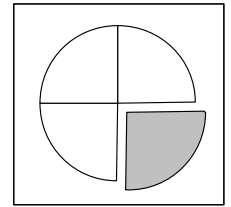
Actual financial conditions at any time shall not incur fiscal jeopardy or compromise Board Ends priorities.

Accordingly, without limiting the scope of the above statement, the Director shall:

1. Inform the Board of inter-fund shifting within the set budget including reserve funds.
2. Ensure government-ordered payments or filings are not overdue or inaccurately filed.
3. Seek or obtain funding from only Board approved funding sources. Approved sources include resources from the Federal Government, scholarships and bursaries, and donations from legal, ethical, and reputable entities. Private donations will come from entities consistent with Haudenosaunee values.
4. Disclose the source of donations as verified legitimate.
5. Account for available resources in relation to strategically identified growing needs.
6. Provide, to the Board, data required to advocate for increased awareness about growing needs and limited resources available for Onkwehón:wene post secondary education.
7. Settle payroll and debts in a timely manner.
8. Operate with appropriately designated signing authorities.
 - 8.1 The Director and one staff member shall have cheque signing authority along with two Board members appointed annually or as needed by Board decision.
 - 8.2 Cheques to be signed by one designated Board member and one staff member or two designated Board members.
 - 8.3 In the event that no designated Board member is available to sign cheques, the Director and the designated staff member can sign cheques. However, the circumstances leading to this decision must be documented and the Board notified.



GRAND RIVER POST SECONDARY EDUCATION BOARD POLICY



Policy Name: Asset Protection

Date Approved: November 14, 2009

Number: EL-5

Date Revised: November 12, 2022

Policy Type: Executive Limitations

Date Reviewed: November 8, 2025

Page 1 of 1

Assets shall be protected, adequately maintained and not exposed to unnecessary risk.

Accordingly, without limiting the scope of the above statement, the Director shall:

1. Operate with established financial operational policies and procedures that meet the appointed auditor's standards.
2. Insure against theft and casualty losses to at least 80% replacement value and against liability losses to Board members, staff and the organization itself in an amount greater than the average for comparable organizations.
3. Not allow uninsured personnel access to material amounts of funds.
4. Not subject equipment to improper wear and tear or insufficient maintenance.
5. Not unnecessarily expose the organization, its Board, staff and paid/unpaid volunteers to claims of liability.
6. Not make any purchase and/or commitment: (a) wherein normally prudent protection has not been given against conflict of interest; (b) of over \$5,000 without having obtained comparative prices and quality; (c) of over \$10,000 without seeking at least three quotes from reputable sources; (d) of over \$20,000 without assuring the balance of long-term cost and quality. Sole source purchase contracts agreements to be approved by the Board.
7. Not invest or hold operating capital in insecure instruments, including uninsured chequing accounts and uninsured bonds and/or investment instruments, or in non-interest bearing accounts except where necessary to facilitate ease in operational transaction (i.e. chequing accounts).
8. Acquire, encumber or dispose of real property (land and buildings) only with Board approval.
9. Not compromise the independence of the appointed auditor or other external monitoring or advice.
10. Operate with a current Asset Ledger.



GRAND RIVER POST SECONDARY EDUCATION BOARD POLICY

Policy Name: Compensation and Benefits

Date Approved: November 14, 2009

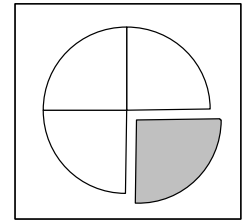
Number: EL-6

Date Revised: November 8, 2025

Policy Type: Executive Limitations

Date Reviewed: November 8, 2025

Page 1 of 1



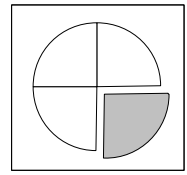
Compensation and benefits for staff shall be consistent with prevailing comparable First Nations community market rates, while not causing jeopardy to fiscal integrity or public image.

Accordingly, without limiting the scope of the above statement, the Director shall:

1. Establish current compensation and benefits which do not:
 - Deviate considerably from the geographic or professional market for the skills employed in First Nations settings.
 - Create obligations over a longer term than revenues can be safely projected, in no event longer than one year and in all events subject to losses of revenue.
2. Not change their own compensation and benefits.
 - Shall receive benefits consistent with other GRPSEO employees, unless otherwise determined by the Board.
 - Compensation and Benefits for the Director is the responsibility of the Board.
 - Director shall be granted paid vacation leave according to Board paid leave policy statements dated November 21, 2008. (See Appendix – Section 8). Requests for scheduled vacation or leave time of four consecutive days or more shall be submitted to the Board Chair at a minimum of two weeks prior to the request for approval. Quarterly communications to the Board will include a summary of leave time accrued and charged for the prior quarter.
 - Pay raises will be considered at the written request of the Director to the Board.
 - Raises will be considered on the overall evaluation of compliance in monitoring reports on Executive Limitation Policies; exemplary performance of duties as outlined in “Director Job Description: 2019”; and additional education and training acquired related to the position. (See Appendix – Section 8)
 - Any bonuses will be granted at the sole discretion of the Board and within available funds.



GRAND RIVER POST SECONDARY EDUCATION BOARD POLICY



Policy Name: Communication and Support
to the Board

Date Approved: November 14, 2009

Number: EL-7

Date Revised: November 11, 2023

Policy Type: Executive Limitations

Date Reviewed: November 8, 2025

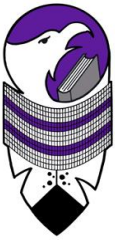
Page 1 of 2

Information and advice to the Board shall be timely, complete and accurate.

Accordingly, without limiting the scope of the above statement, the Director shall:

1. Make available to the Board all relevant information to support informed Board decisions, including environmental scanning data, a representative range of staff and external points of view, significant issues or changes within the external environment which may have a bearing on any existing Board policies, along with alternative choices and their respective implications.
 - 1.1. Provide to the Board data required to advocate for increased awareness about growing needs and limited resources available for Onkwehón:wene post secondary education.
2. Submit monitoring data required by the Board (see BSR-2 on Monitoring Director Performance) in a timely, accurate, and understandable manner, including Director interpretations and evidence of compliance with the Board policies being monitored.
3. Notify the Board of relevant incidental information, including anticipated adverse media coverage, material external and internal changes, particularly changes in the assumptions upon which any Board policy has been previously established.
4. Advise the Board if, in the Director's opinion, the Board is not in compliance with its own policies on Board Governance and Board-Staff Relationship, particularly in the case of Board behaviour which is detrimental to the work relationship between the Board and the Director.
5. Present information in clear and concise form.
6. Provide a mechanism for official Board or committee communications.
7. Deal with the Board as a whole except when (a) fulfilling individual requests for information or (b) responding to committees duly charged by the Board.

8. Report in a timely manner actual or anticipated non-compliance with any policy of the Board, regardless of whether the policy is scheduled for monitoring.
9. Supply for the agenda all items delegated to the Director, required by funding agreements to be Board approved, along with the monitoring assurance pertaining to the item(s).



GRAND RIVER POST SECONDARY EDUCATION BOARD POLICY

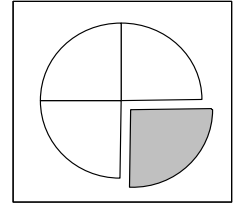
Policy Name: Emergency Executive Succession **Date Approved:** November 14, 2009

Number: EL-8

Date Revised: November 10, 2018

Policy Type: Executive Limitations

Date Reviewed: November 8, 2025

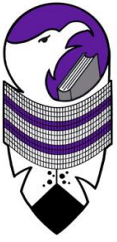


Page 1 of 1

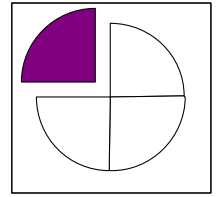
The Director shall ensure that there is sufficient organizational capacity for the competent operation of the organization to continue in the event of sudden loss of Director services.

Accordingly, without limiting the scope of the above statement, the Director shall:

1. Operate with at least one Board approved staff member who is qualified, well informed and delegated to carry out the Director's duties within established policies.



