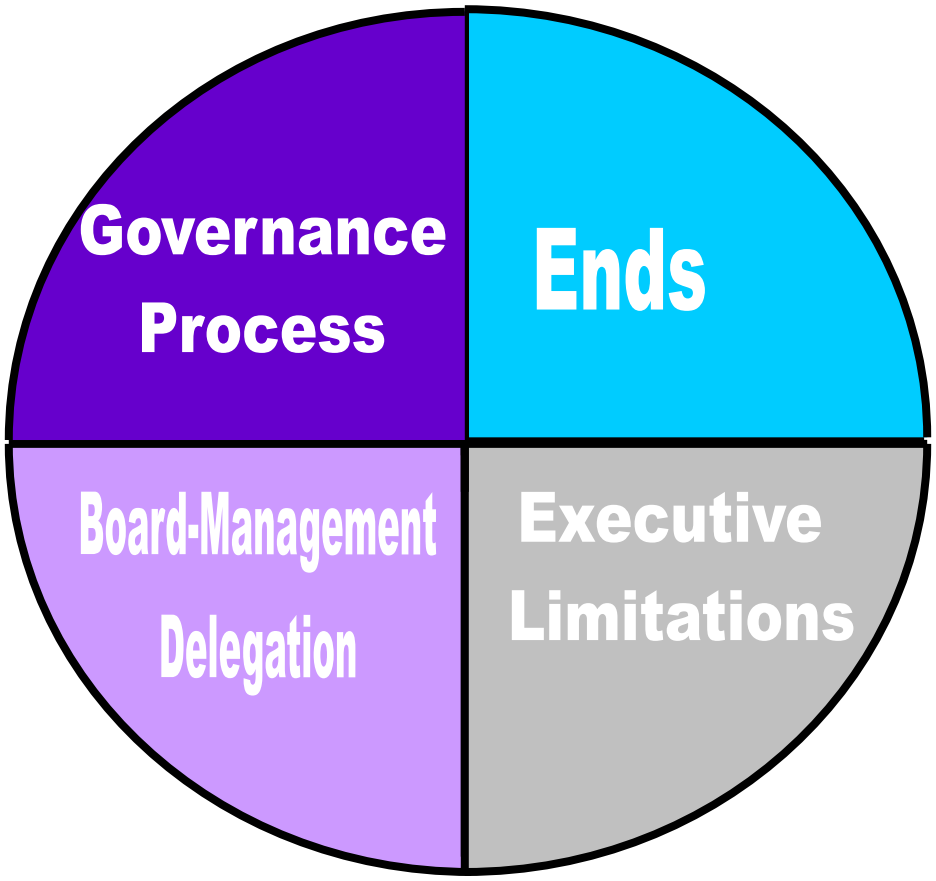
Six Nations Polytechnic

Board Policies



Revised November 29, 2014

Our Philosophy and Belief - the Foundation of Six Nations Polytechnic Board Policies

If a people do not keep pace with others perhaps it is because they hear a different drummer. Allow them to step in harmony to the music which they hear however measured or far away. Our cosmology places Native people in a balanced familial relationship with the universe and the earth. In our languages the earth is our Mother, the sun-our Eldest Brother, the moon-our Grandmother, the plants and animals-our brothers and sisters. From this view our people believe that all elements of the natural world are connected physically and spiritually and are to interrelate to each other to benefit the whole. The responsibility then falls on the people to peacefully maintain nature's delicate balance to ensure that unborn generations can enjoy what we enjoy today. Six Nations Polytechnic accepts this responsibility and is devoted to facilitating the will and determination of our community to maintain an environmentally friendly world through education, training and research.

Six Nations Polytechnic, a native focused institution of learning, has a moral responsibility to the people to take a lead role in the preservation of our environment. Through the Hodinohso:ni`/Rotinonhshonni world view of our universe we will assist in the survival of life on this planet through research, study of alternative views, and dissemination of information.

Six Nations Polytechnic will endeavor to keep up with the beat of the 21st century and at the same time offer the understanding inherent in our language and culture. In this way the people may receive an education that assists them to keep pace with both drums.

Six Nations Polytechnic will take a lead role in bridging the chasm of understanding between the two cultures of our lives and create an atmosphere for healing our differences so that we can both look with optimism into the 21st century.

Six Nations Polytechnic has the role and responsibility, as an institution of the people of Six Nations, to offer the opportunity to be educated to ensure languages and culture survive. It also has the responsibility to provide an education that enables our people to survive in both worlds.

Six Nations Polytechnic is becoming the catalyst that offers the opportunity and place for our Native scholars and elders to share their knowledge with all our people and to offer the non-Native an opportunity to study a different worldview.

Created by Harvey Longboat Sr. 1994

Belief

The Six Nations Polytechnic Board believes that culturally-based education and life long learning more positively impacts life.

Values

All people involved with the institute are expected to conduct themselves consistent with the Hodinohsǫ́:ni˺/Rotinonhshon:ni VALUES of **Ga˺nigǫhi:yo: / Kanikori:io:**
dę̨dwadrihwanǫ́kwak - respect

odrihwagwaíhsǫ:’ aterihwakwarihsyǫ́ntshera odihwagwaihshyǫ……FAIRNESS

degakahsǫ́:gwéh teyoterihwakhahsyǫ́nkwas adę̨nida:sa……SHARING

gagǫ́yǫhsde:’ tyoriwayé:ri goya˺da:dę̨nih……HONESTY

adę̨nidę̨́ǫsra˺ ateniterǫ́ntshera’ adę̨nida:sa:……KINDNESS

adrihwahsę́hdǫh aterihwahsehtontshera˺ gaihwahse dih…….....CONFIDENTIALITY

oihwadǫ́:gę̨h aterihwatokentshera˺ gaihwado:gę̨h ……...CONSISTENCY

odrihwagwaíhsǫ:˺ aterihwakwarihsyontshera˺ ganihgǫhę̨wa:nę̨ ……...INTEGRITY

gaihwaę̨́dahgǫh aterihwayentakhwentshera gaihwayę̨dagwih ……RESPONSIBILITY

degaihwadrá:gwę̨h ate˺nikonhrat˺tokentshera˺ gaihwasa:gwę̨h……RESPONSIVENESS

Degaeyenawa˺gohǫ́:gye˺ tekarihwayenawa˺kontshera˺ hogayę̨ ih ……..COOPERATION

ǫ́:gę̨ht ate˺nikonhratokenhtshera˺ ganigǫhiyok ……...OPENNESS

oihwadǫ́gehsra˺ tekanyahesenhtshera˺ hoyada:dę̨ ni……...TRUSTWORTHINESS

Cayuga	*Mohawk*	*Onondaga*	*Values*
odrihwagwaíhsǫ:’	aterihwakwarihsyóntshera	odihwagwaihshyǫ	Fairness
degakahsǫ́:gwéh	teyoterihwakhahsyónkwas	adę̱nida:sa	Sharing
gagǫ́yo̱hsde:’	tyoriwayé:ri	gayaʾda:dę̱nih	Honesty
adę̱nidę́ǫsraʾ ganohkwasra	ateniteróntshera’	adę̱nida:sa:	Kindness/compassion/love

