



Council Information Note

Item: Governance Enhancement Plan – Council Prioritization

Public Interest Rationale: The College is committed to operating a governance model that builds public confidence through transparency, accountability and efficiency. Continuous improvement and alignment to modern governance practices supports the College's governance function.

Strategic Alignment: Strong, effective governance supports achievement of the strategic plan – the College's purpose, its goals and enablers.

Submitted By: Linda Lacroix, OCT/EAO, Registrar and CEO
Saran Ragunathan, OCT, Director of Policy, Governance and Tribunals

Issue

Council is being asked to prioritize initiatives proposed as part of the Governance Enhancement Plan (GEP) to create a multi-year continuous improvement plan for College governance.

Background

At the October 2025 meeting, Council received a briefing outlining the GEP and its goal of further strengthening College governance practices. The plan includes ongoing improvements based on operational feedback and experience as well as longer-term, project-based strategic enhancements. This document is included as Attachment 1.

As part of the phased Council engagement approach, Council members were asked in October to consider the list of 12 proposed enhancements and identify other initiatives that may be missing from the list. No other items were identified.

At this December 2025 meeting, Council is being asked to consider the list of 12 governance enhancement initiatives (see Appendix A) and prioritize these items. Staff will receive Council's input and return to the March 2026 meeting with a proposed multi-year implementation plan for Council approval.

Process

As part of the preparation for this exercise, Council members may wish to reflect on the relative importance and impact of the proposed initiatives, for example:

- Are any of these initiatives required in the short- or medium-term?
- Are any of these more important for Council's strategic oversight role compared to others?
- Are there risks to not having an initiative in-place/updated?



- Do any of these make more effective use of resources (e.g. staff and Council member time, budget, etc.) than others?

Council members will have an opportunity to ask clarifying questions about the initiatives ahead of the prioritization exercise.

Following questions, staff will utilize an online prioritization tool allowing all Council members to provide individual input. Instructions on using the tool will be provided.

Council members will be asked to identify their top 5 initiatives with your first choice being the one that you believe is of the highest priority.

Next Steps

College staff will take the input from the prioritization exercise and develop a multi-year plan to implement Council's top priorities. The plan will account for development time and resources, consultation requirements, Council input and approvals as well concurrent projects underway. The plan will be brought forward to Council's March 2026 meeting for approval.

Appendix A

Proposed Initiatives for Prioritization

The following items have been identified by Council members during Council meetings, Committee Chairs/Vice-Chairs, and staff, or through prior reviews (e.g., GSI governance review final report 2019):

1. Competency Matrix Enhancements

A competency matrix is a tool used to assess the skills and competencies of Council members for appointment and reappointment. Enhancing the matrix means refining how the College evaluates the qualifications, expertise, and experience of Council members in relation to the needs of the organization. This initiative also explores how the competency matrix can support identifying the appropriate gaps to be filled, ensuring that the Council's composition is always aligned with the skills required for effective governance.

2. Council Governance Manual

A Governance Manual would be a comprehensive document that provides clear guidelines and resources to support Council members in fulfilling their governance responsibilities. It would outline roles, responsibilities, policies, procedures, and best practices that Council members should follow to maintain good governance. This manual serves as an essential resource for both new and existing members.



3. Enhancements to GovNet (Council/Committee portal)

GovNet is an internal portal or system used by Council and Committee members to access documents, review training videos, and receive relevant updates. This initiative proposes improvements to the portal to better align with the current governance structure, making it more user-friendly, efficient, and secure for Council members and Committee Chairs.

4. Equity, Diversity, Inclusion and Access (EDIA) Strategy for Council

This initiative aims to develop a strategy to integrate EDIA principles into the governance framework of the College. It would focus on ensuring that governance practices are inclusive and addressing systemic barriers to participation for underrepresented groups.

5. Evaluation Framework for Council and Committees

Aims to develop a formal framework for evaluating the performance and effectiveness of both the Council and its Committees. This could involve defining clear metrics for assessment, such as how well the Council is fulfilling its oversight duties, and how well individual members are contributing. Regular evaluation would help ensure accountability and continuous improvement and aligns with governance best practices.

