



Board Self-Assessment Committee Report No. 02

Monday, June 29, 2020
3:30 p.m.
Electronic Meeting

Members Present Trustees Parthi Kandavel (Chair), Alexander Brown, Rachel Chernos Lin, Stephanie Donaldson, Trixie Doyle, David Smith and Anu Sriskandarajah

Regrets Trustee James Li

Trustees participated by electronic means in accordance with [amendments to Section 7 of Ontario Regulations 463/97, Electronic Meetings.](#)

Part A: Committee Recommendations

No matters to report

Part B: For Information Only

1. Call to Order and Acknowledgement of Traditional Lands

The meeting was called to order at 3:30 p.m. via WebEx teleconference, with Trustee Parthi Kandavel presiding.

2. Election of a Chair and Vice-Chair of the Committee

Trustee Brown, seconded by Trustee Smith moved: **That Trustee Parthi Kandavel be elected as Chair of the Board Self-Assessment Committee.**

Carried

Trustee Kandavel, seconded by Trustee Smith, moved: **That Trustee Trixie Doyle be elected as Vice-chair of the Board Self-Assessment Committee.**

Carried

3. Establishment of the Committee Mandate

The mandate of the Board Self-Assessment Committee was discussed and determined to be as follows:

To develop the RFP, select a vendor/consultant for the Board Self-Assessment process and determine a timeline for the entire assessment process.

4. Development of Requirements for Request for Proposal and Scope of Work

Trustees discussed with staff the requirements and scope of work for a self-assessment tool. Trustees referenced the York Region District School Board self-assessment document (see attached) when determining the requirements and scope of the Request for Proposal.

The committee discussed the following areas of possible focus/scope of TDSB self-assessment:

- Board Climate
- Strategic Goal Setting, Policy Development and Oversight
- Individual Trustee Success Factors

The committee agreed that the three main areas as taken from the YRDSB self-assessment are a good starting point for TDSB to determine the scope to be included in RFP

5. Adjournment

The meeting adjourned at 4:30 p.m.

Part C: Ongoing Matters

Trustees were asked to provide feedback related to the Development of Requirements for Request for Proposal and Scope of Work in a shared Google Doc.

Staff were asked to connect with other School Boards in order to determine best practices for self-assessment.

Submitted by: Parthi Kandavel, Committee Chair



BOARD REPORT



Subject: Annual Board of Trustees' Assessment and Governance Action Plan for 2020

Contact(s): Board Chair J. Nathan

Department(s): Trustee Services Meeting

Meeting Date: February 4, 2020

Recommendation

That, in accordance with Board Policy #225.0, Governance and Procedure #225.1, Governance: Board of Trustees Assessment, the York Region District School Board approve the following recommendations.

- 1) That the Board confirm completion of the Annual Board of Trustees Assessment.
- 2) That the Board approve the Governance Action Plan for 2020 as outlined in Appendix A.

Purpose

Board [Policy #225.0, Governance](#) outlines the Board of Trustees' governance responsibilities. Consistent with [Good Governance](#) practices, the Board of Trustees Assessment procedures outlines how the Board of Trustees will assess its overall governance performance. The outcome of this process is the creation of a Governance Action Plan which will support the Board of Trustees and individual trustees develop the necessary knowledge and skills in order to perform their role in a way that instills confidence in public education and upholds the requirements in the Education Act.

Background

The Board Governance policy outlines the responsibilities of trustees of the York Region District School Board. It requires trustees to engage in a robust Orientation Program to onboard the Board of Trustees to the York Region District School Board and their legal governance role. A summary of all professional learning provided to trustees as part of the 2018-2019 Trustee Orientation Program is outlined in Appendix B.

At the November 5, 2019 Board meeting, in accordance with Procedure # 225.1, Board of Trustees' Assessment, the Board of Trustees approved the process and timelines (Appendix D) associated with the 2019-2020 Board of Trustees' Assessment.

On November 12, 2019, as part of this process, trustees engaged in additional governance learning. At this session trustees had an opportunity to ask questions of an external governance expert to ensure they have a clear understanding of governance and the legal framework under which school boards operate. At the conclusion of this session, trustees had a common, shared and agreed upon understanding of their role in policy development, budget development and the difference between governance and day-to-day operations in accordance with the *Education Act*.