Or that does not demonstrate:

Cayuga	Mohawk	Onondaga	Values
adrihwa̱hséhdǫh	aterihwahsehtontshera’	gaihwahse dih	Confidentiality
oihwadó:gę̱h	aterihwatokentshera’	gaihwado:gę̱h	Consistency
odrihwagwaíhsǫ̱:’	aterihwakwarihsyontshera’	ganihgǫhę̱wa:nę̱	Integrity
gaihwaę́da̱hgǫh	Aterihwayentakhwentshera	gaihwayę̱dagwih	Responsibility
degaihwadrá:gwę̱h	ate’nikonhrat’tokentshera’	gaihwasa:gwę̱h	Responsiveness
degaeyenawa’go̱hǫ́:gye’	tekarihwayenawa’kontshera’	hogayę̱ ih	Cooperation
ó:gę̱ht	ate’nikonhratokenhtshera’	ganigǫhiyok	Openness
oihwadóge̱hsra’	tekanyahesenhtshera’	hoyada:dę̱ nih	Trustworthiness

Six Nations Polytechnic
Board Policy Manual - Table of Contents

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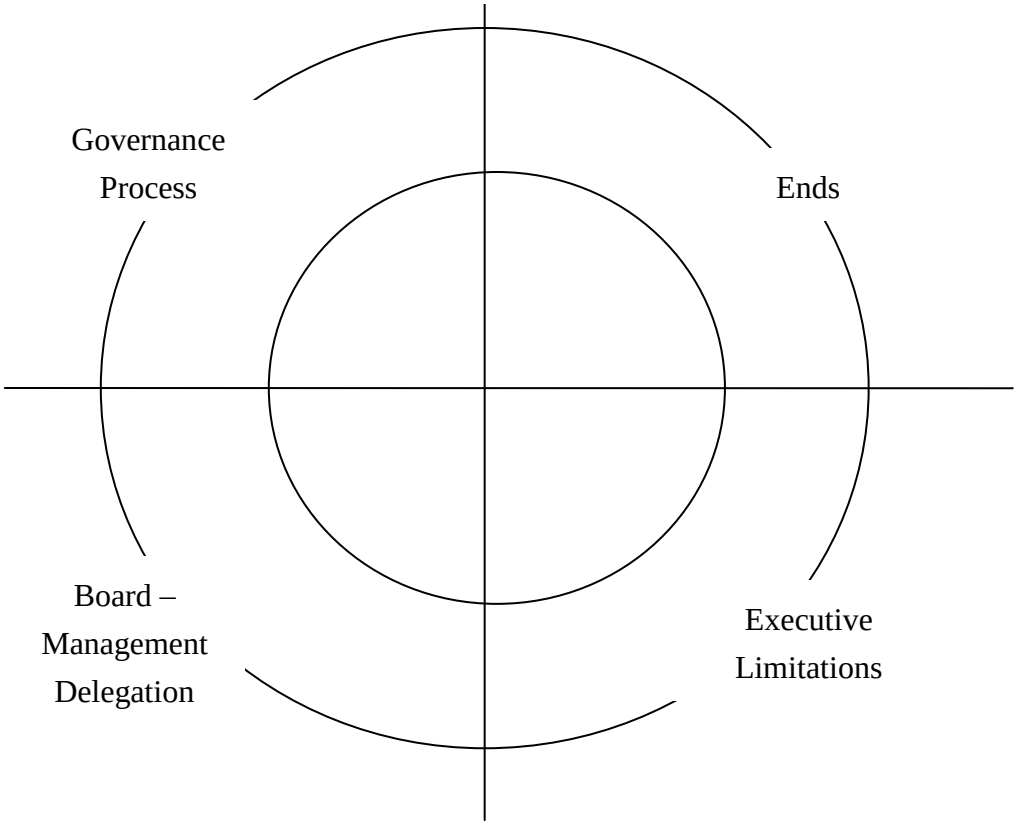
Six Nations Polytechnic Board Governance Model

Policy Governance – 4 integrated policy categories



Policies encompass each category because they are written from the broadest to the more specific (the more specific is "nested" within the "biggest policy bowl".

Systemic rigorous monitoring ensures attainment of ends without violating policy limitations

Six Nations Polytechnic Board Policy

Policy Name: Mega End **Number**: E
Policy Type: Ends **Date Approved:** November 11, 2005
Date Revised: November 29, 2014

Preamble: The moral ownership of the Six Nations Polytechnic (SNP) are the Ogweho:weh peoples of the Six Nations of the Grand River Territory.

Mega Ends Policy: Self-sufficient, educated, employable Ogweho:weh people and others with a commitment to Six Nations culture and community, at costs justified by results.

Ends Policies:

1. Learners with:
   a. Occupational, vocational and professional skills:

      (i) Knowledge and skills to enable them to successfully qualify for and complete post secondary programs.
      - the ability to acquire and apply knowledge, and to continually seek new knowledge and skills
      - life skills, including but not limited to, literacy, problem solving, research and fact finding,

      (ii) A growing knowledge and appreciation of Ogweho:weh cultures, languages, traditions, beliefs and values through a wholistic approach, which reinforces the importance and integrity of Ogweho:weh knowledge and ways of knowing.

      (iii) Respect for all cultures in order to defeat misconceptions, prejudices, discriminations, and racism.

Six Nations Polytechnic Board Policy

Policy Name: Global Executive Constraint	**Number**: EL **Date Approved:** November 21, 2009 **Date Revised**: Nov 24, 2012

The CEO will not cause or allow any practice, activity, decision, or organizational circumstance which is either unlawful, imprudent or in violation of commonly accepted business and professional ethics and practices including conflict of interest, that does not reflect the Hodinohsǫ́:niʾ/Rotinonhshon:ni VALUES of **Gaʾnigǫhi:yo: / Kanikori:io:**

Six Nations Polytechnic Board Policy

Policy Name: Treatment of Consumers	**Number**: EL-1
Policy Type: Executive Limitations	**Date Approved:** November 21, 2009
	Date Revised:

With respect to interactions with consumers or those applying to be consumers, the CEO will not cause or allow conditions, procedures, or decisions which are unsafe, undignified, or unnecessarily intrusive.

