



**COLLEGE OF OPTICIANS  
OF ALBERTA**

**Council Composition Matrix**

To establish a strong governing board, the COA Council has adopted the following composition matrix. While not every Council member is expected to possess the skills, practices, or knowledge areas defined below, the Council endeavours to welcome members with diverse attributes and to collectively work towards establishing a board committed to the organization’s stated values.

<b>COA Council Composition Matrix</b>			
<b>To Support Strong Decision-Making in the Public Interest</b>			
<b>Attributes of Council Members</b>		<b>Attributes of the Council as a Whole</b>	
<b>Values</b>	<b>Skills, Practices, and Knowledge</b>	<b>Values</b>	<b>Professional Experience, Knowledge, and Skills</b>
<p><b>Collaboration:</b> Recognition that meaningful engagement and dialogue lead to stronger results and commitment to cooperating with fellow Council members.</p>	<p><b>Cultural Safety and Humility:</b> Ongoing learning, appreciation, and respect for unique perspectives, cultural contexts, power imbalances, and biases.</p>	<p><b>Diversity:</b> A variety of backgrounds and experiences to reflect the communities that the college serves, including but not limited to:</p> <ul style="list-style-type: none"> <li>• Optical practice</li> <li>• Cultural/historical</li> <li>• Gender, gender identity, and sexual orientation</li> <li>• First Nations, Metis, and Inuit</li> <li>• Lived experience of disability</li> <li>• Regional, including rural communities</li> </ul>	<p><b>Board Leadership and Governance:</b> Experience facilitating board and committee meetings, developing board culture, fostering board effectiveness, setting strategic direction, and overseeing executive performance.</p>
<p><b>Compassion:</b> A deeply felt concern for the wellbeing of Albertans and a commitment to safe, ethical, and professional care.</p>	<p><b>Financial Literacy:</b> Reasonable understanding of financial and budgeting information; the</p>	<p><b>Accountability and Ethical Practice:</b> Willingness and ability to take full responsibility for decision making and to</p>	<p><b>Business Acumen:</b> Business experience, including an understanding of good management principles and what an</p>

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	confidence to ask questions to ensure financial stewardship of the college.	ensure the safe, competent, and ethical practice of registered opticians in Alberta.	organization needs to operate effectively.
<b>Emotional Intelligence:</b> Awareness of personal strengths, areas for development, and potential biases; openness to reflection, feedback, and continuous improvement.	<b>Governance:</b> Understanding of good governance principles, the difference between policy and operations, fiduciary duties, and the stewardship responsibilities of the Council.	<b>Transparency and Openness:</b> Commitment to foster open dialogue, act with integrity and honesty, and operate in full transparency for the benefit of the public.	<b>Change Leadership and Innovation:</b> Change management and transformation experience that supports the college’s ability to adapt, evolve, and lead systemic change.
<b>Humility:</b> Openness to new ideas, new perspectives, and new ways of doing things; the willingness to bring a growth and learning mindset to decision-making.	<b>Health Professions Regulation:</b> Understanding the role of health profession regulators, the public protection mandate of the college, the core work of the college, and the environment in which the college operates.	<b>Fairness:</b> Recognition of and willingness to actively work to eliminate bias and discrimination in relation to registration and regulatory practices.	<b>Financial Oversight:</b> Accounting or financial management experience and the ability to support non-financial board members in executing their financial oversight responsibilities.
<b>Inclusivity and Respect:</b> Ability to create a working culture that is welcoming of diverse perspectives, new partners, and new ideas and in which board members, staff, and stakeholders are treated with respect.	<b>Interpersonal Communication:</b> Ability to communicate effectively both verbally and in writing, and to engage in respectful and productive discussions.	<b>Effectiveness:</b> Recognition that continuous improvement and adaptability is necessary to achieve the college’s mandate in a rapidly evolving social, economic, and political landscape.	<b>Government and Public Relations:</b> Knowledge and expertise in strategic communications, stakeholder relations, and government relations to support and build effective relationships, effectively disseminate college information, and influence change.

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<p><b>Public service:</b> A commitment to the college’s public protection mandate and the time required to execute the role diligently. Recognition that the public interest always overrides one’s personal or professional interests.</p>	<p><b>Organizational decision-making:</b> Understanding of the development of policy and decision making based on objective principles and informed by evidence and best practice.</p>		<p><b>Legal and Regulatory Expertise:</b> Understanding of contracts, privacy, employment, labour, litigation management, and administrative law; experience and understanding of investigation principles and hearings.</p>
<p><b>Objectivity:</b> Ability to make evidence-based decisions that support and fulfill the college’s public protection mandate.</p>	<p><b>Technological Competence:</b> Ability to work electronically and virtually while maintaining the security, privacy, and efficiency of the college’s work.</p>		<p><b>Quality Assurance and Risk Management:</b> Experience and understanding of quality improvement principles and experience in risk management/risk oversight programs.</p>