



## Council Decision Note

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### Item: Governance Enhancement Plan – Governance Manual

**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.

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### Issue

Building on Council's approval of the Governance Enhancement Plan (GEP) work plan in March 2026, which identified the development of a Council Governance Manual as a priority under Bucket 1, a draft table of contents has been developed for Council's review and approval. The table of contents (attachment 1) is intended to establish the overall structure and scope of the Governance Manual, which will be developed in phases and brought forward to Council. Council's approval of the proposed structure is sought to support a consistent and coordinated approach to developing the manual.

### Background

The Governance Enhancement Plan (GEP) is a collection of initiatives identified through input from Council, Committees, and College staff to support continuous improvement and modernization of the College's governance framework. In

December 2025, Council undertook a prioritization exercise to identify key governance initiatives, which informed the development of the 2026 work plan approved in March 2026. As part of this work plan, Bucket 1 (Foundations) focuses on strengthening governance structures, clarity of roles, and baseline tools to support Council effectiveness.

The development of a Council Governance Manual was identified as a foundational initiative within this bucket. The manual is intended to serve as a comprehensive resource outlining governance roles, responsibilities, policies, procedures, and best practices to support Council members in carrying out their duties. A draft table of contents is being brought forward at this stage to confirm the proposed structure of the manual prior to the development of detailed content. Proposed content for the Council governance manual was sourced from environmental scanning of manuals in use by other professional regulators, existing Council resources and recommended inclusions to support governance best practices.

## **Updated Timeline**

Following Council's approval of the Governance Enhancement Plan work plan in March 2026, progress on certain initiatives has been impacted by new organizational priorities. Specifically, College resources have been directed to advance work related to the new Initial Teacher Education regulation changes, as well as the environmental scan of other regulators' investigation processes, as requested by Council in March.

As a result, the timelines for the development of the Governance Manual have been adjusted to reflect current capacity while ensuring alignment with Council-directed priorities. This will involve an additional phase (or tranche) of documents

brought forward to Council reflecting a more gradual approach to preparation based on available staff resources and also respecting anticipated demands on Council. An updated timeline is provided below for Council’s information.

Updated Timeline – Council Intersections

	Jun 2026	Sep 2026	Dec 2026	2027
<b>Bucket 1: Foundations</b>				
Council Governance Manual <ul style="list-style-type: none"> <li>• June: draft table of contents (for approval)</li> <li>• Sept: updates, progress, consultation</li> <li>• Dec: tranche 1 of manual documents</li> <li>• 2027: tranche 2 of manual documents</li> <li>• NEW 2027: tranche 3 of manual documents, finalization</li> </ul>	✓			◇

✓ milestone  
 ◇ complete

**Decision Sought**

The following motion is recommended:

**That Council approve the proposed table of contents for the Governance Manual as reflected in Attachment 1.**

# Proposed Table of Contents – Ontario College of Teachers Council Governance Manual

## 1. Introduction

- Purpose of the Governance Manual
- How to Use This Manual
- Key Governance Terminology
- Key Governance Contacts

## 2. The Ontario College of Teachers

- Mandate and Public Interest Role
- Objects and Core Responsibilities of the College
- Strategic Direction and Council Oversight
- EDIA Commitment
- Governance Framework
- College Organizational Chart
- Legislative Framework
  - Ontario College of Teachers Act
  - Regulations
  - Bylaws
  - Other relevant legislation

## 3. Education in Ontario

- Our lane
- Interest holders

## 4. Accountability and Transparency

- Accountability to the Public
- Reporting and Transparency Obligations
- Annual Reporting and Performance Measurement
- Risk Reporting to Council

## 5. Roles and Responsibilities

- Council
- Council Chair
- Registrar and Chief Executive Officer
- Subcommittee Chairs and Vice-Chairs

- Council Members
- Relationship Between Council and the Registrar/CEO
- Statutory and Regulatory Committees
- Relationship Between Council and Committees

## **6. The Council**

- Authority and Core Duties
- Fiduciary Duty and Statutory Obligations
- Oath of Office/Attestation
- Code of Conduct
- Conflict of Interest
- Composition of Council
  - Profession Members
  - Public Appointees
- Competency-Based Council Appointments
- Term Lengths
- Representation on external organizations
- Annual Attestations and Declarations

## **7. Council Operations**

- Meetings of Council
  - Frequency and Format
  - Quorum
  - Agenda Setting
  - Materials and Decision-Making
  - eScribe and GovNet
  - Committee Reporting Schedules
  - Minutes and Records
  - In Camera provisions
- Participation and Preparation
- Time Commitment
- Remuneration

## **8. Subcommittees of Council**

- Role of Subcommittees in Governance
- Subcommittee Composition and Appointments
- Audit and Finance Subcommittee
- Human Resources Subcommittee
  - Annual Performance Review of Registrar/CEO
- Selection and Nominating Subcommittee

## **9. Council Culture and Continuous Improvement**

- Collective Responsibility and Independent Judgment
- Council Norms
- Ex parte communication
- Succession Planning
- Continuous Governance Improvement
- Risk-based Policy Review Cycle

## **10. Council Service**

- Competency-based recruitment and appointment
  - Use of Council matrix
- Onboarding and orientation
- Continuing education/professional development
- Evaluation framework
- Succession planning
  - Chair's Toolkit

## **11. Policies**

- Compensation
- Conflict of Interest
- Council-Committee-Roster-College Staff Communication
- Duties and Responsibilities of Subcommittees and Committees
- Employee Service
- Employment with the College
- Engagement Pathways
- GovNet
- Laptop Computers
- Registrar Annual Performance Appraisal
- Role Descriptions
- Spokesperson
- Standard Procedures of Council
- Travel
- Violence, Harassment and Discrimination
- Whistleblower
- Workplace Violence, Harassment and Discrimination Policy