Further, without limiting the scope of the foregoing by this enumeration, he or she will not:

1. Elicit information for which there is no clear necessity.

2. Use methods of collecting, reviewing, transmitting, or storing client information that fail to protect against improper access to the material elicited.

3. Fail to operate facilities with appropriate accessibility and privacy.

4. Fail to establish with consumers a clear understanding of what may be expected and what may not be expected from the service offered.

5. Fail to inform consumers of this policy, or to provide a way to be heard for persons who believe they have not been accorded a reasonable interpretation of their protections under this policy.

Six Nations Polytechnic Board Policy

Policy Name: Treatment of Staff **Number**: EL-2
Policy Type: Executive Limitations **Date Approved:** November 21, 2009
Date Revised: November 24, 2012

With respect to the treatment of paid and volunteer staff, the CEO will not cause or allow conditions which are unfair, undignified, disorganized, or unclear.

Further, without limiting the scope of the foregoing by this enumeration, he or she **will not**:

1. Operate without written personnel rules which:
   (a) clarify rules for staff,
   (b) provide for effective handling of grievances,
   (c) protect against wrongful conditions, such as nepotism and grossly preferential treatment for personal reasons,
   (d) make provision for a First Nation hiring preference-Knowledge of Ogwehoweh language as asset, and
   (e) take in account important traditional dates/events.

2. Discriminate against any staff member for non-disruptive expression of dissent.

3. Fail to acquaint staff with the CEO's interpretation of their protections under this policy.

4. Allow staff to be unprepared to deal with emergency situations.

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Six Nations Polytechnic Board Policy

Policy Name: Financial Planning/Budgeting	**Number**: EL-3
Policy Type: Executive Limitations	**Date Approved:** November 21, 2009
	Date Revised:

Financial planning for any fiscal year or the remaining part of any fiscal year will not deviate materially from Board's Ends priorities, risk fiscal jeopardy, or fail to be derived from a multi-year plan.

Further, without limiting the scope of the foregoing by this enumeration, the CEO will not

1. allow budgeting that:

   1.1 Risks incurring those situations or conditions described as unacceptable in the Board policy "Financial Condition and Activities."

   1.2 Omits credible projection of revenues and expenses, separation of capital and operational items, cash flow, and disclosure of planning assumptions.

   1.3 Provides less for Board prerogatives during the year than is set forth in the Cost of Governance policy.

2. Fail to provide the Board with adequate financial information to demonstrate accurate projection of revenues and expenses, separation of capital and operational items, cash flow, and disclosure of planning assumptions.

3. Fail to plan the expenditures in any fiscal year with a budget by April 30.

Six Nations Polytechnic Board Policy

Policy Name: Financial Condition and Activities	**Number**: EL-4
Policy Type: Executive Limitations	**Date Approved:** November 21, 2009
	Date Revised:

With respect to the actual, ongoing financial condition and activities, the CEO will not cause or allow the development of fiscal jeopardy or material deviation of actual expenditures from Board priorities established in Ends policies.

Further, without limiting the scope of the foregoing by this enumeration, he or she will not:

1. Expend more funds than have been received in the fiscal year to date unless the debt guideline (below) is met.

2. Incur debt in an amount greater than can be repaid by certain, otherwise unencumbered revenues within 60 days.

3. Use any long term reserves.

4. Fail to settle payroll and debts in a timely manner.

5. Allow tax payments or other government ordered payments or filings to be overdue or inaccurately filed.

6. Make a single purchase or commitment of greater than $25,000. Splitting orders to avoid this limit is not acceptable.
   a) Wherein normally prudent protection has not been given against conflict of interest;
   b) Over $10,000 without having obtained comparative prices and quality;
   c) Of over $10,000 without a stringent method of assuring the balance of long-term cost and quality. (Refer to Financial Policies, section D: Purchasing: 170.17 & 170.18)

7. Acquire, encumber or dispose of real property (i.e. land/building) without establishing policy and procedure and Board approval. (Chattel being a moveable possession; any piece of property other than real estate)

8. Fail to aggressively pursue receivables after a reasonable grace period.

9. Allow the external audit to be conducted in a period not exceeding 120 days from the end of the fiscal year.

10. Can't fail to establish reserve fund. Invest no less than 1% of tuition in any fiscal year into Long Term Reserves when financial conditions allow.

Six Nations Polytechnic Board Policy

Policy Name: Emergency CEO Succession	**Number**: EL-5
Policy Type: Executive Limitations	**Date Approved:** November 21, 2009
	Date Revised:

In order to protect the Board from sudden loss of CEO services, the CEO will have no fewer than two other employees sufficiently familiar with Board and CEO issues and processes to enable either to take over with reasonable proficiency as an interim successor.

Six Nations Polytechnic Board Policy

Policy Name: Asset Protection
Policy Type: Executive Limitations

Number: EL-6
Date Approved: November 21, 2009
Date Revised: November 19, 2011

The CEO will not cause or allow corporate assets to be unprotected, inadequately maintained or unnecessarily risked.

Further, without limiting the scope of the foregoing by this enumeration, he or she will not:

1. Operate without financial operations policies and procedures.

2. Fail to insure against theft and casualty losses to at least 80% percent replacement value and against liability losses to Board members, staff and the organization itself.

3. Allow un-bonded personnel access to material amounts of funds.

4. Subject plant and equipment to improper wear and tear or insufficient maintenance.

5. Unnecessarily expose the organization, its Board, Staff and paid/unpaid Volunteers to claims of liability.

6. Fail to protect intellectual property, information and files from loss or significant damage.

7. Receive, process, or disburse funds under controls that are insufficient to meet standards and policies consistent with Generally Accepted Accounting Principles (GAAP).

8. Compromise the independence of the Board's audit or other external monitoring or advice. E.g. Engaging parties already chosen by the Board as consultants or advisers is unacceptable.

9. Invest or hold operating capital in insecure instruments, including uninsured chequing accounts and bonds of less than AA rating, or in non-interest bearing accounts except where necessary to facilitate ease in operational transactions (i.e. chequing accounts).

10. Endanger the organization's public image, credibility, or its ability to accomplish Ends.

11. Change the organization's name or substantially alter its identity in the community.

12. Create or purchase any subsidiary corporation unless: (a) more than 80% is owned by this organization; (b) initial capitalization by this organization is less than $5,000 or 10% of the reserve fund; (c) no staff member has an ownership interest; and (d) there is no reasonable chance of resultant damage to the reputation of this organization.

13. Conduct inter-fund shifting in amounts greater than can be restored to a condition of discrete fund balances by certain, otherwise unencumbered revenues within 30 days.

Six Nations Polytechnic Board Policy

Policy Name: Compensation & Benefits	**Number**: EL-7
Policy Type: Executive Limitations	**Date Approved:** November 21, 2009
	Date Revised: November 29, 2014

With respect to employment, compensation and benefits to full-time and part-time Employees, Consultants, Contract Workers and Volunteers, the CEO may not cause or allow jeopardy to fiscal integrity or public image.

