

Procedure No.	A.3.2
Title	<b>POLICY DEVELOPMENT AND MAINTENANCE PROCEDURE</b>
<b>Approving Jurisdiction</b>	Board of Governors
Policy Sponsor	President
Last Revised/Replaces	January, 2011/June, 1997
Effective Date	April 7, 2011
Signed by	President, Kathy Kinloch

## **DEFINITIONS**

### POLICY:

A policy is a concise, formal statement of principles which governs how the College will act in a particular area of concern. A policy addresses broad issues through statements of principles and, as such, should serve the College over an extended period of time without the need for frequent change.

A policy requires formal approval at the highest level of the College, i.e. the Board of Governors, Education Council, President and is binding on all members of the College. It is the role of policy to:

- Address issues of broad concern
- Translate values into operating principles
- Ensure compliance with legal and other regulatory requirements
- Ensure that there is a risk management process in place
- Enhance achievement of the College's vision and strategic plan
- Enhance operational effectiveness and efficiency
- Set standards, mandate action and/or restraints

### PROCEDURES:

Procedures are specific steps required to implement a policy. Procedures communicate acceptable processes, set boundaries and establish who is responsible for any required action.

Procedures, by their nature, must reflect the current organizational structure and regulatory framework of the College. Procedures will need to be reviewed and updated regularly in order to ensure that they reflect the most current organizational structure, regulatory framework and any other relevant change in circumstances.

## DEPARTMENTAL PRACTICES:

There is no clear-cut distinction between College-wide policies and departmental practices. One institution may develop a college-wide policy to govern a particular issue while another institution may develop a practice at the departmental level to address the same issue and vice-versa. Ultimately, it is up to the College to decide which is the most appropriate approach for its circumstances. Generally, departmental practices can be characterized by one or more of the following:

- The issue does not have a critical impact on the College
- The issue is unique to a department
- The issue requires frequent review and modification to reflect technical or other, emerging issues (e.g. acquisition of the latest electronic devices)
- The issue can be initiated and managed by the department without broad, College-wide consultation
- The College determines that approval of the process can be under the authority of the department head and, where the College determines it is appropriate, the department head's immediate supervisor

Institutions often find that they initially prefer to address a new or emerging issue with an institution-wide policy and, over time, find that institutional processes are such that a departmental practice, in place of a policy, is more appropriate. This would be determined as part of the normal, periodic policy review process.

Where a departmental practice is developed and in situations where there are College policies that relate to the practice, it is critical that the practice is in compliance with and referenced to the relevant College policies,

## **PROCEDURES**

### 1. POLICY CLASSIFICATION

The College's policies will be classified as follows:

#### A GOVERNANCE

1. Board of Governors
2. Education Council
3. College-wide

B ADMINISTRATION

1. Financial
2. Personnel
3. Facilities
4. Purchasing
5. Information Technology
6. General

C EDUCATION

1. Students
2. International Education
3. Programs and Instruction

D EDUCATION SUPPORT

1. Support Services
2. Financial Aid – Scholarships, Awards and Bursaries
3. Admissions
4. Students
5. Health
6. Instructional Support

E MARKETING AND DEVELOPMENT

1. Advertising
2. Fund Raising
3. Sponsorship
4. Development

F CODE OF ETHICS

2. RESPONSIBILITIES OF POLICY CO-ORDINATOR AND POLICY SPONSOR

The following outlines the responsibilities of those positions that have a major corporate role in the development and maintenance of the College's policies:

The Policy Co-ordinator:

- a. Appointed by the President
- b. Ensures a policy development and maintenance process that is timely, consistent and in compliance with the Policy Development and Maintenance Policy and Procedures.