GRAND RIVER POST SECONDARY EDUCATION BOARD POLICY



Policy Name: Global Governance Process

Date Approved: November 14, 2009

Number: GP

Date Revised: November 12, 2024

Policy Type: Governance Process

Date Reviewed: November 8, 2025

Page 1 of 1

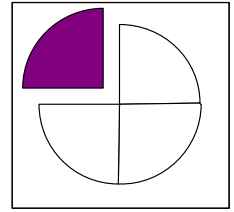
The purpose of the Board on behalf of its moral ownership², Ohswekenhro:non, is to determine and acquire appropriate organizational performance and to ensure public accountability³ of the Board. This includes achieving the ends specified in Board Ends policies and avoids unacceptable actions and situations as prohibited in Board Executive Limitations policies. The Board's role is unique in this trust obligation.

² In Policy Governance, the primary relationship of the board is to connect with the owners to understand their values and perspectives. The owners are those on whose behalf the board decides what benefits the organization is to produce, the beneficiaries and what the benefits are worth. Simply, the result for specific recipients at a cost that can be justified.
<https://www.governancecoach.com/2017/04/mean-im-moral-owner/>

³Public Accountability: This includes being accountable to the ownership for competent, conscientious, and effective accomplishment of its obligations through activities such as distribution of the Annual Report to the Haudenosaunee Confederacy Council and to the Six Nations of the Grand River Elected Council, the Annual Recognition of Students, and regular maintenance of the website with current information available to the public.



GRAND RIVER POST SECONDARY EDUCATION BOARD POLICY



Policy Name: Governing Style

Date Approved: November 14, 2009

Number: GP-1

Date Revised: November 8, 2025

Policy Type: Governance Process

Date Reviewed: November 8, 2025

Page 1 of 1

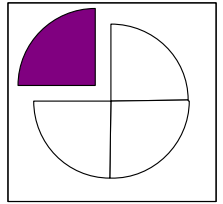
The Board will govern in a manner consistent with Haudenosaunee values and the principle of Ga⁷ nigg̃hi:yo (the Good Mind) (see Pg. 2 EL Director's Constraint) as stated in Board policy. The Board will focus on governance and strategic leadership rather than administrative detail. The Board will have a clear distinction of Board and staff roles, and will concentrate on the collective rather than individual needs.

More specifically, the Board will:

1. Operate in ways mindful of its trust obligation to Ohswekenhro:non with Grand River Territory lineage who morally own the organization. It will allow no Board member, individual or committee of the Board to hinder or be an excuse for not fulfilling this commitment.
2. Fulfil its obligations with excellence. A disciplined approach will apply to matters such as attendance, policy making principles, respect of roles and speaking with one voice, and ensuring the Board's obligations are fulfilled. Although the Board can change its governance process policies at any time, it will adhere to them while in force.
3. Continually redevelop including the orientation of new members of the Board's vision and policy process and periodic Board discussion of process improvement.
4. Direct, control, and inspire post secondary services for Six Nations through the careful establishment of the broadest organizational policies reflecting the Board's values (see Pg. 2 EL Director's Constraint) and perspectives. The Board's major focus will be on the intended long term impacts (ends), not on the administrative or programmatic means of attaining those effects.
5. Cultivate a sense of group responsibility. The Board, not the staff, will be responsible for excellence in governing. The Board will be the initiator of Board policy, not merely a reactor to staff initiatives. The Board will use the expertise of individual members to enhance the ability of the Board as a body, rather than to substitute their individual judgements for the Board's values.
6. Monitor and discuss the Governance process and performance regularly. Self-monitoring will include comparison of Board activity and discipline to policies in the Board Governance and Board-Staff Relationship categories as per the Board's annual planning cycle.



GRAND RIVER POST SECONDARY EDUCATION BOARD POLICY



Policy Name: Role of the Board

Date Approved: November 14, 2009

Number: GP-2

Date Revised: November 8, 2025

Policy Type: Governance Process

Date Reviewed: November 8, 2025

Page 1 of 2

The contributions of the Board, as an informed representative body of the ownership, are those that ensure appropriate organizational performance. Therefore, the Board will be accountable to the owners for the following contributions:

1. The link between the organization and the ownership.
2. Written policies which, at the broadest levels, distinguish the Board's own role from the role of its staff, and which address:
 - 2.1 ENDS: Ends policies speak to what benefit and to what recipient and at what cost.
 - 2.2 EXECUTIVE LIMITATIONS: Constraints on Director authority which establish the boundaries of professional practice and Haudenosaunee ethics within which all activities and decisions must take place.
 - 2.3 GOVERNANCE PROCESS: Specifications on how the Board will govern and on whose behalf.
 - 2.4 BOARD-STAFF RELATIONSHIP: How responsibility is delegated and accountability evaluated.
3. Assurance of organizational performance through structured monitoring of the Director as outlined in policies on Board-Staff Relationship.
4. External linkages in order to affect external policy or legislative change impacting on the organization.
 - 4.1 To develop and implement proactive strategies to enact positive changes in the post secondary learning environment necessary to meet ends policy including changes in legislation, policy, programs and services. This also includes working through existing/future channels and requires keeping up to date on all relevant developments.

5. Resourcing: As per the Memorandum of Understanding (MOU) between Six Nations Elected Council and the GRPSEO dated August 12, 2016. Six Nations Elected Council BAND COUNCIL RESOLUTION (BCR) dated July 27, 2016; Six Nations Elected Council Resolution No. GC#424/07/26/2016.

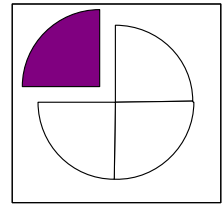
5.1 Early agreements include: Memorandum of Understanding (MOU) between Six Nations Council and the GRPSEO dated August 30, 2010; Motion Memorandum dated July 26, 2010; MOU with Six Nations Elected Council BAND COUNCIL RESOLUTION (BCR) dated March 29, 1996; Six Nations Council BCRs #2, #3, #4 dated September 1, 1992 and MOU between Six Nations Elected Council⁴ and INAC⁵ dated August 19, 1992 and fundraising which includes accessing resources including but not limited to ISC.
(See Appendix Section 8).

⁴ In October 2019, Six Nations Elected Council rebranded to Six Nations of the Grand River Elected Council.

⁵ Now known as Indigenous Services Canada (ISC).



GRAND RIVER POST SECONDARY EDUCATION BOARD POLICY



Policy Name: Board Linkage with Owners

Date Approved: November 14, 2009

Number: GP-3

Date Revised: November 8, 2025

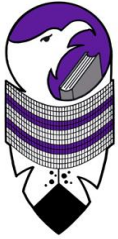
Policy Type: Governance Process

Date Reviewed: November 8, 2025

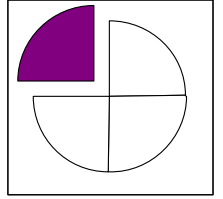
Page 1 of 1

The owners of The Grand River Post Secondary Education Office are Ohswekenhro:non. The Board will be accountable for the organization to its owners as a whole. The Board will act on behalf of the owners as a whole, rather than being advocates for specific interest groups.

1. When making governance decisions, Board members will maintain a distinction between their personal interests and their obligation to speak for others as a representative of the owners as a whole.
2. The Board will take on the responsibility to link with the owners for the purposes of identifying the values that should guide policy decisions with respect to their trust obligation. The linkages shall be facilitated by:
 - reviewing reports in the media
 - discussions with the ownership, for example but not limited to:
 - the Six Nations Elected Council
 - the Haudenosaunee Confederacy Council
 - other community Boards
 - focus groups
 - individual community members
 - attending community functions that relate to the Board's ends policies.



GRAND RIVER POST SECONDARY EDUCATION BOARD POLICY



Policy Name: External Linkages

Date Approved: November 14, 2009

Number: GP-4

Date Revised: November 8, 2025

Policy Type: Governance Process

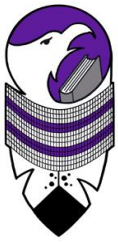
Date Reviewed: November 8, 2025

Page 1 of 1

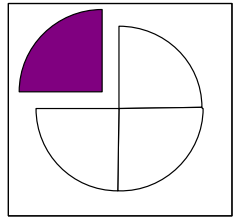
The Board will be proactive in influencing external educational agencies in order to create a climate favourable for achievement of the Ends.