Further, without limiting the scope of the foregoing by this enumeration, he or she **will not**:

1. Change the CEO's own compensation and benefits, except as his or her benefits are consistent with a package for all other employees. Be compensated in an amount to exceed $500, for work outside of his/her own job responsibilities without Board approval.

2. Promise or imply permanent or guaranteed employment.

3. Establish current compensation and benefits that deviate materially from the geographic or professional market for the skills employed.

4. Create obligations over a longer period than revenues can be safely projected, in no event longer than one year and in all events subject to losses in revenue.

5. Establish or change pension benefits so as to cause unpredictable or inequitable situations, including those that:
   a) Incur unfunded liabilities
   b) Provide less than some basic level of benefits to all full time employees, though differential benefits to encourage longevity are not prohibited.
   c) Allow any employee to lose benefits already accrued from any foregoing plan.
   d) Treat the CEO differently from other key employees unless authorized by the Board.

Six Nations Polytechnic Board Policy

Policy Name: Communication & Support to the Board	**Number**: EL-8
Policy Type: Executive Limitations	**Date Approved:** November 21, 2009
	Date Revised:

The CEO will not permit the Board to be uninformed or unsupported in its work.

Further, without limiting the scope of the foregoing by this enumeration, he or she will not:

1. Neglect to submit required monitoring data (see policy "Monitoring CEO Performance") in a timely, accurate, understandable, non-defensive and unbiased fashion, directly addressing provisions of Board policies being monitored and justifying his/her interpretation.

2. Fail to report in a timely manner an actual or anticipated non-compliance with any policy of the Board.

3. Neglect to submit decision information required periodically by the Board or let the Board be unaware of relevant trends.

4. Let the Board be unaware of any incidental information it requires including anticipated media coverage, threatened or pending lawsuits and material internal changes.

5. Fail to advise the Board if, in the CEO's opinion, the Board is not in compliance with its own policies on Governance Process and Board-CEO Linkage, particularly in the case of Board behaviour which is detrimental to the work relationship between the Board and the CEO.

6. Present information in unnecessarily complex or lengthy form or in a form that fails to differentiate among information of three types: monitoring, decision preparation, and other.

7. Fail to provide a workable mechanism for official Board, officer or committee communications.

8. Fail to deal with the Board as a whole except when (a) fulfilling individual requests for information or (b) responding to officers or committees duly charged by the Board.

9. Fail to supply for the Board's consent agenda, along with applicable monitoring information, all decisions delegated to the CEO yet required by law, regulation, or contract to be Board-approved.

Six Nations Polytechnic Board Policy

Policy Name: Ends Focus of Grants or Contracts **Number**: EL-9

Policy Type: Executive Limitations **Date Approved:** November 21, 2009

Date Revised:

The CEO will not enter into any grant or contract arrangements that fail to emphasize the production of ends and the avoidance of unacceptable means.

Further, without limiting the scope of the foregoing by this enumeration, he or she will not:

1. Fail to prohibit particular methods and activities to preclude grant funds from being used in imprudent, unlawful or unethical ways.

2. Fail to assess and consider an applicant's capability to produce appropriately targeted, efficient results.

3. Fund specific methods except when doing so for research purposes, when the result to be achieved is knowledge about differential effectiveness of various methods.

Six Nations Polytechnic Board Policy

Policy Name: Global Governance Commitment
Number: GP
Policy Type: Governance Process
Date Approved: November 21, 2009
Date Revised: November 19, 2011

The purpose of the Board, on behalf of Six Nations Polytechnic Inc., is to see to it that SNP

(a) achieves Ends as stated in Board policy and

(b) avoids unacceptable actions and situations (as prohibited in Board Executive Limitations policies).

Six Nations Polytechnic Board Policy

Policy Name: Governing Style **Number**: GP-1

Policy Type: Governance Process **Date Approved:** November 21, 2009

Date Revised: November 24, 2012

The Board's obligations should be consistent with Hodinohso:ni`/Rotinonhshon:ni values as stated in the statement of values for the organization. The Board will govern with an emphasis on (a) outward vision rather than an internal preoccupation, (b) encouragement of diversity in viewpoints, (c) strategic leadership more than administrative detail, (d) clear distinction of Board and Chief Executive roles, (e) collective rather than individual decisions, (f) future rather than past or present, and (g) proactivity rather than reactivity.

Accordingly:

1. The Board will 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 policy, not merely a reactor to staff initiatives. The Board will not use the expertise of individual members to substitute for the judgment of the Board, although the expertise of individual members may be used to enhance the understanding of the Board as a body.

2. The Board will direct, control and inspire the organization through the careful establishment of broad written policies reflecting the Board's values and perspectives. The Board's major policy focus will be on the intended long-term impacts outside the staff organization, not on the administrative or programmatic means of attaining those effects.

3. The Board will enforce upon itself whatever discipline is needed to govern with excellence. Discipline will apply to matters such as attendance, preparation for meetings, policymaking principles, respect of roles, and ensuring the continuance of governance capability. Although the Board can change its governance process policies at any time, it will observe those currently in force scrupulously.

   3.1 Attendance

   3.1.1 Board members are expected to attend all duly constituted Board meetings.

   3.1.2 If a Board member is unable to attend a Board meeting, the Board member is required to notify the Board secretary.

   3.1.3 A Board member may request a formal leave of absence from the Board 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.

3.1.4 A Board member's seat will be deemed to be vacated when:

The Board member fails to attend two consecutive, duly constituted, quarterly meetings (spanning six months), in a twelve-month cycle.

4. Continual Board development will include orientation of new Board members in the Board's governance process and periodic Board discussion of process improvement.

5. The Board will allow no officer, individual or committee of the Board to hinder or be an excuse for not fulfilling group obligations.

6. The Board will monitor and discuss the Board's process and performance at each meeting. Self-monitoring will include comparison of Board activity and discipline to policies in the Governance Process and Board-Management Delegation categories.

7. All Board decisions will be reached by consensus, however failing to reach consensus (skanikonra/one mind), further mediation and deliberation will take place. Failure to reach consensus the second time will result in a motion, which must be supported by an 80% majority vote of a duly convened Board. All opposition must be qualified notwithstanding the policies set for Board Style.

7.1 For Board decisions requiring the selection of a Board member for specific duties, where more than one person is put forward for or is interested in taking on the duties, the following process applies.

7.1.1 Each candidate shall address the Board explaining their interests and commitments. All candidates will then be excused from the Board meeting. The Board will hold an in-camera discussion followed by a call for a Board decision either by consensus or majority vote as otherwise provided in Board policy.