- c. Acts as the College's official policy holder; all new policies and modifications to existing policies are co-ordinated through the policy co-ordinator.
- d. Maintains a log to track the status of policy development and maintenance and monitors timelines to ensure that policy issues are being handled in a timely manner.
- e. Provides recommendations regarding the determination of policy classification between the jurisdictions of the Board of Governors, Education Council and the President.
- f. Maintains a web-based site that provides the College community with relevant information related to College policies including related forms, copies of the policies, an easily searchable data base, an inventory of policies under review and other, relevant information; the web-based inventory of policies becomes the College's official, master record.
- g. Ensures that policy sponsors are alerted to the requirement for policy reviews and monitors the reviews to ensure that they are completed in a timely manner.
- h. Ensures that all new policies and modifications to existing policies have followed the required processes including appropriate approvals and signatures.
- i. Liaises with the Policy Sponsor to ensure co-ordination of information flow between the two offices.
- j. Generally supports the College's policy development and maintenance activities.

The Policy Sponsor:

- a. Appointed by the President.
- b. The Policy Sponsor will normally be a College Vice-President or another senior position
- c. Accountable for managing the development and maintenance of all policies assigned to them by the College; Sponsor may delegate some or all of his/her functions to another College employee or group with responsibility for the policy issues to be addressed; this employee or group will be referred to as a "Policy Lead".
- d. The Policy Sponsor ensures that:
  - Relevant research is carried out
  - Appropriate individuals and bodies within the College are consulted
  - An appropriate person is assigned to research, write/modify the policy
  - Presents drafts and background information to the appropriate jurisdiction body
  - Ensures that the standards and processes outlined in this policy and related procedures are followed

- Originator of policy development/review is kept informed of progress
- e. Liaises with the Policy Co-ordinator to ensure co-ordination of information flow between the two offices.

### 3. POLICY AND PROCEDURES FORMS

All policy development and maintenance work will be carried out electronically, i.e. a paperless system on a College web page dedicated to that purpose.

A “Policy” form is used to initiate and track the development or modification of a Policy. The form is attached as Appendix A. The form serves a number of purposes:

1. Initiates a request for a new policy or a modification of an existing policy or a conversion of an existing policy to a departmental practice, elimination, consolidation, etc.
2. Identifies the policy (if existing) or briefly describes a proposed new policy
3. Provides a context for the request
4. If policy request is denied, the College provides reasons
5. Tracks the progress of the policy following the steps in the Procedures document linked to the Policy Development and Maintenance Policy

The Jurisdiction Body makes the final decision as to whether a policy is developed/modified, etc.

A common form is used for all College policies, regardless of jurisdiction. Each policy is developed using a separate, but linked, “Policy Context and Tracking” form and “Procedures” form. The forms are attached as Appendices B and C.

The “Policy” form” includes a “Context and Purpose” statement, outlines the “Scope and Limits” of the Policy, identifies a “Statement of Policy Principles” and provides links to “Related Policies and Legislation”. The Policy document provides a global, long-term context for the reader. The “Procedures” form provides “Definitions” and detailed “Procedures”. The separation of the two documents allows the College to make minor changes to the Procedures document to reflect organizational changes, minor changes in processes and so on without subjecting the Policy document to a complete review every time a minor change needs to be made.

### 4. PROCEDURES FOR THE DEVELOPMENT OF NEW POLICIES, REVIEW OF EXISTING POLICIES AND MAJOR MODIFICATIONS OF EXISTING POLICIES

The development of new policies, review of existing policies and major modifications of existing policies will be handled as outlined below. It is recognized that the review and approval steps

carried out by the three jurisdiction bodies: the Board of Governors, Education Council and the President may be expanded to include committees reporting to each of those bodies. However, it is left to those bodies to determine the most appropriate process for carrying out the review and approval steps in each of their areas of jurisdiction.

#### 4.1 POLICY INITIATOR

The development of new policies, review of existing policies and modification of existing policies may be initiated by any member of the College community as befits their roles and responsibilities. Students, faculty and staff may initiate requests relating to policies under the jurisdiction of the Education Council and the President. Members of the Board of Governors may initiate requests relating to policies under the jurisdiction of the Board of Governors. In addition, Education Council may initiate requests to the Board of Governors for policy issues under Board of Governors jurisdiction where Education Council has an advisory role under the College and Institute Act. Any request for a new policy, review of existing policy or modification of existing policy must be documented on a “Policy Context and Tracking” form, attached as Exhibit A and available on the College policy web-site. All policies are reviewed at least every five years.