Accordingly, the Board will:

1. Advocate through external linkages for the necessary resources, including but not limited to: Indigenous Services Canada (ISC), other Post Secondary Boards, Grand River Employment and Training Incorporated (GRET), Ministry of Colleges and Universities (MCU), Council of Ontario Universities, Colleges Ontario, McGill University, University of Toronto, Six Nations Polytechnic, and Indigenous Institutes.
 - 1.1 Raise awareness of the historical relationship that exists between Six Nations of the Grand River and McGill University, University of Toronto, and Law Society of Upper Canada.
 - 1.2 Prioritize external linkages according to impact on the services through the Grand River Post Secondary Education organization. For example, Indigenous Education Councils (IEC, etc.).
2. Prepare proactive policy options with implications for Board deliberation and decisions regarding external legislative and policy initiatives (including funding) that have an impact on the Board's ends priorities.
 - 2.1 Develop proactive strategies to implement the policy options.
3. Monitor, quarterly, the impact of the Board's external linkage strategies and activities. Reports received for the quarterly reporting period are to be recorded in the quarterly meeting minutes.



GRAND RIVER POST SECONDARY EDUCATION BOARD POLICY



Policy Name: Participation in Indigenous Education Councils

Date Approved: November 14, 2009

Number: GP-5

Date Revised: November 8, 2025

Policy Type: Governance Process

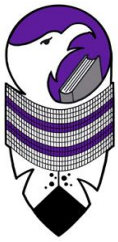
Date Reviewed: November 8, 2025

Page 1 of 2

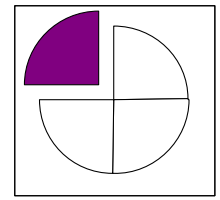
In order to fulfil its external linkage responsibilities, the Board may appoint members to participate in an Indigenous Education Council (IEC) or equivalent on an annual basis, dependent on available resources, in order to influence the institutions in a manner that will produce conditions favourable to the achievement of Ends.

1. Board members participating in an IEC or equivalent are therefore expected to influence the institutions positively.
 - 1.1. Encourage the institution to create an environment that produces graduates, i.e., have necessary student supports in place to meet student needs.
 - 1.1.1. Monitor the quality of student support programs and the learning environment. Request regular reports from Student Support Services to be shared with the Board.
 - 1.1.2. Advocate for appropriate Haudenosaunee historical and cultural awareness within the institution.
 - 1.2. Ensure accountability of the institution by monitoring through reports provided by the institution
 - 1.2.1. funding, i.e.; Indigenous funding spent as intended.
 - 1.2.2. quality indicators, i.e.; student evaluations, institutional reports and external reviews
 - 1.2.3. for outcomes, i.e.; report on graduation and retention rates as well as post graduate results of employment, etc.
2. Work strategically to address community needs through community representation.
3. Link with other IEC etc. Onkwehón:we representatives (including inter-IEC or equivalent linkages) and work on key issues.
4. Advocate for research that is ethical and representative, especially as it pertains to Ohswekenhro:non.

5. An appointed Board member will attend regular IEC or equivalent meetings on a quarterly basis (minimum of 4 and a maximum of 6 within a calendar year: January to December). Any additional or irregular meetings will be at the discretion of the Chairperson in consultation with the Director. These are to be reported to the Board as a whole at the next quarterly meeting. Additional costs shall be covered by the institution.
6. Such appointed Board members will report to the Board for information purposes and include information regarding number of meetings scheduled and attended.
 - 6.1 The report should include: Agenda and other shared information followed up by Minutes.
 - 6.2 Board member to share any concerns as appropriate with the Board and/or Director, in a timely manner.



GRAND RIVER POST SECONDARY EDUCATION BOARD POLICY



Policy Name: Chairperson's Role

Date Approved: November 14, 2009

Number: GP-6

Date Revised: November 8, 2025

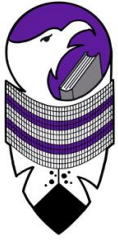
Policy Type: Governance Process

Date Reviewed: November 8, 2025

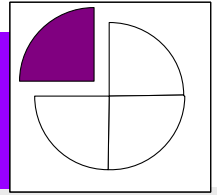
Page 1 of 1

The Chairperson is primarily responsible for the integrity of the Board's process and, secondarily, occasional representation of the Board to outside parties. The Chairperson is the only Board member authorized to speak for the Board (beyond reporting Board decisions), other than in rare and specifically authorized instances as in the case of Council representatives to the Board (see this provision in Pg. 14 GP-2 Role of the Board policy).

1. The Chairperson is responsible for ensuring that the Board is consistent with its own rules and those legitimately imposed upon it from outside the organization.
 - 1.1. Meeting discussion content will only be those issues which, according to Board policy, clearly belong to the Board, not the Director.
 - 1.2. Deliberation will be fair, open, and thorough but also efficient, timely, orderly, and kept to the point.
2. The authority of the Chairperson consists of making decisions that fall within the topics covered by Board policies on Governance Process and Board-Staff Relationship, except where the Board specifically delegates portions of this authority to others. The Chairperson is authorized to use any reasonable interpretation of Governance Process and Board-Staff Relations policies. However, the Chairperson has no authority to make decisions about policies created by the Board within Ends and Executive Limitations policy areas. Therefore, the Chairperson has no authority to supervise or direct the Director.
 - 2.1. The Chairperson is responsible to chair Board meetings with all the commonly accepted duties of that position (e.g. ruling, recognizing).
 - 2.2. The Chairperson shall participate in forums that directly impose/impact on the organization and participate in policy development within these forums provided this participation is in line with Board policy.
 - 2.3. The Chairperson will provide information and support to the Board at each quarterly meeting and provide an oral or written report to the Board.
 - 2.4. The Chairperson will maintain a professional working relationship with the Director at all times. Any issues of concern about the work of the Director and/or office will be shared with the Board in a timely fashion. The Chairperson may delegate these responsibilities but remains accountable for their use.
 - 2.5. The Chairperson is responsible to approve vacation leave requests of the Director as per EL-6 Compensation and Benefits policy (pg. 8).
3. If the Chairperson resigns their role as Chairperson they are allowed to continue as a Board member.



GRAND RIVER POST SECONDARY EDUCATION BOARD POLICY



Policy Name: Board Committee Principles

Date Approved: November 22, 2008

Number: GP-7

Date Revised: November 11, 2023

Policy Type: Governance Process

Date Reviewed: November 8, 2025

Page 1 of 1

Board committees will not interfere with delegation from the Board to the Director, and will reinforce the wholeness of the Board's role.

1. Board committees are to help the Board do its job. They do not help the staff do its job or advise staff.
2. Board committees assist the Board by preparing policy alternatives and implications for Board deliberations. They do not set policies.
3. Board committees may not speak or act for the Board except when formally given such authority for specific and/or time-limited purposes. Expectations and authority will be carefully stated in order not to conflict with authority delegated to the Director.
4. Board committees cannot exercise authority over staff. Because the Director works for the full Board, the Director will not be required to obtain approval of a Board committee for executive action. In keeping with the Board's broader focus, Board committees will normally not have direct dealings with current staff operations.
5. A Board committee that has helped the Board create policy on some topic will not as that same committee participate in monitoring organizational performance on that same subject. This separation of responsibility for policy development and responsibility for monitoring policy compliance is to prevent a Committee from identifying with a part of the organization rather than the whole. The Board retains responsibility and authority to monitor organizational performance.
6. This policy applies only to committees which are formed by Board action. It does not apply to committees formed under the authority of the Director.
7. Committee costs shall not exceed two thousand five hundred dollars (\$2,500) per committee per annum. Any costs above and beyond will require Board approval.
 - 7.1 Committee expenses are to be reported to the Board.
 - 7.2 The cost in staff hours will be monitored and limited by the Director to ensure no undue disruption to operations.
8. No committee has authority to change Board policy.