Six Nations Polytechnic Board Policy

Policy Name: Role of the Board/Job Description	**Number**: GP-2
Policy Type: Governance Process	**Date Approved:** November 21, 2009
	Date Revised:

Specific job outputs of the Board, as an informed agent of the ownership, are those that ensure appropriate organizational performance.

Accordingly, the Board has direct responsibility:

1. To maintain linkages to the people of the Six Nations of Grand River Territory to ensure that Board decisions will:
   - Be community driven
   - Take into account and respect the diversity of educational priorities in the community and in doing so acknowledge and respect the distinct cultures and languages of its institutions (schools)

2. To create written governing policies that address the broadest levels of all organizational decisions and situations.

   2.1 Ends*:* Organizational products, impacts, benefits, outcomes, recipients, and their relative worth (what good for which recipients at what cost).

   2.2 Executive Limitations*:* Constraints on executive authority which establish the prudence and ethics boundaries within which all executive activity and decisions must take place.

   2.3 Governance Process*:* Specification of how the Board conceives, carries out and monitors its own task.

   2.4 Board-Management Delegation*:* How power is delegated and its proper use monitored; the CEO role, authority and accountability.

3. For assurance of successful organizational performance by monitoring Ends and Executive Limitations.

4. To take or make public positions consistent with Board policies.

5. To continually improve its processes and policies as outlined in the Annual Planning Cycle.

Six Nations Polytechnic Board Policy

Policy Name: Agenda Planning **Number**:GP-3

Policy Type: Governance Process **Date Approved:** November 21, 2009

Date Revised: November 24, 2012

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

1. The planning cycle will conclude each year on the last day of September so that administrative budgeting can be based on accomplishing a one year segment of the most recent Board Ends.

   1.1 Plans for Annual Cycle

September	Complete Audit
September	Annual Report
September	Annual General Meeting
February	Review of Ends Policy

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: review of past year, contemplation of improvement areas, debate on how much and what improvements to focus on for the coming year.

   2.2. Decisions on a draft agenda for the year, ownership linkage and other groups to be involved for input and Board education needs.

   2.3. Development of a schedule for regular review of policy content.

   2.4. Development of a schedule for monitoring organizational performance. Monitoring reports will be provided and read in advance of the Board meeting, and discussion will occur only if reports show policy violations, if reports do not provide sufficient information for the Board to make a determination regarding compliance, or if policy criteria are to be debated.

   2.5. Development of a schedule for self-evaluation of the Board's performance.

   2.5.1 Round table at the end of each Board meeting.

2.6. CEO remuneration will be decided after a review of monitoring reports received in the last year during the month of February.

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 wisdom and forethought it can give to subsequent choices.

3.1.1 The Board members commit to acquiring Ogweho:weh language.

Six Nations Polytechnic Board Policy

Policy Name: Chief Governance Officer's Role
Number: GP-4
Policy Type: Governance Process
Date Approved: November 21, 2009
Date Revised: November 29, 2014

The Chief Governance Officer (CGO), otherwise referred to as the Board Chairperson, is a specially empowered member of the Board, assures the integrity of the Board's process and, secondarily, occasionally represents the Board to outside parties.

Accordingly:

1. The assigned result of the CGO's job is that the Board behaves consistently with its own rules and those legitimately imposed upon it from outside the organization.

   1.1 Meeting discussion content will be on those issues which, according to Board policy, clearly belong to the Board to decide or to monitor.

   1.2 Information that is for neither monitoring performance nor Board decisions will be avoided or minimized and always noted as such.

   1.3 Deliberation will be fair, open, and thorough, but also timely, orderly, and kept to the point.

   1.4 The Chairperson is one of the signing authorities to financial disbursements.

   1.5 The Chairperson ensures that the Annual General Meeting be conducted in a fair and judicious manner enabling all community members the opportunity of serving on the Board of Directors.

   1.6 The Chairperson has the responsibility of upholding the confidentiality of all In-Camera sessions and reporting any action required to the Secretary for official record in Board minutes.

   1.7 The Chairperson will receive a monthly stipend as stipulated in the minutes of the first Board meeting following their Annual General Meeting, and the stipend shall be based on financial condition.

   1.8 In the absence of the Board Chair, the Board Vice-Chair will assume the duties of the Chair.

2. The authority of the CGO consists in making decisions that fall within topics covered by Board policies on Governance Process and Board-CEO Linkage, with the exception of (a) employment or termination of a CEO and (b) where the Board specifically delegates portions of this authority to others. The CGO is authorized to use any reasonable interpretation of the provisions in these policies.

2.1 The CGO is empowered to chair Board meetings with all the commonly accepted power of that position, such as ruling and recognizing.

2.2 The CGO has no authority to make decisions about policies created by the Board within Ends and Executive Limitations policy areas. Therefore, the CGO has no authority to supervise or direct the CEO.

2.3 The CGO may represent the Board to outside parties in announcing Board-stated positions and in stating chair decisions and interpretations within the area delegated to her or him.

2.4 The CGO may delegate this authority, but remains accountable for its use.

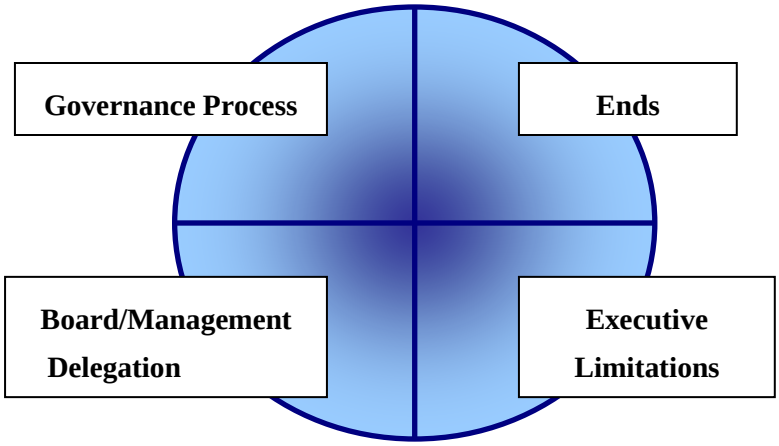
3. Based on the outline of the annual schedule, the Board delegates to the Chairperson the authority to fill in the details of the meeting content.

3.1 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.

3.2 The detailed agenda shall be prepared jointly by the Board Chairperson and the President-CEO. The following questions will be asked to determine if the agenda items are in fact agenda items to be addressed by the Board:

3.2.1 Does the matter clearly belong to the Board or the President-CEO?

3.2.2 Which category of policy does the issue relate to - Ends, Executive Limitations, Governance Process, Board- President-CEO Relationship.