#### 4.2 POLICY CO—ORDINATOR LOGS AND RECOMMENDS JURISDICTION

The “Policy” form must be forwarded to the Policy Co-ordinator who will log the form and recommend the appropriate jurisdiction for handling the request.

#### 4.3 POLICY SPONSOR REVIEWS REQUEST

The Policy Co-ordinator forwards the “Policy” form to the appropriate Policy Sponsor for assessment. The Policy Sponsor reviews the request with the President.

Changes to the policy and procedures documents that are determined to be of a minor nature will be handled through a separate process described in section 6 below

#### 4.4 PRESIDENT REVIEWS AND RECOMMENDS REQUEST TO HEAD OF JURISDICTION BODY

The President reviews the “Policy” form and recommends whether the policy should be developed. If the recommendation is to develop the policy then the “Policy” form is reviewed by the head of the jurisdiction responsible for the policy (Board of Governors Chair, Education Council Chair) and, if it is agreed that the policy should be developed, approved. If it is determined that the policy should not be developed, then the “Policy” form should be signed with reasons why the policy should not be developed.

#### 4.5 SPONSOR APPOINTS WRITER/DEVELOPER

The Policy Sponsor identifies the individual who will develop and write the policy, henceforth to be referred to as the Developer/Writer. The Policy Sponsor also consults with the jurisdiction head to identify the individuals and/or bodies within the College who should be consulted during the development of the policy.

The “writer/developer” should possess the necessary skills and knowledge for this task including skills in research as well as the development of policy principles and the articulation of the related procedures. The developer/writer also needs to possess the skills to facilitate consultations with the appropriate members of the College community. The writer/developer carries out a number of policy development tasks including: familiarizing him/herself with the reasons for the policy development request, consulting with appropriate individuals and bodies within the College, researching similar policies at other institutions, writing a draft policy, reviewing the draft with appropriate individuals and bodies within the College, modifying the draft as required.

#### 4.6 REVIEW BY APPROPRIATE COLLEGE INDIVIDUALS AND BODIES

The Developer/Writer reviews the draft with the individuals/bodies identified by the Policy Sponsor including a review by the College’s solicitor should this be deemed necessary.

The reviews at this step are critical to bringing the draft policies and procedures to a point where they reflect a broad College perspective. This step may include a “review group” established specifically for a particular policy, a review by the Deans’ group, a preliminary review by various sub-committees or representatives of Education Council and other bodies within the College. While the College expects these reviews to be thorough, it is expected that each review will be carried out in a timely manner.

Reviews at this stage are informal and do not take the place of the formal reviews carried out through each of the three jurisdiction bodies: the Board of Governors, Education Council and the President.

#### 4.7 REVIEW OF POLICIES

The review process by the jurisdiction bodies will vary depending on the jurisdiction as outlined below. It is the responsibility of the Policy Sponsor to ensure that the review takes place in a timely manner and that requests for change are dealt with. It is understood that the initial review may be delegated to a committee or another body but that final approval remains with the jurisdiction body.

##### 4.7 A REVIEW OF POLICIES UNDER JURISDICTION OF THE BOARD OF GOVERNORS

Draft policies and procedures under the jurisdiction of the Board of Governors are reviewed by the President who may recommend changes.

Following review by the President, draft policies and procedures under the jurisdiction of the Board of Governors, and where the Education Council has an advisory role under the College and Institute Act, are reviewed by the Education Council which may recommend changes.

Following review by the Education Council, where appropriate, and the President, the draft policy and procedures are reviewed by the Board of Governors Governance Committee which may require changes.

#### 4.7 B REVIEW OF POLICIES UNDER JURISDICTION OF EDUCATION COUNCIL

Draft policies and procedures under the jurisdiction of Education Council are reviewed by the President who may recommend changes.

Following review by the President, draft policy and procedures are reviewed by the Education Council which may require changes.

#### 4.7 C REVIEW OF POLICIES UNDER JURISDICTION OF THE PRESIDENT

Draft policies and procedures under the jurisdiction of the President are reviewed by the President who may require changes.