GRAND RIVER POST SECONDARY EDUCATION BOARD POLICY

Policy Name: Board Committee Structure

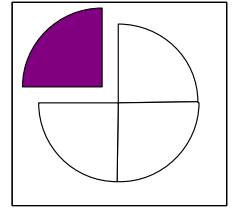
Date Approved: November 14, 2009

Number: GP-8

Date Revised: November 8, 2025

Policy Type: Governance Process

Date Reviewed: November 8, 2025

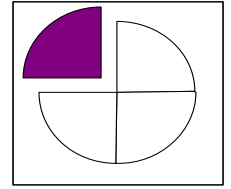


Page 1 of 1

A committee is a Board committee only if its existence and mandate come from the Board. The only Board committees are those which are set forth in this policy. Each committee shall be provided with written terms of reference specifying the product(s) expected, a time frame for the work, and the limits of the committee's authority. The membership of a Board committee shall consist of a minimum of two to a maximum of 4 Board members approved by the Board. The Board may establish Ad Hoc committees as required.



GRAND RIVER POST SECONDARY EDUCATION BOARD POLICY



Policy Name: Nominating Committee Structure **Date Approved:** November 14, 2009
Terms of Reference

Number: GP-8.1

Date Revised: November 9, 2024

Policy Type: Governance Process

Date Reviewed: November 8, 2025

Page 1 of 2

1. Product

1.1 Properly screened potential Board members to fill vacancies, for the Board's decision.

1.1.1 Decision information shall include:

- Verification that the candidate does not have a conflict of interest.
- Committee's assessment of the candidate based on personal interviews.
- Current Police Information Check.

2. Authority

2.1 The Nominating Committee has authority to spend no more than \$2,500 per annum, and to use normal administrative support assistance from staff as approved by the Director. Any costs above and beyond will require Board approval.

2.2 The Nominating Committee has authority to publicly advertise for candidates and conduct screening interviews.

3. Composition

3.1 Three Board members

4. Procedures for Nominating Committee:

4.1 The Nominating Committee is determined as per Board policy.

4.2 The call for applications is placed in the local newspapers and relevant social media stating the determined deadline. (See Appendix Section 8 - Advertisement for new Board members)

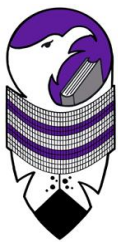
4.3 Nominating Committee receives and screens applications and determines any conflict of interest.

4.4 Nominating Committee meets to devise interview questions, answers and scoring system and date, time(s) and place of personal interviews.

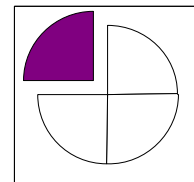
4.5 Selected applicant(s) are contacted and asked to attend the personal interview at the pre-determined date, time and place. The applicants will be directed how to access the policy for their perusal prior to interviews.

4.6 Nominating Committee conducts personal interviews and takes nominations to the Board for a decision. The Nominating Committee shall inform the Board Chairperson of their recommendations. The Board Chairperson will schedule a meeting of the Board, conduct a telephone survey or undertake other personal contact to expedite the process for final approval

- 4.7 The Chairperson will advise the successful candidate/candidates in writing of a conditional offer subject to the receipt of a clear “negative” Police Information Check. Costs associated with the Police Information Check will be covered by GRPSEO. (See Appendix Tab 8)



GRAND RIVER POST SECONDARY EDUCATION BOARD POLICY



Policy Name: Code of Conduct

Date Approved: November 14, 2009

Number: GP-9

Date Revised: November 8, 2025

Policy Type: Governance Process

Date Reviewed: November 8, 2025

Page 1 of 4

The Board expects of itself and its members legal, ethical, and professional conduct. This commitment includes the proper use of authority and appropriate decorum in group and individual behaviour of Board members.

Board conduct will reflect Ga' nig̃ghi:yo (the Good Mind) and these Haudenosaunee values.

Value	Cayuga	Mohawk	Onondaga
Fairness	odrihwagwaíhs:'	aterihwakwarihsyontshera	odihwagwaihshyq
Sharing	degakahsǒ:gwęh	teyoterihwakhahsyonkwah	adęnida:sa
Respect/ Honesty	gagǒyohsde:'	karihwakwenienhstha	gaihwiyo(h truth) ganigghiyoh
Kindness	adęnidęsra'	ateniterontshera'	adęnida:sa: ganokwahga:
Compassion	To be translated.		
Confidentiality	adrihwahsęhdq	aterihwahsehtontshera'	gaihwahse dih
Consistency	oihwadǒ:gęh	aterihwatokentshera'	gaihwado:gęh
Integrity	odrihwagwaíhsǒ:'	aterihwakwarihsyontshera'	ganihgghęwa:neę
Responsibility	gaihwaędahgq	aterihonta:tshera	gaihwayędagwih
Responsiveness	degaihwadrá:gwęh	ate'nikonhrat'tokentshera'	gaihwasa:gwęh
Cooperation	degaeyenawa'gohǒ:gye'	tekarihwayenawa'kontshera'	hogayę ih
Openness/ transparency	ǒ:gęht	ate'nikonhratokenhtshera'	ganigghiyok
Trustworthiness	oihwadǒgęhsra'	kanyahesenhtshera'	hoyada:dę nih

More specifically, Board members are required to comply with the following.

1. In the event of being charged with a criminal offence, the Board member is required to disclose the charge to the Board Chairperson within ten calendar days. The Board Chairperson will notify the Board within forty-eight (48) hours.

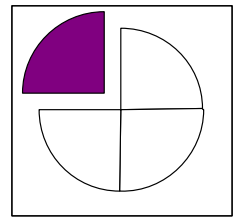
- 1.1. The Board member has the option to take leave from the Board, resign from the Board or appeal their situation to the Board for consideration and determination of the Board member's status with the Board. Written notification of the selected option is required.
 - 1.1.1 In the case of an appeal, the Board will take into consideration the nature of the offense, the potential impact on GRPSEO, and the seriousness of the charge.
 - 1.1.2 The Board will determine if the member can remain on the Board, pending disposition, must take a leave, or must resign their seat. The Board Chairperson will notify the appellant in writing of the Board's decision.
- 1.2. A Board member convicted of a criminal offence is understood to be immediately removed from the Board.
2. Board members must bring forward the interests of the ownership without prejudging the value and validity of these interests. This obligation supersedes any conflicting loyalty such as that to advocacy or interest groups and membership on other Boards or staffs.
3. Board members are accountable to exercise the powers and discharge the duties of their office honestly and in good faith. Board members shall exercise the degree of care, diligence and skill that a reasonable person would exercise in comparable circumstances.
4. Board members must avoid any conflict of interest with respect to their trust obligation to the ownership, consistent with the Conflict of Interest policy.
 - 4.1. There shall be no self-dealing or any conduct of private business or personal services between any Board member and the organization except as procedurally controlled to assure openness, competitive opportunity and equal access to information.
5. Board members must not use their positions to obtain employment in the organization for themselves, family members or close associates. More specifically, Board members are required to declare conflict of interest in any matter dealing with an immediate family member.
 - 5.1. Immediate family is defined as: spouse, children, co-parents, parents, mother-in-law, father-in-law, and siblings (including "step" and in-law relations as listed herein).
6. Should a Board member be considered for employment or contract with GRPSEO, they must take a leave from the Board.

7. Board members must not attempt to exercise individual authority over the organization except as explicitly set forth in Board policies.
 - 7.1. Board member interaction with the Director or with staff must recognize the lack of authority in any individual Board member or group of Board members except as noted above.
 - 7.2. Board member interaction with the public, press or other entities must recognize the same limitation and the similar inability of any Board member or Board members to speak for the Board.
 - 7.3. Board members will make no public judgements of the Director or staff performance except as that performance is assessed against explicit Board policies by the official process.
8. It is a Board member's responsibility to safeguard matters deemed to be of a confidential and sensitive nature, no matter how the confidential information is transmitted. These matters include: information of a personal nature involving students, staff, and Board members; negotiations; and such matters as are deemed to be confidential and of a sensitive nature.
9. Board members shall be familiar with the founding documents and policies of the organization as well as the rules of procedure and proper conduct of a meeting so that any decision of the Board may be made in an efficient, knowledgeable, and expeditious fashion.
10. Board members will be properly prepared for Board deliberation.
11. Board members shall take part in educational activities that will assist them in carrying out their responsibilities.
12. Board members are expected to attend all duly constituted Board meetings. If a Board member is unable to attend a Board meeting, the Board member is required to notify the Grand River Post Secondary Education Office.
 - 12.1 A Board member's seat will be deemed to be vacated when the Board member fails to attend two consecutive, duly constituted, quarterly meetings, in a twelve month cycle without reasonable explanation.
 - 12.2 A Board member may request a formal leave of absence from the Board to a maximum of one year, e.g., illness, exceptional circumstances. The Board will consider the request but will deny such a request when it is determined that the requested leave will impair the Board's ability to adequately perform its role. If granted the leave will commence with the first meeting missed.