3.2.3 Does the Board already have a policy to deal with this item?

3.2.3.1 If yes, does the policy meet the needs of the organization? If not, the item should stay on the agenda.

3.2.3.2 Board meeting agenda's will follow the following format:

At each meeting the order of business will be:

Opening-

- Presentations
- Items for information only
- Chair's Communication & Counsel to the Board
- Adoption of the Agenda
- Call for Board members' Conflict of Interest
- Ownership linkage – receiving input and/or discussing implications of information received
- Board education and training related to Ends & Governance issues
- External Linkages
- Adoption of the Minutes
- Business arising from the minutes.
- Monitoring
  - Ends policy
  - Governance Process policies
  - President-CEO performance (Ends and Limitations)
  - Board-Management Delegation
- Decision Items
  - Ends
  - President-CEO Limitations
  - Board Process
  - Board-Staff Relationship
- Consent Agenda
- Board Self-evaluation

Closing

4. The Board applies the following process to ensure that agenda items are appropriately dealt with.

4.1 The Board identifies the relevant Board policy statement.

4.2 The Board determines if the matter falls within the area delegated to the CEO. If so, the Board refers to the CEO's compliance reports including the CEO's reasonable interpretation of the policy. The Board determines if compliance and reasonable interpretation is adequate.

4.3 The Board determines if the matter falls within Board Process policies or Board/Staff Relations policies. If so, the Board determines if adequate Board compliance and reasonable interpretation of its policies is occurring.

4.4 The Board determines if the policy meet the needs of the organization.
If the policy is not adequate the item stays on the agenda to be addressed as a policy item.

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 and binding on the entire Board. Whenever possible, decisions will be made by consensus (skanikonra/one mind). If consensus cannot be reached, the matter will be tabled. The Chairperson will request a written objection and resolutions from those expressing dissent. 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 80%.

6. The Chairperson is responsible for handling agenda items of a confidential nature within appropriate bounds of prudence and 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.

7. Consent Agenda: Consent agenda items are items that the Board has previously determined belong to management and delegated to the President-CEO in its policy, but which some **outside body stipulates must be "formally approved"** by the Board

(example the budget). Throughout the year the Board will attend to Consent Agenda items as expeditiously as possible.

7.1. When an item is brought to the Board via the Consent Agenda, the President-CEO will provide evidence via the consent agenda monitoring report to certify that all criteria in policies the Board has written in relation to a consent agenda item have been met.

7.2. If the Board is satisfied with the monitoring report, the Board then accepts the entire Consent Agenda with one decision, and no discussion. (There may be several items on the Consent Agenda – one decision handles them all.)

7.3. An item can be removed from this kind of Consent Agenda to the regular agenda by Board decision.

8. Board Meeting Schedule, Notification and Preparation

8.1 Notification of duly constituted quarterly monthly meetings is not required. With the exception of the Annual Board Planning Retreat, these meetings are from (4:30 – 6:30pm) in the months of February, May, September and November as per the Board's annual plan. The AGM is scheduled for September. The annual Board retreat is scheduled in November.

8.2 Notification of Board meeting changes and/or additional special meetings at the call of the chair requires notification of members by the Board secretary.

8.3 Board members will be notified of meeting changes and/or special meetings in the form of post, phone or e-mail.

8.4 Board members are required to be duly prepared for Board meetings.

9. Quorum

A quorum for a Board meeting is half plus one of the total number of Board members.

10. Board Packages

Board packages (minutes and related information) for an upcoming meeting are to be available one week prior to the meeting. The Board package will be provided electronically unless otherwise requested. Board materials will be available for electronic viewing at the Board meeting.

11. Minutes

Board minutes will be reviewed at the following Board meeting for business arising and for approval for signature of the Chairperson and Board secretary as the official record of the Board meeting.

12. In Camera procedure

Board members will exercise strict confidentiality when dealing with issues designated as matters In-Camera.

12.1 Matters In-Camera will be designated by the Chairperson.

12.2 Only recommendations from In-Camera sessions will be brought forward to the next regularly scheduled Board meeting in resolution form for acceptance.

12.3 In camera sessions are a common point of order where information is provided that is not reflected in the minutes, and not available to the public. Some topics that may be discussed during in camera sessions include personnel decisions, financial decisions or other sensitive issues related to the organization that must not be disclosed.

12.4 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.

Six Nations Polytechnic Board Policy

Policy Name: Board Member's Code of Conduct **Number**: GP-5

Policy Type: Governance Process **Date Approved**: November 21, 2009

Date Revised: November 24, 2012

The Board commits itself and its members to ethical, business-like, and lawful conduct, including proper use of authority and appropriate decorum in group and individual behaviour when acting as Board members.

1. Board members must bring forward to the Chairperson's attention the interests of the people of the Six Nations of the Grand River Territory without prejudging the value or validity of those interests. This obligation supersedes any conflicting loyalty such as that to advocacy or interest groups and membership on other Boards or Staff. This obligation supersedes the personal interest of any Board member acting as an individual consumer of the organization's services.

2. Members must avoid conflict of interest with respect to their fiduciary responsibility.

   2.1 There will be no self-dealing or business by a member with the organization. Members will annually disclose their involvements with other organizations, with vendors, or any associations which might be or might reasonably be seen as being a conflict.

   2.2 When the Board is to decide upon an issue, about which a member has an unavoidable conflict of interest, that member shall absent herself or himself without comment from not only the vote, but also from the deliberation.

   2.3 Board members will not use their Board position to obtain full time or term employment in the organization for themselves, family members, or close associates.

   2.3.1 Should a Board member apply for employment, he or she must first resign or take a leave from the Board.

   2.3.2 Board members are required to declare a Conflict of Interest in any matter dealing with an immediate family member. (Immediate family is defined as: spouse, children, parents, mother-in-law, father-in-law and siblings).

3. Board members may not attempt to exercise individual authority over the organization except as explicitly set forth in Board Policies.

3.1 Board Members' interaction with the CEO or with staff must recognize the lack of authority vested in individuals except when explicitly Board authorized.

3.2 Members' interaction with public, press or other entities must recognize the same limitation and the inability of any Board member to speak for the Board except to repeat explicitly stated Board decisions unless otherwise delegated by Board minutes and policy.

3.3 Except for participation in Board deliberation about whether the CEO has achieved any reasonable interpretation of Board policy, members will not express individual judgments of performance of employees of the CEO.

3.4 Board members will make no judgments of the CEO / Staff performance except as that performance is assessed against explicit Board Policies by the official process, as defined by Board-Management Delegation Policy (official process).

4. Members will respect the confidentiality appropriate to issues of a sensitive nature.

5. Members will be properly prepared for Board deliberation.

6. Members are required to sign a form indicating the Board member’s understanding of his/her responsibility for compliance with all Board policies.