6. Governance Education Strategy and Content

This initiative focuses on creating an ongoing educational strategy and content specifically designed for Council and Committee members. It would identify key education domains such as financial literacy, fiduciary duties, governance best practices, roles and responsibilities of regulators, and any other areas crucial for effective decision-making and oversight. This ensures Council and Committee members have the knowledge they need to perform their roles at a high level.

7. Integration of Post-Council Meeting Reflections

This initiative proposes a formal process for gathering feedback from Council members after each meeting. This would be a closed session following each Council meeting and focus on sharing what went well, what could be improved, and any outstanding concerns with the functioning of the Council. Incorporating these reflections will help improve future meetings and overall governance practices.

8. Refinement of recruitment processes for Council, Committee, and Roster roles

This initiative aims to evaluate the current recruitment tools and processes to ensure an adequate pool of candidates for governance positions. This process would involve the evaluation of the current application form platform, communication strategy, and application process as a whole.



9. Reporting Schedules for Statutory and Regulatory Committees

This initiative involves reviewing and potentially enhancing the regular reporting schedules for Statutory and Regulatory Committees to the Council. It would focus on ensuring that these Committees are providing timely, comprehensive, and relevant updates to the Council. Improved reporting can lead to better oversight and more informed decision-making by the Council.

10. Risk-Based Policy Review Cycle

This initiative focuses on creating a formal policy review cycle that evaluates governance policies through a risk-based lens. It would involve assessing each policy's potential risk to the organization—whether in terms of legal compliance, operational efficiency, or strategic goals. Policies would be reviewed and updated regularly to ensure they remain relevant and mitigate risks effectively.

11. Standardization of orientation programming for Council, Committee, and Roster roles

This initiative proposes developing an orientation program for Council, Committee and Roster members that would standardize governance-related information and processes in addition to role-specific information. This would include subcommittees and ensure that all Council, Committee, and Roster members maintain their understanding of their role and the associated processes to support the effectiveness of their work.

12. Succession Plan for Chair and Vice-Chair Roles

A succession plan involves identifying potential future leaders for key positions, such as the Chair of Council and the Chair and Vice-Chair of Committees. This initiative would outline a process for selecting, training, and preparing new leaders to step into these roles when current Chairs and Vice-Chairs' terms end or there is a vacancy. It helps ensure leadership continuity and stability within the governance framework.



Council Information Note

Item: Governance Enhancement Plan

Public Interest Rationale: The College is committed to operating a governance model that builds public confidence and reflects the importance of being transparent, accountable, and responsive to emerging needs. This is achieved through an ongoing commitment to continuous improvement, which includes a regular review of processes to ensure alignment with best practices.

Strategic Alignment: Strong, effective governance supports achievement of the strategic plan – the College’s purpose, its goals and enablers.

Submitted By: Linda Lacroix, OCT, Registrar and CEO
Saran Ragunathan, OCT, JD, Director, Policy, Governance and Tribunals

Issue

In 2022, the College implemented a new governance model. Now, with several years of experience under the new structure, the College is launching a multi-year Governance Enhancement Plan (“GEP”) to further strengthen governance practices and align with emerging best practices.

This briefing note introduces the GEP framework and seeks the Council’s input to identify additional areas for governance enhancement not currently captured.

Background

The 2022 governance transformation represented a major milestone for the College, involving a full overhaul of its legislative and oversight framework. Its successful implementation was due to the efforts of Council, Committees, Roster members, and staff. The model has since been recognized as best practice in the regulatory sector.

In alignment with its commitment to continuous improvement, the College has launched the Governance Enhancement Plan (GEP), a structured initiative to review, refine, and optimize governance practices based on lived experience under the new model, evolving sector standards, and feedback received.

Governance Enhancement Plan Overview

The GEP is structured into two main streams and is intended as a multi-year initiative through 2028:

- 1. Ongoing Continuous Improvements**

Refinements to existing processes based on operational feedback and experience.



2. Structured Projects and Strategic Enhancements

Targeted initiatives that address broader, longer-term governance improvements.

Some initiatives have already been implemented or are currently in progress, while others are being proposed for Council's review and prioritization for future implementation.