13. Board members shall ensure that unethical activities not covered or specifically prohibited by Board policy or law, are neither encouraged nor condoned.
14. In case of breach of any Board policies, the following disciplinary action steps will be taken as necessary.
 - 14.1. Where there has been a failure on the part of a Board member to comply with Board policy the Board may direct the Chairperson to:
 - issue a verbal reprimand in a private meeting;
 - issue a written reprimand;
 - suspend the Board member;
 - request that the Board member resign;
 - or declare the seat vacant.
 - 14.2. Board member will be notified in writing of the breach and the penalty identified as per Board policy. The written notification will come from the Board and be sent via registered mail, e.g., attendance.
 - 14.3. For appointed Board members, if there are concerns, these concerns and questions are to be forwarded by the Board in a timely manner to the appointing Council and may include a request for a different Board member appointment.
15. Policy applies to all Board members including those appointed.



GRAND RIVER POST SECONDARY EDUCATION BOARD POLICY



Policy Name: Conflict of Interest

Date Approved: November 14, 2009

Number: GP-10

Date Revised: November 9, 2024

Policy Type: Governance Process

Date Reviewed: November 8, 2025

Page 1 of 3

It is important to note that the Grand River Post Secondary Board represents its moral ownership, Ohswekenhro:non. As such, community perception is important. Although the issue of perceived conflict will often be more problematic than the issue of real or potential conflict, trust and confidence in the Board can only be sustained if all forms of conflict of interest are identified, disclosed, and resolved. Conflict of interest policy for the Grand River Post Secondary Board Members is intended to:

- protect the integrity of the Grand River Post Secondary Education Board and its ethical standards.
 - protect the integrity of a Board member who faces a conflict of interest.
 - assist in determining if and when a member may be in a conflict of interest situation.
 - protect the integrity of the Board and individual Board members who follow conflict of interest provisions.
1. A conflict of interest arises when a Board member's private or personal interests supersede or compete with their role and responsibilities as a Board member. This could arise from Real, Potential or Perceived Conflict of Interest of a financial or other nature:
 - 1.1. A "***Real Conflict of Interest***" exists when a Board member has a private or personal interest that is sufficiently connected to his or her duties and responsibilities as a Board member that it influences the exercise of these duties and responsibilities.
 - 1.2. A "***Potential Conflict of Interest***" exists when a Board member has a private or personal interest that could influence the performance of a Board member's responsibilities, provided that he or she has not yet exercised that duty or responsibility.
 - 1.3. A "***Perceived Conflict of Interest***" exists when reasonably well-informed persons could have a reasonable belief that a Board member has a Real Conflict of Interest, even where there is no real conflict in fact.
 2. **Private/Personal Interests Defined.** Private/Personal interests include financial and non-financial interests. For the purpose of these guidelines, "immediate family" is defined as spouse/partner, children, parents, co-parents, mother-in-law, father-in-law, and siblings (including "step", common-law and in-law relations as listed herein).

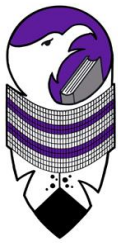
- 2.1 Generally, financial and non-financial interests lead to conflict of interest when a Board member or immediate family member is in a position to, either directly or indirectly:
- personally benefit financially or avoid financial loss as a result of a contract or other matter of monetary nature in which the Board is involved; or
 - use for personal benefit information that has been obtained as a result of being a Board member.
- 2.2 Conflict of interest should **not** be deemed to exist where:
- a financial and non-financial interest is so remote or insignificant in nature that it cannot reasonably be regarded as likely to influence the Board member, and/or;
 - the financial and non-financial interest of the Board member is in common with a broad group of which he or she is a member.
- 2.3 Other private/personal interests lead to conflict of interest when a Board member has non-economic interests such as religious, political, corporate, and/or institutional interests which supersede or compete with his or her duties and responsibilities as a Board member.
3. **Declaration of Conflict.** Board members are expected to conduct themselves in such a manner as to avoid a conflict of interest.
- At the beginning of every Board/committee of the Board meeting, the Chairperson should ask and have recorded in the minutes whether any member has a conflict to declare in respect to any agenda item.
 - Where conflict cannot be avoided, the guidelines on declaration of conflict are as follows:
 - i. In cases where conflict of interest cannot be avoided, a Board member must declare conflict of interest at the earliest opportunity and, at the same time, should declare the general nature of the conflict.
 - ii. Where a Board member is unsure whether he or she is in conflict, that member should raise the perceived potential conflict with the Board, and the Board should determine by consensus whether or not a conflict of interest exists.
 - iii. Where a conflict of interest is discovered after consideration of a matter, it must be declared to the Board and appropriately recorded at the first opportunity. If the Board determines that involvement of said member influenced the decision of the matter, the Board must re-examine the matter and may rescind, vary or confirm its decision.

- iv. Any Board member who perceives another member to be in conflict of interest in a matter under consideration must raise this concern with the Chairperson of the Board. The Chairperson, in turn, must discuss the matter with the Board member who is perceived to be in conflict. If the discussion does not lead to a resolution, the matter must be brought to the Board and the Board must determine by consensus whether or not a conflict of interest exists.

4. Board Procedures where Conflict Exists. The Chairperson will have recorded in the minutes any declared conflict of interest on the part of a Board member and, if relevant, that the member withdrew from any discussion or decisions.

- 4.1 Where a Board member has declared or has been found to be in conflict of interest, the member must:
 - not attempt in any way whether before, during or after the meeting to influence the decision on the related matter.
 - refrain from participating in any discussions or decisions of the related matter by the Board or a committee of the Board.
 - withdraw from the Board meeting while matter is being discussed
 - withdraw from the relevant Board committee; the Board may appoint a replacement to the committee.

- 4.2 Where there has been a failure on the part of a Board member to comply with these conflict of interest guidelines, the Board may direct the Chairperson to:
 - issue a verbal reprimand in a private meeting;
 - issue a written reprimand;
 - suspend the Board member ;
 - request that the Board member resign;
 - or declare the seat vacant.



GRAND RIVER POST SECONDARY EDUCATION BOARD POLICY

Policy Name: Investment in Governance

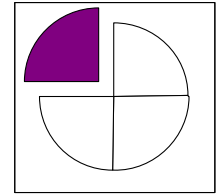
Date Approved: November 22, 2008

Number: GP-11

Date Revised: November 9, 2024

Policy Type: Governance Process

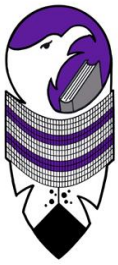
Date Reviewed: November 8, 2025



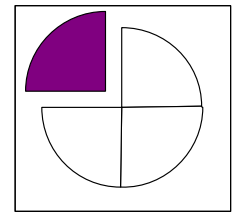
Page 1 of 1

The Board is committed to continually improving its processes and policies. More specifically, the Board will:

1. Develop and implement an annual plan for Board education and training.
 - 1.1. Candidates for Board membership shall be provided with information that clearly outlines the role of the Board, the necessary qualifications and the Board's expectations of Board members.
 - 1.2. The orientation of new Board members will be carried out by the Board Chairperson and the Director within three months of being named to the Board.
 - 1.3. Board members shall mentor new Board members. New Board members shall be given the option to have a designated mentor or choose from available mentors.
 - 1.4. New Board members shall receive a complete orientation to ensure familiarity with the organization's issues and structure, and the Board's process of governance. This may include most recent: Board policy book, annual reports, Board minutes, one year of Director's compliance reports, governance guidebooks, etc.. Board members shall have ongoing opportunity for external training and education to enhance their governance capabilities.
2. Establish and be accountable for an annual budget for its own governance functions, which shall include, in addition to the costs of Board and Board Committee Meetings, funds for:
 - 2.1. Board member attendance at conferences and conventions.
 - 2.2. Improvement of its governance function.
 - 2.3. Costs of the fiscal audit and any other outside monitoring assistance required.
 - 2.4. Costs of methods to ensure the Board's ability to listen to owner viewpoints and values as deemed necessary.
3. Will implement improvements to governance function identified during self-evaluation.