#### 4.8 CHANGES ARISING OUT OF REVIEW(S)

The Policy Sponsor ensures that requirements for changes arising out of the reviews identified in 5.7 are dealt with.

#### 4.9 WRITER/DEVELOPER MAKES CHANGES

The Policy Sponsor forwards requested changes to the Developer/Writer, through the Policy Co-Ordinator, who makes the appropriate changes.

#### 4.10 PRESIDENT APPROVES DRAFT POLICY FOR CIRCULATION

The President reviews the draft policy and approves for circulation to the College community.

#### 4.11 POLICY SPONSOR INVITES COMMENTS FROM COLLEGE COMMUNITY

The Policy Sponsor arranges, through the Policy Co-Ordinator, to post the draft Policy and Procedures on the College web-site for review and comment. The College community has ten business days to respond.

#### 4.12 COMMUNITY COMMENTS

The College community members comment on draft policy and procedures and forward comments to the Policy Sponsor.

#### 4.13 CHANGES ARISING OUT OF REVIEW(S)

The Policy Sponsor ensures that comments arising out of the reviews identified in 4.12 are dealt with either by agreeing to the suggested changes or by obtaining the agreement of the relevant jurisdiction body that particular changes are inappropriate or unnecessary.

#### 4.14 DEVELOPER/WRITER MAKES CHANGES

The Policy Sponsor forwards requested changes to the Developer/Writer, through the Policy Co-ordinator, who prepares revised, draft Policy and Procedures documents.

#### 4.15 A APPROVAL OF POLICIES UNDER JURISDICTION OF THE BOARD OF GOVERNORS

Draft policies and procedures under the jurisdiction of the Board of Governors are reviewed by the President who may recommend changes.

Following review by the President, draft policies and procedures under the jurisdiction of the Board of Governors, and where the Education Council has an advisory role under the College and Institute Act, are reviewed by the Education Council which may recommend changes.

Following review by the Education Council, where appropriate, and the President, the draft policy and procedures are considered by the Board of Governors which may require changes.

#### 4.15 B APPROVAL OF POLICIES UNDER JURISDICTION OF EDUCATION COUNCIL

Draft policies and procedures under the jurisdiction of Education Council are reviewed by the President who may recommend changes.

Following review by the President, draft policy and procedures are reviewed by Education Council which may require changes.

#### 4.15 C APPROVAL OF POLICIES UNDER JURISDICTION OF PRESIDENT

Draft policies and procedures under the jurisdiction of the President are reviewed by the President who may require changes.

#### 4.16 CHANGES ARISING OUT OF FINAL REVIEWS

The Policy Sponsor ensures that requirements for changes arising out of the final reviews identified in 5.15 are dealt with.

#### 4.17 DEVELOPER/WRITER MAKES CHANGES

The Policy Sponsor forwards changes to the Developer/Writer, through the Policy Co-Ordinator, who prepares revised Policy and Procedures documents.

The final draft of the Policy and Procedures is approved by the appropriate Jurisdiction Head (s).

#### 4.18 DOCUMENTATION OF POLICY AND DISTRIBUTION TO COLLEGE COMMUNITY

The Policy Co-ordinator is responsible for maintaining a hard copy of the policy and ensuring that all appropriate approvals and signatures have been recorded on the Policy form. The Policy Co-ordinator ensures that the policy is entered, within seven days of the approval of the policy, on the College's policy web-site and that appropriate notice is given to the College community.

### 5. PROCEDURES FOR MINOR MODIFICATIONS TO EXISTING POLICIES

Minor changes to the policy or procedures documents will be handled by completing steps 4.1, 4.2 and 4.3 above, and then the following:

#### 5.1 POLICY SPONSOR DETERMINES APPROPRIATENESS

The Policy Sponsor determines the appropriateness of the request and, if it is deemed that the request is appropriate and of a minor nature, presents the request to the appropriate College jurisdiction body: Board of Governors, Education Council or President for consideration. These bodies may delegate consideration of the request to a committee reporting to them. However, approval of the request for modification remains with the jurisdiction body.