Between November 12 and 19, 2019, trustees (including student trustees) were asked to anonymously respond to 40 questions (Appendix C) related to the following Climate and Governance areas:

- Trustee to Board as a Whole
- Trustee to Trustee
- Trustee to Director of Education and other members of Senior Team
- Establishing Strategic Priorities and Goals
- Board Policy and Resource Allocation
- Oversight of the Director and Overall Performance of the Board of Trustees
- Committee Chairs

In addition, on November 26, 2019, trustees met with an external consultant who went through seven additional Governance-related questions related to the Board Chair and Vice-Chair.

As of the deadline, 12 out of 14 trustees responded to the Board of Trustees Assessment questions. Following the deadline one additional trustee completed the survey.

Trustees were also asked to engage in personal reflection with regard to overall governance and organizational knowledge and self-awareness. 84.6 percent of trustees who responded to the survey confirmed they had reviewed the seventeen Individual Success Factors for Self-Reflection and considered these as part of their personal growth and professional learning needs.

Summary of Results

Overall, there was a general consensus that the Board is performing well in most areas. Over 75 per cent of respondents showed agreement with 66 percent of the questions. An external consultant reviewed responses to questions where respondents answered Neutral, Don't Know or reflected a lack of agreement and identified the following areas of focus to support trustees' knowledge or awareness of their governance role;

- Relationships: Student Trustee Engagement
- Oversight: Budget Development and Monitoring
- Knowledge Development: Succession Planning and Performance Review Processes
- Relationships: Climate Among Board Members

At the January 14, 2020 Board Governance Review Committee meeting, trustees discussed the results and their experiences with the process and identified items for inclusion in a Governance Action Plan for 2020 (Appendix A). This plan outlines actions, on which the Board of Trustees will undertake, in order to support their identified needs. These actions will contribute to good governance in the York Region District School Board.

Public Communication

In accordance with the Governance: Board of Trustees Assessment procedure, the Board Chair will work with staff to ensure the final Governance Action Plan (Appendix A) is available to public.

Connection to Multi-Year Strategic Plan

The Board of Trustees' Assessment supports the Board's commitment to Empowering Ethical Leadership by ensuring that the Board of Trustees is leading by focusing on students and upholding the values of the York Region District School Board.

Trustees engage in critical self-reflection to examine their leadership for ethical practices and ensure good governance.

Confirmation of completion of the Board of Trustees' Assessment and sharing of the Governance Action Plan, in accordance with the process outlined in the Governance policy and the Governance: Board of Trustees Assessment procedure, demonstrates accountability and transparency and fosters confidence in public education. The Board Governance Review Committee will engaged in ongoing monitoring, at least two times annually, to ensure the actions identified in the Governance Action Plan are being completed.

Budget Impact

Support for the Board of Trustees is provided through Corporate Secretariat and Trustee Services which is part of the Director's Office Budget. All costs associated with supporting the Board of Trustee Assessment is part of the [Director's Office Budget](#).

Timelines

Timelines are outlined in Appendix D and are aligned with the requirements of Board Policy #225.0, Governance and Procedure #225.1, Governance: Board of Trustees Assessment.

Additional Resources

Appendix A: DRAFT Governance Action Plan for 2020

Appendix B: York Region District School Board Trustee Orientation Program Summary

Appendix C: Board of Trustees Assessment Tool

Appendix D: Timelines

APPENDIX A
DRAFT GOVERNANCE ACTION PLAN 2020

	Action	Details	Proposed Meeting/ Date
1.	Review Board of Trustees' Assessment Questions	<p>Review: The Board Governance Review Committee will engage in a review of the Board of Trustees' Assessment Questions to ensure they are meeting the needs of the Board. The review will take into consideration feedback from trustees.</p> <p>This will involve a preliminary review by trustees followed by engagement of an external consultant.</p> <p>Deliverable: Revisions to the Board of Trustees' Assessment Questions will be completed by September 2020.</p>	<p>Board Governance Review Committee Meeting</p> <p>February 11, 2020</p>
2.	Review of the Governance: Board of Trustees' Assessment procedure (which includes a review of the process)	<p>Review: The Board Governance Review Committee will engage in a review of the Governance: Board of Trustees' Assessment procedure to ensure the process is meeting the needs of the Board. The review will take into consideration trustee feedback and experiences from the most recent process.</p> <p>If required, an external consultant will support this process.</p> <p>Deliverable: Revisions to the Governance: Board of Trustees' Assessment procedure will be completed by September 2020.</p>	<p>Board Governance Review Committee Meeting</p> <p>March 3, 2020</p>
3.	Exploration of the Role of Student Trustee	<p>Learning: To support effective decision making, trustees (including student trustees) will engage in professional learning about the role of student trustees. This will include, at a minimum;</p>	<p>Trustee Briefing Session (Tentative)</p> <p>March 10, 2020</p>