GRAND RIVER POST SECONDARY EDUCATION BOARD POLICY



Policy Name: Board Planning Cycle and Agenda

Date Approved: November 22, 2008

Number: GP-12

Date Revised: November 11, 2023

Policy Type: Governance Process

Date Reviewed: November 8, 2025

Page 1 of 3

To accomplish its obligations consistent with Board policies, the Board will follow an annual agenda which completes a re-exploration of ends policies annually and continually improves its performance.

1. The planning cycle will conclude each year on the last day of October so that administrative budgeting can be based on accomplishing a one year segment of the most recent Board Ends.
2. In November, the Board will develop its agenda for the ensuing one year period. The agenda for the annual planning meeting will include but not be limited to the following items:
 - 2.1. Celebration and Aspirations: review of past year, contemplation of improvement areas, discussion of what improvements to focus on for the coming year.
 - 2.2. Decisions: refer to the Annual Board Plan/Agenda.
 - 2.3. Development of a schedule for regular review of policy content and compliance, including items flagged during quarterly meeting reviews.
 - 2.4. Development of a schedule for monitoring Director performance. Monitoring reports will be provided and read in advance of the Board meeting. Discussion will occur if reports show policy violations, if reports do not provide sufficient information for the Board to make a determination regarding compliance, or if Director's interpretations are to be debated. Additional discussion may occur in order to share information on items related to the report, including but not limited to updates that occurred since the report was generated.
 - 2.5. Development of a schedule for self-evaluation of the Board's performance.
3. The Board's education and continual improvement will receive paramount attention in structuring the series of meetings and other Board activities during the year.
 - 3.1. To the extent feasible, the Board will identify those areas of education and improvement needed to increase the level of knowledgeable advice to make subsequent choices.
4. Based on the outline of the annual schedule, the Board delegates to the Chairperson the authority to determine additional details of the meeting content.

- 4.1 Board members are responsible to forward agenda items to the Chairperson or to the recorder for the Board in a timely fashion, preferably three weeks before the meeting.
- 4.2 The detailed agenda shall be prepared jointly by the Board Chairperson and the Director. The following questions will be asked to determine if the agenda items are in fact agenda items to be addressed by the Board:
 - 4.2.1 Does the matter clearly belong to the Board or the Director?
 - 4.2.2 Which category of policy does the issue relate to - Ends, Executive Limitations, Governance Process, Board-Director Relationship.
 - 4.2.3 Does the Board already have a policy to deal with this item?
 - 4.2.3.1 If yes, does the policy meet the needs of the organization? If not, the item should stay on the agenda.
5. The Chairperson will restate and confirm all Board decisions at the end of each meeting.
 - 5.1 Decisions made by the Board are effective as of the date the decision is made, or at a duly appointed date, and binding on the entire Board. Whenever possible, decisions will be made by consensus. If consensus cannot be reached, or if the Board requires more time/information, the matter will be tabled (ędwátgōdrak “use as a pillow”). From those expressing dissent, the Chairperson will request the concern to be recorded in the minutes unless the Board member wishes to submit a written objection. If necessary, a special meeting will be called to deal with the matter.
 - 5.2 If consensus cannot be reached at the second discussion, the Chairperson will direct the Board to review the Role of the Board and Ends policies to focus the policy discussion to the broadest context.
 - 5.3 If after this policy review, a consensus cannot be reached, as a last resort, the matter will be resolved by a majority vote of 70% of all Board members. Electronic/telephone polling may be used.
6. The Chairperson is responsible for handling agenda items of a confidential nature within appropriate bounds of professional practice and Haudenosaunee ethics.
 - 6.1 When necessary, the Chairperson will call for an in-camera session of the Board.
 - 6.2 The Chairperson will require that Board minutes duly note that the Board has gone into in-camera session.

- 6.3 When the Board reconvenes in open session, the minutes shall duly record the outcome of the in-camera session which will be reported without identifying individual personal information.
- 6.4 In-camera session minutes are the responsibility of the Chairperson. Official copies are to be secured in a locked Board filing cabinet in the GRPSE office. The Board Chairperson and one additional Board member (with Board signing authority) to have the keys.



GRAND RIVER POST SECONDARY EDUCATION BOARD POLICY

Policy Name: Board Meetings

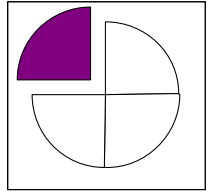
Date Approved: November 14, 2009

Number: GP-13

Date Revised: November 8, 2025

Policy Type: Governance Process

Date Reviewed: November 8, 2025



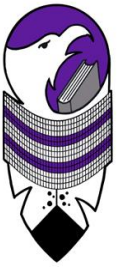
Page 1 of 2

With the exception of the Annual Board Planning, these meetings are from 5:30 to 8:30pm on the third Wednesday of February, May and August (refreshments/meal available at 5:00 pm).

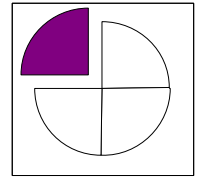
Board meetings will be in person except in case of exceptional circumstances. Provisions will be made to allow for phone-in and/or virtual attendance on a case-by-case basis.

1. The Annual Board Planning is scheduled in November (check against annual plan and ceremonies).
2. Notification of Board meeting changes and/or additional special meetings at the call of the Chairperson requires notification of members by the Board Secretary (Director of Post Secondary Student Services) or designate.
 - 2.1 Board members will be notified of meeting changes and/or special meetings in the form of telephone or e-mail.
3. In-Camera sessions may be called by the Board as required.
4. A quorum for a Board meeting is 50% of Board members plus one. Members in attendance shall wait for a maximum of 30 minutes for a quorum and in the event that quorum is not reached will receive \$75 honoraria.
 - 4.1 Elected Council representatives are exempt from the calculation of quorum.
5. Board packages are available in print format. Board packages will be available by Thursday (noon) prior to the week of the meeting. It is the responsibility of the Board member to pick up this package at Grand River Post Secondary Education Office. Board packages are to be reviewed prior to the meeting.
6. Decisions made by the Board are effective as of the date the decision is made, or at a duly approved date and binding on the entire Board.
7. Board minutes will be reviewed by the Board at the next regular Board meeting, revised as necessary and then signed by the Chairperson to create the official Board record.
8. Presentations to the Board will be scheduled after the Opening, and before the regular meeting format.

- 8.1. A written request to make a presentation to the Board is required. The request is to outline the purpose of the presentation and a brief summary of the presentation.
 - 8.2. Each presentation will be allotted 15 minutes; maximum of 2 presentations per meeting.
 - 8.3. Presentation information will be received as information by the Board. If a decision of the Board is called for, it will be scheduled into a Board agenda as appropriate, including possibly that day or a future date.
9. At each meeting the order of business will be:
- Opening- Ganqnhónyqnk
 - Presentations
 - discussion as needed
 - Finance
 - Adoption of the Agenda
 - Call for Board members' Conflict of Interest
 - Items for information only
 - Chairperson's Communication & Support to the Board
 - Director's Communication & Support to the Board
 - Adoption of the Minutes
 - Business arising from the Minutes.
 - Items requiring immediate Board attention/action
 - Linkages
 - Internal linkages – receiving input and/or discussing implications of information received
 - External linkages
 - Board education and training related to Ends & Governance issues
 - Monitoring – According to Annual Plan
 - Ends policy
 - Governance Process policies
 - Director performance (Ends and Limitations)
 - Board-Staff Relationship
 - In-camera as needed.
 - Chairperson summary and action items
 - Ends
 - Director's Limitations
 - Board Governance
 - Board-Staff Relationship
 - Board Self-evaluation
 - Closing - Ganqnhónyqnk



GRAND RIVER POST SECONDARY EDUCATION BOARD POLICY



Policy Name: Board Remuneration

Date Approved: November 14, 2009

Number: GP-14

Date Revised: November 8, 2025

Policy Type: Governance Process

Date Reviewed: November 8, 2025

Page 1 of 2

Board members may be entitled to receive remuneration for work performed on behalf of the Board within the means of the approved Board budget in any given year.

1. Board members who are authorized by the Board to perform tasks on behalf of the Board requiring travel of more than 15 km from the GRPSEO are eligible to claim honoraria to a maximum of \$250.00/day.