#### 5.2 CONSIDERATION BY APPROPRIATE JURISDICTION BODY

The appropriate jurisdiction body, or their delegate, reviews the request, determines whether it is of a minor nature and, if so, approves or denies the request. If it is determined that the request is not of a minor nature, then they may decide to ask for a full review. If it is determined that the request is of a minor nature but the jurisdiction body is not in agreement with the request, then the request is denied and the initiator of the request is informed.

#### 5.3 FINAL APPROVAL OF PRESIDENT

All minor changes to policies, whether under the jurisdiction of the Board of Governors, Education Council or the President receive final approval from the President.

#### 5.4 DOCUMENTATION OF POLICY AND DISTRIBUTION TO COLLEGE COMMUNITY

The Policy Co-ordinator is responsible for maintaining a hard copy of the amended policy and ensuring that all appropriate approvals and signatures have been recorded on the Policy form. The Policy Co-ordinator ensures that the amended policy is entered, within seven days of approval of the policy, on the College's policy web-site and that appropriate notice is given to the College community.

### 6. PROCEDURES FOR ELIMINATION OF EXISTING POLICIES

The elimination of an existing policy will be handled by completing steps 4.1, 4.2 and 4.3 above, and then the following:

#### 6.1 POLICY SPONSOR DETERMINES APPROPRIATENESS

The Policy Sponsor determines the appropriateness of the request for elimination and, if it is deemed that the request is appropriate, presents the request to the appropriate College jurisdiction body: Board of Governors, Education Council or President for consideration. These bodies may delegate consideration of the request to a committee reporting to them. However, approval of the request for modification remains with the jurisdiction body.

#### 6.2 CONSIDERATION BY APPROPRIATE JURISDICTION BODY

The appropriate jurisdiction body, or their delegate, reviews the request, determines whether it is appropriate and, if so, approves or denies the request. If it is determined that the request is not appropriate, then the policy remains in effect. If it is determined that the request is appropriate, then the request goes forward.

### 6.3 FINAL APPROVAL OF PRESIDENT

All requests for elimination of a policy, whether under the jurisdiction of the Board of Governors, Education Council or the President, receive final approval from the President.

### 6.4 POLICY SPONSOR INVITES COMMENTS FROM COLLEGE COMMUNITY

The Policy Sponsor arranges, through the Policy Co-Ordinator, to post the request for elimination of the policy on the College web-site for review and comment. The College community has ten business days to respond.

### 6.5 COMMUNITY COMMENTS

The College community members comment on the request for the elimination of the policy and forward comments to the Policy Sponsor.

### 6.6 SPONSOR REVIEWS COMMENTS, IF ANY, WITH JURISDICTION BODY

The Sponsor reviews responses, if any, with the appropriate Jurisdiction Body (Bodies) and, if there are no objections or the objections are deemed to be minor, the Jurisdiction Body (Bodies) approve the elimination of the policy. Notification to eliminate the policy is forwarded to the Policy Co-ordinator.

### 6.7 DOCUMENTATION

The Policy Co-ordinator documents the elimination of the Policy and ensures that the appropriate College records are adjusted.

## **RELATED POLICY**

Refer to Policy Development and Maintenance Policy A 3.2



## POLICY CONTEXT AND TRACKING FORM

**PURPOSE OF FORM**

This "Policy" form serves five purposes:

1. Initiates a request for a new policy or a modification of an existing policy or a conversion of an existing policy to a departmental practice, elimination, consolidation, etc.
2. Identifies the policy (if existing) or briefly describes a proposed new policy
3. Provides a context for the request
4. If policy request is denied, the College provides reasons
5. Tracks the progress of the policy following the steps in the Procedures document linked to the Policy Development and Maintenance Policy

**REQUEST TYPE (Mark appropriate box with "x")**

Request for new Policy	
Request for modification of existing policy	
Request for modification of existing Policy to departmental practice/ elimination/consolidation, etc .	