	Action	Details	Proposed Meeting/ Date
		<ul style="list-style-type: none"> • An overview of relevant legislation • Information about the Ontario Student Trustees' Association • A review of the Board's Student Trustee and Student Leadership and Student Voice policies and procedures • An overview of the Student Trustee Election Process • Connection to Ethical Leadership: Student Voice • Information about the York Region Presidents' Council • Support Structure for Student Trustees at YRDSB <p>As part of this process, trustees and student trustees will have an opportunity to discuss how they might enhance engagement of Student Trustees at the Board and how this might be addressed through Board policy or governance structures.</p> <p>Deliverables:</p> <ol style="list-style-type: none"> 1) Revisions to the Student Trustee and/or Student Leadership and Student Voice policies and procedure will be completed by December 2020. 2) Trustees and staff will proactively identify opportunities for Student Trustees to be engaged in Board and system initiatives. <p><u>Monitoring</u> The Board of Trustees will see an increase in the number of respondents reporting Strongly Agree or Agree on questions related to Student Trustees and/or comments will reflect an overall increase in understanding.</p>	

	Action	Details	Proposed Meeting/Date
4.	<p><i>Optional Professional Learning for Trustees on Budget Development and Monitoring</i></p>	<p>Optional Learning: Staff will offer trustees an optional learning opportunity on School Board Finance, Budget Development and Monitoring. Interested trustees will be asked to identify learning needs in advance so that staff can structure the session accordingly.</p> <p>The session will support good governance the Board's oversight role.</p> <p>Monitoring The Board of Trustees will see an increase in the number of respondents reporting Strongly Agree or Agree on questions related to Budget Development and Monitoring and/or comments will reflect an overall increase in understanding.</p>	<p>To be scheduled in consultation with the Chair and Budget Committee Chair in February and/or March.</p>
5.	<p>Professional Learning for Trustees on Succession Planning and Performance Evaluation</p>	<p>Learning: A professional learning opportunity will be provided to Trustees' to share information about Succession Planning and Performance Evaluation within the school board context.</p> <p>The session will support good governance and the Board's oversight role.</p> <p>Monitoring The Board of Trustees will see an increase in the number of respondents reporting Strongly Agree or Agree on questions related to Succession Planning and Performance Evaluations and/or comments will reflect an overall increase in understanding.</p>	<p>Trustee Briefing Session (Tentative)</p> <p>April 14, 2020</p>

	Action	Details	Proposed Meeting/ Date
6.	Self-Directed Professional Learning	<p>Learning: Trustees are encouraged to;</p> <ul style="list-style-type: none"> • regularly reflect on the individual success factors outlined in Section 3 of the Board of Trustees Assessment Questions, and • discuss professional learning needs with the Chair who will support the identification of learning opportunities. <p>As outlined in Policy and Procedure #220.0, Trustee Services, funds are allocated to each trustee to engage in professional learning over the Term of Office.</p> <p>Trustee participation in Professional Learning Activities is reported annually through the Board Standing Committee.</p>	<p>Ongoing/ As identified by each individual trustee</p>

APPENDIX B
YORK REGION DISTRICT SCHOOL BOARD
TRUSTEE ORIENTATION PROGRAM SUM-
MARY

Since the 2018 Municipal Election, trustees have engaged in an extensive amount of learning and training to support a smooth transition into the role. Below is a high-level summary of the training that was provided to trustees as part of their orientation.