1.1 Honorarium for the Board Annual Planning meeting is \$250.00 per day.

2. Honorarium for Board quarterly meetings duly authorized by the Board is \$150.00 per meeting.

2.1 Current Six Nations Elected Council representatives to the Board are eligible to receive honoraria paid by GRPSEO.

2.2 Committees and/or individual Board members engaged in activities authorized by the Board or the Director (in consultation with the Board Chairperson), including official Board linkages at \$40.00 per meeting hour, to a maximum \$250.00/day.

3. The Chairperson shall be remunerated monthly on a fee for service basis.

3.1 Remuneration to the Chairperson is \$800.00 per month.

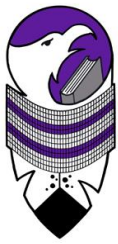
4. Travel, meals and incidentals will be provided as per current Federal Treasury Board guidelines.

4.1 Travel over 15 km (one-way) from point of origin or the GRPSEO can be claimed.

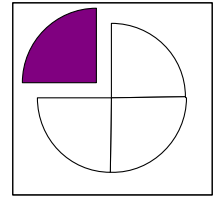
4.2 Honoraria will only be paid for travel days for meetings/conference activities up to a maximum of 2 days.

5. Accommodation arrangements are to be arranged by the Secretary of the Board (or designate) and discretion is to be used in the selection of reasonably priced accommodation while also considering safety and accessibility.

6. Board members must submit expense claims and reports for Board approved activities outside of regular quarterly Board meetings. A report and expense claim must be made within 30 working days of the conclusion of travel.
7. Any reimbursement for travel received from hosting institutions will be returned to GRPSEO and added back into the Board budget.
8. Any monetary gift (which is not a travel reimbursement) presented to a GRPSEO Board member in the performance of Board authorized activities can be kept by the Board member to a maximum of \$200. Anything above this amount will be returned to the GRPSEO.



GRAND RIVER POST SECONDARY EDUCATION BOARD POLICY



Policy Name: Board Composition and Recruitment **Date Approved:** November 14, 2009

Number: GP-15

Date Revised: November 09, 2024

Policy Type: Governance Process

Date Reviewed: November 8, 2025

Page 1 of 2

The GRPSEO Board will consist of not less than eight (8) members, comprised of Ohswekenhro:non. These seats are open to Ohswekenhro:non with Grand River Territory lineage. Up to two seats each are reserved for appointees from both the Haudenosaunee Confederacy Council and the Six Nations of the Grand River Elected Council. The Councils' representatives to the Board are considered the Board's formal link to the Councils and have the responsibility to submit the annual report and other formal written reports, upon request, to the Councils. The Board may appoint a Haudenosaunee Cultural Advisor who will participate as a full Board member.

1. Further Board Membership Criteria:

- 1.1. Currently not receiving education assistance through the Grand River Post Secondary Education Office.
- 1.2. Able to serve a minimum of three (3) years with a formal declaration for subsequent terms to be requested at the Board's Annual Planning.
- 1.3. Willingness to serve as a team player through participation in discussions and decision making.
- 1.4. Willingness to attend orientation sessions relating to Board roles and responsibilities.
- 1.5. Commitment to linking with the ownership. Understanding that they stand in for an ownership of diverse people; willing to actively seek to access and understand that diversity.
- 1.6. Interest in and capability to discuss the values underlying the actions taken in the organization, and to govern through the broader formulations of these values.
- 1.7. Willingness to delegate the operational detail to others.
- 1.8. Ability and willingness to focus on the Ends.
- 1.9. Willingness and commitment to honour Board decisions.

2. Board Membership Recruitment

2.1 The recruitment of potential Board members shall be done through an exercise of advertisement and personal contact by current Board members. This exercise will be scheduled as required.

2.1.1 Applicants will then be screened as per policy (GP 8.1).

2.1.2 Board members shall assist in recruitment.

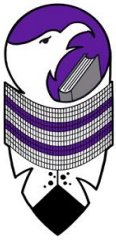
2.2 Board members appointed by the two councils at Grand River shall be replaced as required by Six Nations of the Grand River Elected Council and Haudenosaunee Confederacy Council.

3. Selection of the Chairperson

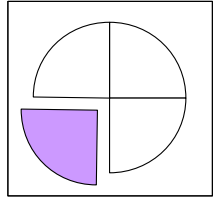
3.1 The Chairperson selection (2027, 2029, 2031, etc.) occurs during the Annual Board retreat during the year of expiration and is selected every two years as noted for a two year term by a quorum of the Board.

3.2 If the choice is not made by acclamation, the process will be done by nomination and secret ballot.

3.3 In the absence of the Chairperson, the Board will delegate the Chairperson's role for the meeting to a member in attendance.



GRAND RIVER POST SECONDARY EDUCATION BOARD POLICY



Policy Name: Global Board-Staff Relationship **Date Approved:** November 14, 2009

Number: BSR

Date Revised:

Policy Type: Board-Staff Relationship

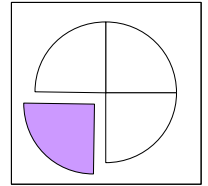
Date Reviewed: November 8, 2025

Page 1 of 1

The Board's sole official connection to the operational organization, its achievements and conduct, will be through the Director.



GRAND RIVER POST SECONDARY EDUCATION BOARD POLICY



Policy Name: Board Authority

Date Approved: November 14, 2009

Number: BSR-1

Date Revised: November 11, 2023

Policy Type: Board-Staff Relationship

Date Reviewed: November 8, 2025

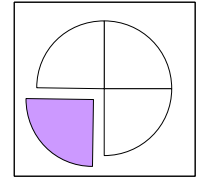
Page 1 of 1

Only official decisions of the Board are binding on the Director.

1. Decisions or instructions of individual Board members or committees are not binding on the Director except in rare instances when the Board has specifically authorized such exercise of authority.
2. In the case of Board members or committees requesting information or assistance without Board authorization, the Director can refuse such requests that require (in the Director's judgement) a material amount of staff time or funds or are disruptive. In such an event the Director will notify the Board of the request and the decision to not comply.
3. Only the Board acting as a whole can employ, terminate, discipline, or change the conditions of employment of the Director.



GRAND RIVER POST SECONDARY EDUCATION BOARD POLICY



Policy Name: Accountability of the Director

Date Approved: November 14, 2009

Number: BSR-2

Date Revised: November 11, 2023

Policy Type: Board-Staff Relationship

Date Reviewed: November 8, 2025

Page 1 of 1

The Director is the Board's only link to operational achievement and conduct, so that all authority and accountability of staff, as far as the Board is concerned, is considered the authority and accountability of the Director.

1. The Board will never give instructions to persons who report directly or indirectly to the Director.
2. The Board will refrain from evaluating any staff other than the Director.
3. The Director is entitled to a formal performance evaluation on a regular basis. This evaluation occurs in two manners; quarterly monitoring reports and an annual employee evaluation.
 - 3.1 The Board will view Director performance in connection to organizational performance. The organizational accomplishment of Board stated Ends and compliance with Executive Limitations, will be viewed as the primary indicators of Director performance. Therefore, the Director's job contributions shall be accomplishment of the Ends while maintaining compliance with the Executive Limitations. Acceptance of the quarterly Director's monitoring report will be duly noted in the minutes, including notations of errors, omissions and other concerns. Monitoring reports will be circulated to all staff prior to scheduled board meetings. The Board Chairperson will conduct an anonymous survey of staff seeking feedback on errors, omissions or concerns to be shared with the Director and the Board for consideration and discussion.
 - 3.2 The annual evaluation of the Director will be conducted by a committee of the Board who will report to the Board as a whole. The Board as a whole will authorize the final evaluation in consultation with the Director, which will be placed in the Director's employee file. The evaluation criteria will be established by the committee in consultation with the Director. The criteria will be limited to a selection of the following areas: compilation of comments and follow up connected to monitoring reports (i.e. missing or insufficient information); interviews with all or selected members of GRPSEO staff⁶; and, a self-evaluation from the Director. If necessary, input from students may be sought. The committee will report the findings of their interviews and assessments to the Board, in consultation with the Director. The Board may ask for a recommendation from the Committee.

⁶ If this method is used a minimum of one from each department (selected randomly): (Finance, Funding Advisor, Administration).