Six Nations Polytechnic Board Policy

Policy Name: Board Committee Principles **Number**: GP-6
Policy Type: Governance Process **Date Approved:** November 21, 2009
Date Revised: November 24, 2012

Board committees, when used, will be assigned so as to reinforce the wholeness of the Board's job and so as never to interfere with delegation from the Board to the CEO.

Accordingly:

1. Board committees are to help the Board do its job, not to help or advise the staff. Committees ordinarily will assist the Board by preparing policy alternatives and implications for Board deliberation. In keeping with the Board's broader focus, Board committees will normally not have direct dealings with current staff operations.

2. Board committees may not speak or act for the Board except when formally given such authority for specific and time-limited purposes. Expectations and authority will be carefully stated in order not to conflict with authority delegated to the CEO.

3. Board committees cannot exercise authority over staff. Because the CEO works for the full Board, he or she will not be required to obtain approval of a Board committee before an executive action.

4. Board committees are to avoid over-identification with organizational parts rather than the whole. Therefore, a Board committee that has helped the Board create policy on some topic will not be used to monitor organizational performance on that same subject.

5. Committees will be used sparingly and ordinarily in an *ad hoc* capacity.

6. This policy applies to any group which is formed by Board action, whether or not it is called a committee and regardless whether the group includes Board members. It does not apply to committees formed under the authority of the CEO.

Duties of the Six Nations Polytechnic Inc. Officers related to the Board

President (Chair)

The President shall preside as Chairman at all meetings of the Board, the Executive Committee or of the members of the Corporation that he/she attends. The President shall enforce the by-laws of the corporation and exercise general management and supervision of the affairs and operations of the Corporation. The president shall call meetings of the Board as required. The President shall be one of the representatives of the Corporation in dealings or negotiations with other agencies and organizations. The President shall be an ex-officio member of all committees.

The President, with the Treasurer or other officers appointed by the Board of directors, shall sign such contracts, documents or instruments in writing which require his/her signature and shall have such other powers and duties as may from time to time be assigned by the Board of directors.

Duties of the Vice-President (Vice Chair)

The Vice-President shall, in the absence of the President, perform the duties of the President, and when so acting shall have all the power and be subject to all the responsibilities of the President. The Vice-President shall assist the President in the performance of his/her duties. The Vice-President shall perform such other duties as the Board of directors may from time to time assign.

Duties of the Secretary (Secretary/Treasurer)

The Secretary shall keep minutes of all meetings of the Board, the Executive Committee, the annual general meeting and special meetings of the Corporation. The Secretary shall record in the minutes a vote on a resolution by providing the number of votes for, the number of votes against and number of votes in abstention. No name shall be recorded unless otherwise directed by the specific director of the Board. The Secretary shall submit the minutes of each meeting of the Board of directors for approval and signature by two Executive Committee members at the next following Board of directors meeting. Once approved by the Board of directors, the minutes of the Board of directors shall be accepted as proof of the decisions of the Board of directors. The Secretary shall be responsible for carrying on official correspondence of the Corporation under the direction the Board and the President. The Secretary shall arrange for notice of meetings as prescribed elsewhere in the by-laws. The Secretary shall ensure that the seal and any records, documents or papers belonging to the Corporation are

housed properly at the Corporation. The Secretary shall perform such other duties as may be prescribed by the Board of directors.

Duties of the Treasurer (Secretary/Treasurer)

The Treasurer shall be one of the signing officers. The Treasurer shall ensure the proper keeping of the books of account and such other records as may be required by law or as may be required by the Corporation. The Treasurer shall be responsible for ensuring the preparation for each fiscal year a financial report which has been properly audited and is presented at the annual general meeting. The Treasurer shall ensure all monies paid to the Corporation are received and deposited in a designated bank account. The Treasurer shall ensure books of account and financial reports of the Corporation are kept and are made available to the auditor in time for the preparation of an annual audit. The Treasurer shall report all financial transactions of the preceding unreported period at each Board of directors meeting. The Treasurer shall perform such other duties as may be prescribed from time to time by the Board of directors.

Please note the duties of the Secretary and Treasurer have been combined so that one person may hold these positions

Six Nations Polytechnic Board Policy

Policy Name: Board Committee Structure **Number**: GP-7
Policy Type: Governance Process **Date Approved:** November 21, 2009
Date Revised: November 25, 2012

A committee is a Board committee only if its existence and charge come from the Board, regardless whether Board members sit on the committee. The only Board committees are those which are set forth in this policy. Unless otherwise stated, a committee ceases to exist as soon as its task is complete.

1. Ad Hoc Nominations Committee
   A. Product: Properly screened potential Board members.
   B. Authority: To incur costs of no more than $1,000 direct charges and no more than 20 hours of staff time per annum.

The Ad Hoc Nominations Committee will be formed at the meeting of the Board at least four (4) months prior to the Annual General Meeting; and,

The Ad Hoc Nominations Committee will ensure there is at least one nomination for each vacancy available for the upcoming year. Nominations will not be accepted from the floor at the Six Nations Polytechnic Annual General Meeting; and, "Standing Board Members who come the end of their 3 year term can request to be reappointed by a full Board."

The Ad Hoc committee will provide names of standing Board members who are seeking reappointment at least three (3) month prior to AGM.

The Ad Hoc Nominations Committee will provide a list of Nominees to be reviewed by the Board prior to the Annual General Meeting to validate and assure their acceptance to serve as Board members; and,

The Ad Hoc Nomination Committee will screen all Nominees to be sure they understand the roles and responsibilities of the Board of Directors and to be sure they are willing to uphold the Board Policies.

The Chair of the Board will ensure the Ad Hoc Nominations Committee is performing its duties.

2. The Audit Committee for the purpose of conducting direct monthly inspection monitoring for financial condition. The Audit Committee is comprised of the Chair, Vice-Chair, Secretary/Treasurer and an additional member with the expertise in this area with the CEO and designated staff.

Six Nations Polytechnic Board Policy

Policy Name: Cost of Governance
Policy Type: Governance Process

Number: GP-8
Date Approved: November 21, 2009
Date Revised: November 29, 2014

Because poor governance costs more than learning to govern well, the Board will invest in its governance capacity.

Accordingly:

1. Board skills, methods, and supports will be sufficient to assure governing with excellence.

   1.1 Training and retraining will be used liberally to orient new members and candidates for membership, as well as to maintain and increase existing member skills and understandings.

   1.2 Outside monitoring assistance will be arranged so that the Board can exercise confident control over organizational performance. This includes, but is not limited to, fiscal audit.

   1.3 Outreach mechanisms will be used as needed to ensure the Board's ability to listen to owner viewpoints and values.

2. Costs will be prudently incurred, though not at the expense of endangering the development and maintenance of superior capability.