- Welcome to the York Region District School Board
- Technology Logistics
- Governance 101
- Human Rights and Equity 101
- Governance 102
- Ontario Public School Boards' Association Public Education Symposium 2019: Trustee Orientation Program
 - [Parliamentary Procedures – Setting the Stage](#)
 - [Parliamentary Procedures – Beyond the Basics](#)
 - [Everything a Trustee Needs to Know about Best Practices for Board Meetings](#)
 - [Supporting Student Leaders](#)
 - [How OPSBA Supports Trustees and School Boards](#)
 - [Trustees and their Boards – The Legal Framework](#)
- Budget 101: Overview of Education Funding, Budget Development Process and Timelines
- Overview of Curriculum and Instructional Services Departmental Overview
- Information Technology Services
- Trustee Engagement Opportunity - Defining Ethical Leadership
- Board Planning Process, including Data Management (Power BI tool), Role of the Data Coordination Committee and Ongoing Monitoring
- Communications and Media Relations and Indigenous Education
- Inclusive School and Community Services
- Student Success Overview
- Budget 102: Going Deeper
- Places of Worship Faith Tour
- Ethical Leadership
- Leadership Development Overview
- Student Accommodation, Enrolment and Staffing
- Human Rights and Accessibility Training
- Enrolment and Staffing Process
- Student Services
- Graduation Protocols

- Quest, School Council Forums and Regional Parent Symposium
- Continuing and International Education Services Overview
- Human Resources Overview
- Plant Services Overview
- Planning and Property Development Services Overview
- Unconscious Bias Training
- Good Governance: Going Deeper into the Policy Review Process
- Caring and Safe Schools
- Student Discipline Committee
- Community Use of Schools and Special Interest Service Providers
- Legal, Legislative and Administrative Services Overview
- Good Governance: One Year Later
- Mental Health and Well-Being

The following training is currently scheduled beginning in January 2020.

- Budget Development (Part 2)
- Anti-Oppression (Part 1)
- Business and Finance Services Overview
- Equity Series: Anti-Racism (Anti-Semitism)
- Equity Series: Indigenous Education
- Anti-Oppression (Part 2)
- The Ontario Curriculum: An Overview
- Online Learning: Overview and Demonstration

Any additional training, identified as part of the Governance Action Plan 2020 will be added to the schedule in consultation with the Board Chair.

APPENDIX C
YORK REGION DISTRICT SCHOOL
BOARD BOARD OF TRUSTEES ASSESS-
MENT

Section 1: Board Climate

Questions will be assessed on the following scale:

- *Strongly agree*
- *Agree*
- *Neutral*
- *Disagree*
- *Strongly disagree*
- *I Don't Know*

All responses of less than Neutral will require trustees to provide additional context and suggestions for improvement.

1(a) Trustee to the Board as a Whole

1. Through the Board's engagement with the community, the vision, mission and values are reflective of the input of families, parents, students and other community members within the region.
2. The Board builds a climate that supports student success and emphasizes teamwork with shared accountability amongst the Board, the Director of Education, Senior Team and school staff.
3. Board decisions are made based on data and evidence rather than opinion or politics.
4. The Board makes decisions as a whole.
5. Individual trustees publicly support the decisions of the Board.
6. All trustees adhere to the Trustee Code of Conduct.
7. Individual trustees do not make comments or statements on behalf of the Board without authorization from the Board Chair.
8. The Board follows a procedure to handle challenging matters in a manner that encourages dialogue with staff and relevant stakeholders.
9. Trustees are responsible for being present at and participate in Board, Advisory and Board Committee meetings on which they are members.

1(b) Trustee to Trustee

1. Trustees interact respectfully with the Board Chair, particularly as it relates to their role as spokesperson for the Board.
2. Trustees deal respectfully with one another.
3. Trustees feel free to state their opinion without fear of criticism from fellow trustees, particularly as it relates to an opinion that is not shared by the majority.
4. Trustees seek input from the Student Trustees.
5. Trustees make an effort to get to know their trustee colleagues.
6. Trustees make an effort to get to know the Student Trustees.

1(c) Trustee to Director of Education and other members of Senior Team

1. A climate of courtesy, respect and trust is maintained between trustees and the Director of Education.
2. A climate of courtesy, respect and trust is maintained between trustees and members of Senior Team.
3. Trustees respect that the Director of Education is responsible for the day-to-day operations of the York Region District School Board through the Senior Team.
4. Trustees engage Corporate Secretariat and Trustee Services prior to making requests for system-level data.
5. The Board Chair, Director of Education and Corporate Secretariat and Trustee Services are alerted in advance of Board meetings of contentious topics that may be raised for discussion.