Council Engagement Process

Council's involvement is critical to the success of the GEP. A phased engagement approach is being used to ensure meaningful input and collaboration:

October 2025 Council Meeting

- **Objective:** Introduce the GEP prioritization approach and gather initial feedback.
- **Staff will:**
 - Present the purpose, scope, and current progress of the Governance Enhancement Plan.
 - Review key enhancements that have already been completed or are underway.
 - Introduce a list of proposed governance initiatives for prioritization.
- **Council is asked to:**
 - Identify any missing initiatives or enhancements.
 - Begin considering the relative importance and impact of the proposed items for future prioritization.

December 2025 Council Meeting

1. **Objective:** Present an updated and comprehensive list, incorporating Council feedback, and begin prioritization.
2. **Staff will:**
 - Return with a consolidated and refined list of GEP initiatives, reflecting feedback from the October meeting.
3. **Council will:**
 - Participate in a structured prioritization exercise to help determine the priority of each initiative.

March 2026 Council Meeting

- **Objective:** Provide an implementation update and confirm next steps.
- **Staff will:**
 - Share progress on the prioritization outcomes and identify which initiatives can be actioned in 2026.
 - Provide high-level implementation considerations (e.g., resource needs, timing, integration with other College initiatives).

Future Council meetings:

- Progress updates will be shared with Council on a quarterly basis.

Part 1: Completed or *In-Progress Initiatives & Improvements

Several initiatives have already been launched or completed, including:

- **Formal Orientation for New Council Members**
Introduced onboarding materials and orientation sessions for new Council members.
- **Council Composition and Summary Document (“Lean Matrix”)**
Supporting communication with the Minister regarding Council needs or vacancies.
- **Clarifying Governance Roles and Responsibilities**
Between corporate and regulatory functions across Council and Committees.
- **Chair and Vice-Chair Engagement Sessions**
Gathered input to identify and support Statutory and Regulatory Committee Chairs and Vice-Chairs in their roles, including the development of a Chair/Vice-Chair toolkit.
- **Selection and Nominating Subcommittee Enhancements**
Improved surveying tools, clarified workflows, and collaboration with the Ministry of Education on the Order in Council appointment process.
- ***Enhancements to the Human Resources Subcommittee Processes**
Improved the current processes to support continuous improvement and alignment with emerging governance best practices.
- ***Revised Council Templates**
Updated Registrar’s Report and new templates aligning with public interest and Council’s oversight role, including the implementation of phase two which focuses on aligning data provided with best practices and Council’s oversight role. This includes the development of a dashboard that reflects trend data/ indicators.
- ***Developing a Risk Mitigation Strategy for Senior Leadership**
To be integrated into future Council reporting.

Part 2: Proposed Initiatives for Prioritization

The following items have been identified by Council members during Council meetings, Committee Chairs/Vice-Chairs, and staff, or through prior reviews (e.g., GSI report 2019). Council is asked to review these items and propose any additional enhancements to be added to the list in advance of a prioritization activity at the December Council meeting:

1. Competency Matrix Enhancements

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members in relation to the needs of the organization. This initiative also explores how the competency matrix can support identifying the appropriate gaps to be filled, ensuring that the Council's composition is always aligned with the skills required for effective governance.

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Next Steps: Council Participation

Council members are invited:

1. At the October 2025 Council Meeting:

- Review the proposed initiatives and provide suggestions for additional enhancements.

When reviewing the list, you may reflect on the following questions to help you identify any additional items that could be added:

Considering your time on Council/ previous Board experience:

- Are there any key governance best practices or high-level areas that are missing from the list?
- Are there any current governance processes that could be improved, clarified, or refined?
- Are there any gaps in governance or important topics that should be added to the list?

There will be an opportunity to share questions for clarification on any of the proposed initiatives in advance of the meeting. Any questions received will be answered in the meeting.

2. At the December 2025 Council Meeting:

- Participate in a prioritization activity to identify initiatives to be implemented in a phased approach.

3. At the March 2026 Council Meeting:

- Review an update from staff identifying which priorities are feasible to move forward in 2026.

Conclusion

The Governance Enhancement Plan presents a timely and structured opportunity to strengthen the College's governance model. Through collaborative engagement between Council and staff as well as strategic prioritization, the College will remain a leader in regulatory governance and ensure public confidence in the teaching profession.

Decision Sought:

No formal decision is required at this time.