GRAND RIVER POST SECONDARY EDUCATION BOARD POLICY

Policy Name: Delegation to the Director

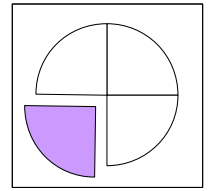
Date Approved: November 14, 2009

Number: BSR-3

Date Revised: November 12, 2022

Policy Type: Board-Staff Relationship

Date Reviewed: November 8, 2025



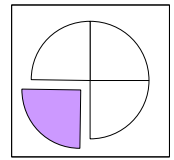
Page 1 of 1

The Board will instruct the Director through written policies which prescribe the organizational Ends to be achieved, and describe organizational situations and actions to be avoided, allowing the Director to use any reasonable interpretation of these policies.

1. The Board will develop policies instructing the Director to achieve certain results for certain recipients at a specified cost. These policies will be developed systematically from the broadest, most general level, to more defined levels, and will be identified as Ends policies.
2. The Board will develop policies which limit the latitude the Director may exercise in choosing the organizational means. These policies will be developed systematically from the broadest, most general level, to more defined levels, and they will be identified as Executive Limitations policies.
3. As long as the Director uses reasonable interpretation of the Board's Ends and Executive Limitations policies, the Director is authorized to establish all further policies, make all decisions, take all actions, establish all practices and develop all activities.
4. The Board may change its Ends and Executive Limitations policies, thereby shifting the boundary between Board and Director domains. By doing so, the Board changes the latitude of choice given to the Director. However, as long as any particular policy is in place, the Board will respect and support the Director's choices. This does not prevent the Board from obtaining information from the Director about the delegated areas, except for confidential data.



GRAND RIVER POST SECONDARY EDUCATION BOARD POLICY



Policy Name: Monitoring Director Performance **Date Approved:** November 14, 2009

Number: BSR-4

Date Revised: November 12, 2022

Policy Type: Board-Staff Relationship

Date Reviewed: November 8, 2025

Page 1 of 2

Regular monitoring of Director job performance will be evaluated on the Director's job outputs: organizational accomplishment of Ends and organizational operation within the boundaries established in Executive Limitations. This monitoring occurs at each regular Board meeting, as per the Board's Planning Cycle.

1. The purpose of monitoring is simply to determine the degree to which Board policies are being fulfilled. Only information which does this will be considered to be monitoring. Monitoring will be as automatic as possible, using a minimum of Board time so that meetings can be used to create the future rather than to review the past.
2. A given policy may be monitored in one or more of three ways:
 - 2.1. Internal report: Quarterly disclosure of compliance information by the Director, along with explicit interpretation of Board policy, and justification for the reasonableness of interpretation according to the Board's identified policies and annual plan.
 - 2.2. External report: Assessment of compliance information by an impartial, external auditor, inspector or evaluator who is selected by and reports directly to the Board. The external party will first be provided with the Director's explicit interpretation of the policy and justification for the reasonableness of interpretation. The Board as a whole will determine the acceptance of the report and assess the reasonableness of the interpretation of Board policy, and compliance with it. The basis for assessment is *not* the standards of the external party, unless the Board has previously indicated that party's opinion to be the standard.
 - 2.3. Direct Board Inspection: Review of compliance information by a designated Board member, a committee or the Board as a whole. This is a Board inspection of documents, activities or circumstances directed by the Board that assesses compliance with policy, with access to the Director's justification for the reasonableness of their interpretation. Such an inspection is only undertaken at the instruction of the Board, and with the Director's knowledge and will be conducted in a timely manner.
3. In every case, the standard for compliance shall be any reasonable Director interpretation of the Board policy being monitored. The Board is the final arbiter of reasonableness.

4. Upon the choice of the Board, any policy can be monitored by any of the above methods at any time. For regular monitoring, however, each *Ends* and *Executive Limitations* policy will be classified by the Board according to frequency and method.
5. The Board may choose to defer a scheduled monitoring event in light of an extreme emergency (ie. global pandemic).

	Policy	Method	Frequency
E-	Mega-End	Annual Report	Annual
EL	Director's Constraint	Internal Report	Annual
EL-1	Treatment of Students	Internal Report	Annual
EL-2	Treatment of Staff	Internal Report	Annual
EL-3	Budgeting/Forecasting	Internal Report	Annual
EL-4	Financial Condition	Internal Report & External Audit	Quarterly Annual
EL-5	Asset Protection	Internal Report & External Audit	Annual Annual
EL-6	Compensation and Benefits	Internal Report	Annual
EL-7	Communication and Support to Board	Internal Report	Quarterly
EL-8	Emergency Executive Succession	Internal Report	Annual



GRAND RIVER POST SECONDARY EDUCATION BOARD POLICY

Policy Name: Staff Grievance Against Director **Date Approved:** November 13, 2016

Number: BSR-5

Date Revised: November 8, 2025

Policy Type: Board-Staff Relationship

Date Reviewed: November 8, 2025

Page 1 of 2

The Board will address grievances from the staff/employee(s) against the Director when internal grievance procedures have been exhausted and if a satisfactory resolution has not been reached between the involved parties.

1. The staff/employee(s) shall file a grievance in writing to the Chairperson of the Board and such grievance shall include the following information:
 - Involved parties;
 - Nature of the grievance (i.e. conduct of the Director or application of staff policies and procedures, etc.);
 - Timeframe of the grievance (include if it involved more than one incident);
 - Details of the incident(s), including location and other people present, if applicable;
 - Other critical information; and
 - Signature(s) of all grieving parties.
2. The Board as a whole will review the grievance and recommend an initial course of action within 15 working days upon receipt of the grievance. The course of action may include the establishment of a Grievance Review Committee.
3. The Grievance Review Committee shall be comprised of two to three Board members in accordance with policy GP-8 and will only convene for the purposes of investigating the grievance.
4. The Grievance Review Committee may undertake, including but not limited to, the following actions:
 - Request the staff/employee(s) to present their grievance at a special meeting;
 - Interview the Director;
 - Interview other staff/employee(s) who may have been involved.
 - Collect evidence/documentation from relevant parties.
5. The Grievance Review Committee will review not only the process/procedures but also the evidence. This review will be completed as quickly as possible and under normal circumstances shall not exceed 40 working days.
6. The Grievance Review Committee will then make recommendations to the Board as a whole based on their findings. The Board will make a collective decision and it will be considered the final arbiter in this process. The ruling of the Board will be considered binding.

Page 2 of 2

7. All written documentation will be filed in the respective staff/employee(s) personnel files. Note: Director's personnel file is housed in the locked Board cabinet.
8. No employee, who in good faith, files a grievance shall suffer harassment, retaliation or adverse employment consequence. Retaliation committed by the Director against said employee (s) is subject to disciplinary action up to and including termination of employment.
9. Confidentiality shall be maintained by all parties to the grievance.

APPENDIX: Tab 8

1. Director Employment Service Contract 2016
2. Director Employment Service Contract 2011
3. Director of Student Services and Counselling Job Description November 13, 2016
4. Director of Post Secondary Student Services Job Description November 10, 2019
5. Schedule A: Director Job Description 2001
6. Schedule B: Salary and Benefits
7. Director Vacation Leave Policy Statements dated November 21, 2008
8. Assistant Director of Student Services and Counselling Job Description 2010
9. MOU between Six Nations Council and GRPSEO dated August 2016.
10. Six Nations Council Resolution No. GC#424/07/26/2016
11. MOU between Six Nations Council (now known as Six Nations of the Grand River Elected Council (SNGREC)) and GRPSEO dated August 30, 2010
12. Motion Memorandum dated July 26, 2010
13. MOU Six Nations Council Band Council Resolution(BCR) dated March 29, 1996
14. Six Nations Council BCRs #2, #3, #4 dated September 1, 1992
15. MOU between Six Nations Council (now know as Six Nations of the Grand River Elected Council (SNGREC)) and the INAC (now ISC) dated August 19, 1992
16. Advertisement for new Board member
17. Police check form
18. INAC Overpayment Letter of Support
19. Post Secondary Student Support Program Policies 1989
20. Ontario Qualifications Framework, Ministry of Advanced Education and Skills Development, <http://www.tcu.gov.on.ca/pepg/programs/oqf/>