Section 2: Governance*2(a) Establishing Strategic Priorities and Goals*

1. The Multi-Year Strategic Plan is incorporates feedback from members of the community.
2. The Multi-Year Strategic Plan directly supports student achievement and well-being.
3. The Board uses the Multi-Year Strategic Plan and the annual Budget process to make decisions and ensure legislated obligations are considered.
4. The Board follows a formal process to receive updates and reports on the achievement of the goals and priorities outlined in the Multi-Year Strategic Plan.
5. The Board engages in the cyclical review of Board policies and ensures there is an opportunity for input from staff, school councils, families and members of the community.

2(b)***Board Policy and Resource Allocation***

1. The Board develops and maintains policies, budgets and organizational structures that are aligned with the Multi-Year Strategic Plan.
2. Trustees participate in the annual Budget Development Process, ensuring that there is alignment with the Multi-Year Strategic Plan and all other legislated obligations.
3. The Board ensures effective stewardship of resources by monitoring the Budget and operational strategies required to approve a balanced budget.
4. The Board provides proper oversight when working with the Director of Education to establish Board policy governing employment matters.
5. Presentations to the Board of Trustees show direct connections to the Multi-Year Strategic Plan.

2(c)***Oversight of the Director and Overall Performance of the Board of Trustees***

1. The performance review of the Director of Education is aligned with the annual review of the Multi-Year Strategic Plan.
2. The Board supports leadership development of the Director of Education.
3. The Board ensures there is a succession plan in place for members of Senior Team.
4. The Board provides oversight to ensure that all staff receive regular performance evaluations.
5. The annual Board of Trustees Assessment process is necessary to support continuous improvement of the Board of Trustees.
6. The Board of Trustees annually reviews the York Region District School Board Operational By-Laws.

2(d)***Board Chair (Facilitated Discussion Questions)***

1. The Board has an appropriate committee meeting structure to govern decision making.
2. The Board Chair ensures that trustees have time and the information they need to make informed decisions at Board meetings.
3. The Board Chair acts as the spokesperson on behalf of the Board of Trustees, unless otherwise determined by the Board.
4. The Board Chair conveys decisions to the Director of Education on behalf of the Board of Trustees.
5. The Board Chair provides leadership to the Board of Trustees and ensures focus on the Multi-Year Strategic Plan and Board mission, vision and values.

2(e) *Board Vice-Chair (Facilitated Discussion Questions)*

1. The Vice-Chair of the Board provides effective mentorship to the Student Trustees.
2. The Vice-Chair provides effective support to the Chair of the Board.

2(f) *Committee Chair's*

1. The Chairs of the following committees effectively fulfil their role as Committee Chair as outlined in the Governance policy.
 - *List all relevant committees here*
2. The Chairs of the following committees communicate effectively with other members of the committee and the Board of Trustees.
 - *List all relevant committees here*
3. The Chairs of the following committees ensure the Operational By-Laws and/or Terms of Reference are reviewed annually.
 - *List all relevant committees here*
4. The Chairs of the following committees effectively address attendance at meetings.
 - *List all relevant committees here*

Section 3: Individual Success Factors for Self Reflection

The following questions will not be assessed on a rating scale. They are intended to guide trustees in assessing and engaging in conversations about their own personal areas of growth and professional learning needs.

3(a) Overall Governance

1. I understand the Board's Operational By-Laws and policies.
2. I understand why only the Board Chair is the Spokesperson for the Board.
3. I would be seen by other members of the Board to uphold decisions of the Board.
4. I actively listen, ask questions and request information to enable my full participation and informed decision making.
5. I understand the difference between governance (the Board's oversight role) and operations (the Director's job in making decisions with regard to day-to-day matters).
6. I understand the role of the Board of Trustees in overseeing the performance review process for the Director of Education.

7. I commit the time required to fulfil my governance responsibilities including attending Board, Advisory and Board Committee meetings on which I am a member.
8. I come prepared to fully participate in meetings.
9. I understand the Board's committee meeting structure and options available to me with regard to recommendations coming from these committees.
10. I regularly attend and engage in Board and committee meetings and only in exceptional circumstances use audio conference to participate.

