COLLEGE OF DENTURISTS OF ONTARIO

Board of Directors Mentorship Program Guideline

Overview

The Board has identified the opportunity for the College to establish a mentoring program for new Board Directors.

The goal of such a program is to ease the introduction of new Board Directors to the Board and the work of the College by:

1. Providing new Board Directors with structured access to experienced Board Directors ("mentors") who are interested in mentoring.

2. Establishing a framework for regular interactions between the mentor and the new Board Director at the beginning the new Director's term on the Board.

3. The conversation between the mentor and the new Board Director is not constrained by a prescribed framework but is designed to provide information related to:

   (i) historical aspects or considerations of the work of the College;

   (ii) the organizational structure of the College of Denturists of Ontario and how its legislated responsibilities are accomplished;

   (iii) informal background on items that may be on an upcoming agenda or have arisen during general discussion;

   (iv) post-Board meeting considerations;

How the Program Works:

1. Mentorship – New Board Director pairs are established. The new Board Director is provided with personalized onboarding training by the Registrar and the Board Chair or designate.

2. The mentor will contact the new Board Director to set up a time to meet and discus their vision(s) for the mentoring relationship.

3. At the very minimum, mentoring pairs will meet prior to a Board meeting when the meeting materials have been released and again soon after a Board meeting to discuss the meeting and any questions or matters arising. There is no limit on the number of interactions between a mentor and new Board Director.

4. It is the intent of this program that these pre- and post- Board meeting interactions between the mentoring pairs take place for the first three Board meetings that a new Board Director attends.

Mentorship Meetings – Suggested Discussion Points

Introduction and Orientation

1. Purpose of the meeting package — what it is, why it's prepared, what materials are included
2. Role of the Board vs staff/committees — what the Board is responsible for versus implementation/execution
3. Expectations for a Board Director: preparation, asking questions, conflict of interest, confidentiality

Structure of the Meeting Package and Board Meeting

1. Agenda — how it is laid out (timing, order of items, standing items, special/urgent items)
2. Previous Minutes — what to look for (accuracy, outstanding action items, approvals)
3. Reports — types (staff, financial, committee), what they typically include
4. Supporting documents/attachments — policies, proposals, briefing notes, correspondence
5. In-Camera Meeting of the Board – what is the purpose, how they fit into the regular meeting

How to Read / What to Look For:

1. Key sections to prioritise
    - Action Items: items that require the Board's decision or direction
    - Financial Reports/Budgets: variances, significant changes, risks
    - Strategic plan updates / performance metrics
    - Major policy or regulatory issues
2. Indicators of concern or things to flag
    - Deviations from previous plans or budget
    - Items with significant resource implications (staffing, funding, legal risk)
    - Requests for new initiatives vs renewals, etc.
3. Questions to ask when reviewing:
    - "Is this in the interest of the public?"
    - "Why is this here?" – what decision or input is expected from the Board
    - "What has changed since last report?" – trends or new information
    - "What are the risks, costs, benefits?"

Interacting with the Package

1. Making notes — key points, questions, suggestions
2. Identifying what needs follow-up — for you personally, from staff, or other Board Directors
3. Preparing for discussion — what you might want clarified in the meeting

During the Meeting

1. Using the agenda to guide your attention
2. Speaking up — raising questions, suggesting clarifications, making motions when appropriate
3. Tracking decisions and assigned tasks

After the Meeting

1. Reflecting on the Board Meeting and the principles of speaking with "one voice" after a decision has been made by the Board.
2. Reflecting on how the package review could be improved — clarity, timeliness, relevance (Board Meeting Feedback Survey)
3. Completing the honoraria claim forms – CDO forms for Professional Directors or HBS process for Public Directors.