**POLICY IDENTIFICATION**

Existing Policy - If existing policy, identify name and number and approving jurisdiction (Board, Education Council, President). If new policy, identify as new and provide brief working title. (Mark appropriate box with "x")

Policy Name/Number	Approving Jurisdiction		
	Board	Education Council	President

**CONTEXT**

If a modification of an existing policy, describe the issues that have arisen to justify the need for a modification; If a new policy, describe the issues that have led to the need for a policy:

Provide a history of the development and revision of the policy and its related procedures:

**DENIAL OF REQUEST**

If this request is denied, Sponsor provides reasons for denial with a copy to the initiator of the request.

See tracking document next page

**TRACKING**

This “Tracking” section of the Policy Form corresponds to the steps in the Procedures document linked to the Policy Development and Maintenance Policy.

Each step is to be completed and signed by the “responsible” individual as indicated below.

<b>Item</b>	<b>Procedure</b>	<b>Date Step Completed</b>	<b>Name of Responsible Individual</b>	<b>Signature</b>	<b>Notes</b>
5.1	Policy initiator initiates policy request		Policy Initiator		This policy is being reviewed as part of the current, general review of College policies; steps 1-5 have been addressed collectively
5.2	Policy Coordinator logs & recommends jurisdiction		Policy Coordinator		As above
5.3	Policy Sponsor reviews request & consults with President re appropriateness		Policy Sponsor		As above
5.4	President recommends request to Jurisdiction Head & Jurisdiction Head Approves		5.4(a) President		As above
			5.4(b) Jurisdiction Head		
5.5	Sponsor appoints Writer/Developer; Writer/Developer carries out research & completes initial draft		5.5(a) Sponsor		As above
			5.5(b)Writer – Developer		

<b>Item</b>	<b>Procedure</b>	<b>Date Step Completed</b>	<b>Name of Responsible Individual</b>	<b>Signature</b>	<b>Notes</b>
5.6	College bodies review draft material		(Identify reviewing bodies) 1. Review Group 2. VP Education & Deans 3. Sponsor	Sponsor:	
5.7	Sponsor presents draft Policy & Procedures for review by Jurisdiction Body		5.7(a) President (or designate)		
			5.7(b) EDCO (if applicable)		
			5.7(c) Board Governance Committee		
5.8	Changes arising out of review by jurisdiction bodies are dealt with		Sponsor		
5.9	Writer/Developer makes changes		Writer/Developer		
5.10	Sponsor requests President to approve draft policy for circulation to College community		President		
5.11	Policy Coordinator arranges posting of draft policy on College policy web page & requests feedback with deadline		Policy Coordinator		
5.12	College community responds		Policy Coordinator		
5.13	Sponsor considers comments & ensures they are dealt with		Sponsor		

<b>Item</b>	<b>Procedure</b>	<b>Date Step Completed</b>	<b>Name of Responsible Individual</b>	<b>Signature</b>	<b>Notes</b>
5.14	Writer/Developer makes changes		Writer/Developer		
5.15	Sponsor presents draft Policy & Procedures for review by Jurisdiction Body		5.15(a) Board of Governors (if applicable)		
			5.1.5(b) EDCO (if applicable)		
			5.1.5(c) President (or designate)		
5.16	Changes arising out of review by jurisdiction bodies are dealt with		Sponsor		
5.17	Writer/Developer makes changes; Sponsor presents final draft to Jurisdiction Head for approval		5.17(a) Writer/Developer		
			5.17(b) Jurisdiction Head		
5.18	Policy documented & posted on College policy web page		Policy Coordinator		

Policy No.  
Title  
Approving Jurisdiction  
Policy Sponsor  
Last Revised/Replaces  
Effective Date  
Signed by

**CONTEXT AND PURPOSE**

The purpose of this policy is

**SCOPE AND LIMITS**

**STATEMENT OF POLICY PRINCIPLES**

**DEFINITIONS**

Refer to the related Procedures document for definitions which will enhance the reader's interpretation of this Policy.

**RELATED POLICIES & LEGISLATION**

**RELATED PROCEDURES**

Refer to xxxxxx Procedures

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**DEFINITIONS**

**PROCEDURES**

**RELATED POLICY**

Refer to xxxxxx Policy