3(b) *Organizational Knowledge and Self-Awareness*

1. I understand and take into consideration the Multi-Year Strategic Plan and the Board's mission, vision and values when making decisions.
2. I am accessible to members of the public and attend appropriate school activities.
3. I am open to dialogue with my constituents.
4. While not necessarily an expert, I have a good understanding of:
 - All facets of the Board Budget Development process
 - Financial performance of the YRDSB
 - The Director's Annual Plan
 - Areas of risk associated with the Board's strategic priorities and associated risk mitigation strategies
5. I understand the Ministry of Education's funding model and take this into consideration when making decisions.
6. I keep current on issues impacting public education in the Province of Ontario and trends that may have an impact on the York Region District School Board and its stakeholders.
7. I effectively apply my knowledge, expertise and experience to matters being considered by the Board of Trustees.

I take advantage of professional development opportunities to increase my effectiveness as a trustee.

Note: Trustees will be asked to acknowledge that they have engaged in self-reflection using the questions outlined in Section 3.

**APPENDIX D
Timelines**

Action/Meeting/Date	Action(s)/Status
<i>Board Governance Review Committee Meeting</i> October 24, 2019	COMPLETE Planning for Board of Trustees Self-Assessment <ul style="list-style-type: none"> - Review Board-approved questionnaire - Differentiation of questions - Review timeline
<i>Board Meeting</i> November 5, 2019	COMPLETE Approve Timelines
<i>Development of Online Survey and Individual Self-Assessment Tool (Optional)</i> November 5, 2019 to November 12, 2019	COMPLETE Staff to crate Google Form for Online Surveys
<i>Board Governance Review Committee Meeting</i> November 12, 2019	COMPLETE Governance: Going Deeper ... One Year Later! <ul style="list-style-type: none"> - Discuss Governance Model
<i>Administration of Questionnaire</i> November 12, 2019 to November 19, 2019	COMPLETE Trustees to Complete On-Line Survey <ul style="list-style-type: none"> - Anonymous - Multiple Choice
<i>Director of Education Assessment of the Board of Trustees</i> November 12, 2019 to November 19, 2019	COMPLETE
<i>Individual Self-Assessment</i> November 12, 2019 to November 19, 2019	COMPLETE Trustees will be asked to acknowledge completion of self-reflection Trustees may reach out to the Chair to discuss identified learning needs, as appropriate
<i>Survey Results to Facilitator</i> November 20, 2019	COMPLETE Send results to Facilitator
<i>Board Governance Review Committee Meeting</i> November 26, 2019	COMPLETE <ul style="list-style-type: none"> - Review Results of On-Line Survey - Discuss questions related to the Chair/Vice-Chair with external facilitator - Discuss key findings of both

Action/Meeting/Date	Action(s)/Status
<i>Informal Meeting of Trustees</i> November 26, 2019	COMPLETE <ul style="list-style-type: none"> - Discussion re leadership positions on the Board (Chair/Vice-Chair/Committee Chair etc.)
<i>Development of Governance Action Plan</i> November 27, 2019 to January 3, 2020	COMPLETE <ul style="list-style-type: none"> - External facilitator to review data and develop a Governance Action Plan.
<i>Board Governance Review Committee Meeting</i> Tuesday, January 14, 2020 ** all trustees invited/encouraged to participate.	COMPLETE <ul style="list-style-type: none"> - Review of input collected - Review Governance Action Plan using an analysis and reporting format that facilitates dialogue on <ul style="list-style-type: none"> (a) Opportunities to leverage personal and collective strengths, and (b) Areas of improvement. - Make a recommendation to the Board of Trustees - Discuss public communication
<i>Board Meeting</i> Tuesday, February 4, 2020	SCHEDULED <ul style="list-style-type: none"> - Discussion of Governance Action Plan with opportunities for dialogue on <ul style="list-style-type: none"> (a) Opportunities to leverage personal and collective strengths, and (b) Areas of improvement. - Approval of Governance Action Plan
<i>Public Communication</i> Wednesday, February 5, 2020	SCHEDULED <ul style="list-style-type: none"> - Confirmation of Completion of Board of Trustees Assessment and Governance Action Plan
<i>Implementation of Action Items in Governance Action Plan</i> February 2020-January 2021	ONGOING <ul style="list-style-type: none"> - Chair/Director/Board Governance Review Committee to support implementation of specific actions.
<i>Board Governance Review Committee</i> June 2, 2020	<ul style="list-style-type: none"> - Monitoring of Progress of achievement of items in the Governance Action Plan
<i>Board Governance Review Committee</i> October 13, 2020	<ul style="list-style-type: none"> - Monitoring of Progress of achievement of items in the Governance Action Plan

Updated: January 22, 2020