   2.1 Up to $10,000 in fiscal years for training, including attendance at conferences and workshops.

   2.2 Up to $7,500 in fiscal years for audit and other third-party monitoring of organizational performance.

   2.3 Up to $6,000 in fiscal years for surveys, focus groups, opinion analyses, and meeting costs.

3 Cost of attending meetings:
Board Members may be compensated for expenses related to approved Board meetings and duties except for the Chair person.

   3.1 Members receive up to $150.00 for local Board meetings; $250 for out of territory meetings. Subject to financial conditions.

      a. Committee compensation will be up to $100.00 per committee meeting subject to financial condition.

b. A Board member may submit for compensation when they must take a leave of absence without pay to attend Board business, training or Board meetings. Compensation will be determined by the wages earned.

c. The Board member sits on a specialized committee that will require extended hours, as authorized by Board. Board Members may claim & submit receipts.

3.2 Chairperson Honorarium will be $900 per month. Subject to financial conditions.

3.3 Travel expenses shall be approved as per Treasury Board Guidelines including provision for special needs.

Six Nations Polytechnic Board Policy

Policy Name: Global Governance-Management Connection **Number**: BMD

Policy Type: Board-Management Delegation **Date Approved:** November 21, 2009

Date Revised: November 25, 2012

The Board's sole official connection to the operational organization, its achievements and conduct will be through a Chief Executive Officer, titled President-CEO.

As the Board's single official link to the operating organization, the CEO's performance will be considered to be synonymous with overall organizational performance.

Consequently, the CEO's job contributions can be stated as performance in only two areas:

1. Organizational accomplishment of the provisions of Board Policies on Ends Policies.

2. Organizational operations within boundaries of prudence and ethics established in Board Policies on CEO Limitations.

Six Nations Polytechnic Board Policy

Policy Name: Unity of Control	**Number**: BMD -1
Policy Type: Board -Management Delegation	**Date Approved:** November 21, 2009
	Date Revised: November 25, 2012

Only officially passed motions and decisions of the Board are binding on the President-CEO (referred to as CEO in Board policy documents).

Accordingly:

1. Decisions or instructions of individual Board members, officers, or committees are not binding on the CEO 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 CEO can refuse such requests that require, in the CEO's opinion, a material amount of staff time or funds or is disruptive.

Six Nations Polytechnic Board Policy

Policy Name: Accountability of the President-CEO
Policy Type: Board-Management Delegation

Number: BMD-2
Date Approved: November 21, 2009
Date Revised: November 19, 2011

The CEO is the Board's only link to operational achievement and conduct. All authority and accountability of staff, as far as the Board is concerned, is considered the authority and accountability of the President-CEO.

Accordingly:

1. The Board will never give instructions to persons who report directly or indirectly to the CEO.

2. The Board will not evaluate, either formally or informally, any staff other than the CEO.

3. The Board will view performance as identical to organizational performance, so that organizational accomplishment of Board stated Ends and avoidance of Board proscribed means will be viewed as successful performance.

Six Nations Polytechnic Board Policy

Policy Name: Delegation to the President-CEO **Number**: BMD-3

Policy Type: Board–Management Delegation **Date Approved:** November 21, 2009

Date Revised:

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

Accordingly:

1. The Board will develop policies instructing the President-CEO to achieve specified results, for specified recipients at a specified cost. These policies will be developed systematically from the broadest, most general level to more defined levels, and will be called Ends policies. All issues that are not Ends issues as defined above are Means issues.

2. The Board will develop policies which limit the latitude the President-CEO 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 called Executive Limitations policies. The Board will never prescribe organizational means.

3. As long as the uses *any reasonable interpretation* of the Board's Ends and Executive Limitations policies, the CEO is authorized to establish all further policies, make all decisions, take all actions, establish all practices and develop all activities. Such decisions of the President-CEO shall have full force and authority as if decided by the Board.

4. The Board may change its Ends and Executive Limitations policies, thereby shifting the boundary between Board and domains. By doing so, the Board changes the latitude of choice given to the President-CEO. But as long as any particular delegation is in place, the Board will respect and support the President-CEO's choices.

Six Nations Polytechnic Board Policy

Policy Name: Monitoring President-CEO Performance **Number**: BMD-4

Policy Type: Board–Management Delegation **Date Approved:** November 21, 2009

Date Revised: November 25, 2012

Systematic and rigorous monitoring of President-CEO job performance will be solely against the expected job outputs: organizational accomplishment of Board policies on Ends and organizational operation within the boundaries established in Board policies on Executive Limitations. This monitoring occurs at each regular Board meeting, as per the Board's Planning Cycle.

Accordingly:

1. The purpose of monitoring is simply to determine the degree to which Board Policies are being fulfilled. Information that does not do this will not be considered to be monitoring. Monitoring will be as automatic as possible, using minimum of Board time so that meetings can be used to create the future rather than review the past.

2. A given policy may be monitored in one or more of three ways:

   a. Internal report: Disclosure of compliance information by the President-CEO, along with his or her explicit interpretation of Board policy, and justification for the reasonableness of interpretation.

   b. External report: Discovery of compliance information by an impartial, external auditor, inspector or judge who is selected by and reports directly to the Board. The external party will first be provided with the President-CEO's interpretation of the policy and justification for the reasonableness of interpretation. The report must 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.

   c. Direct Board Inspection: Discovery 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 President-CEO's justification for the reasonableness of his/her interpretation. Such an inspection is only undertaken at the instruction of the Board, and with the President-CEO's knowledge.

3. In every case, the standard for compliance shall be *any reasonable interpretation* of the Board policy being monitored. The Board is the final arbiter of reasonableness, but will always judge with a "reasonable person" test rather than interpretations favoured by Board members or even the Board as a whole.

4. Upon the choice of the Board, any policy can be monitored by any method at any time. For regular monitoring however, each ENDS Policy and Board Limitations Policy will be monitored by the Board according to frequency and method established in the Annual Board Planning Cycle.

Policy		Method	Frequency
E-	Mega-End	Internal Report	Annual
EL	General President –CAO Constraint	Internal Report	Annual
EL-1	Treatment of Consumers	Internal Report	Annual
EL-2	Treatment of Staff	Internal Report	Annual
EL-3	Financial Planning/Budgeting	Internal Report	Quarterly
EL-4	Financial Condition/Activities	Direct	Monthly
		Internal Report &	Quarterly
		External Audit	Annual
EL-5	Emergency Executive Succession	Internal Report	Annual
EL-6	Asset Protection	Internal Report &	
		External Audit	Annual
EL-7	Compensation and Benefits	Internal Report	Annual
EL-8	Communication and Support to Board	Direct Inspection	Quarterly
EL-9	Ends Focus of Grants or Contracts	Internal Report	Annual