

# **BOARD POLICIES**

For

**The Students' Association of  
The Algonquin College of  
Applied Arts and Technology  
Corporation**

## POLICY TABLE OF CONTENTS

---

<b>Governance Process Policies</b> .....	<b>1</b>
Governance Commitment	
Governing Style	
Directors' Job Description	
Reimbursement and Remuneration	
Board Committee Principles	
Annual Board Planning Cycle	
Board Members' Code of Conduct	
Committee Structure	
Election Process	
Duties of the Chair	
President's Job Description	
Vice-President's Job Description	
Student Forum	
Board Communication to College Community	
Cost of Governance	
Process for Policy Violation	
Archiving of Official Board Documents	
<b>Board-CEO Relationship</b> .....	<b>2</b>
Chief Executive Officer's Role	
Delegation to The Chief Executive Officer	
Chief Executive Officer's Job Description	
Monitoring CEO Performance	
Progressive Discipline for Policy Violation	
<b>Executive Limitations Policies</b> .....	<b>3</b>
General Executive Constraints	
Treatment of Clients	
Staff Treatment	
Budgeting	
Financial Condition	
Emergency Executive Succession	
Communication and Counsel to The Board	
Asset Protection	
Compensation and Benefits	
Construction and Renovation of Students' Association Facilities	
Employment Contracts	
Progressive Discipline for Policy Violation	
System for Student Advocacy	
Membership Fees	
<b>Ends Policies</b> .....	<b>4</b>
Mission Statement	
<b>Corporate By-laws</b> .....	<b>5</b>

---

**POLICY TYPE: GOVERNANCE PROCESS**

**POLICY TITLE: GOVERNANCE COMMITMENT**

---

The purpose of governance is that the Board, on behalf of *activity fee paying students*, guarantees the accountability of *The Students' Association of The Algonquin College of Applied Arts and Technology Corporation* by assuring that it (a) achieves appropriate results with the appropriate persons at an appropriate cost and (b) avoids unacceptable activities, conditions and decisions. In fulfilment of this charge, the Board is committed to rigorous, continual improvement of its capabilities to define values and visions.

1. Directors can be expected to commit 40 hours per month, on average.
2. Implementation of the Governance Process and all policies stated herein are in effect as of May 25, 1995.

Approved 03/08

## **POLICY TYPE: GOVERNANCE PROCESS**

### **POLICY TITLE: GOVERNING STYLE**

---

1. The Board will ensure that the principle activity of each of its members is that of a student.
  - a) Directors will not be obligated to participate in Board activity that conflicts with scheduled academic requirement.
  - b) Directors will be automatically relieved of their position as Director if they do not earn a 2.25 GPA.
    - i) the Director has the right to an appeal.
2. The Board will govern with an emphasis on outward vision rather than an internal preoccupation, encouragement of diversity in viewpoints, strategic leadership more than administrative detail, clear distinction of Board and CEO roles, collective rather than individual decisions, future rather than past or present, and pro activity rather than reactivity.
3. The Board shall:
  - a) be an initiator of policy, not a reactor to staff initiatives. The Board, not the staff, will be responsible for excellence in governing,
  - b) the Board shall facilitate and ensure regular communication amongst the Board.
  - c) cultivate a sense of group responsibility. The Board shall be equally responsible for maintaining the integrity of the Board, but will use the expertise of individual members to enhance the ability of the Board as a body, rather than to substitute the individual judgments of each member for those of the ownership,
  - d) direct, control and inspire the organization through the careful establishment of Board written policies reflecting values and perspectives. The Board's major policy focus will be on the intended long-term impacts outside the operating organization, not the means of attaining those effects,
  - e) enforce upon itself whatever discipline is needed to govern with excellence. Discipline will apply to matters such as attendance, preparation for meetings, policy making principles, respect of roles, and ensuring the continuity of governance capability. The Board will allow no officer, individual or committee of the Board to hinder or be an excuse for not fulfilling its commitments. The Board shall:
    - i) recognize all scheduled meetings and workshops of the Board to be official meetings of the Board
    - ii) attend and participate in all scheduled meetings of the Board and where circumstances require Directors may attend via electronic means. Board members must read all material attached to the agenda before the meeting to which it pertains
    - iii) submit material for the next Board assembly to the Chairperson, at least seven (7) days prior to the meeting to which it pertains
    - iv) exercise continual Board development. This will include:
      - (a) orienting its members in the Board's governance process
      - (b) periodic discussion of process improvement
      - (c) education before decision making.

- f) monitor and discuss the Board's process and performance at each meeting. Self-monitoring will demonstrate the Boards commitment to faithful compliance of Board activity and discipline in comparison to the *Governance Process* and *Board-Staff Relationship* categories.
  - i) In the event of a member's non-compliance of the policy, the Board will seek remedy by the following process:
    - (a) first, during board monitoring the Board has a responsibility to inform the Director where they are not meeting the minimum requirements of the job.
    - (b) second, supportive conversation in a private setting between the Director and the Board or President.
    - (c) third, if the non-compliance continues, discussion in a work session between the Director and the full Board regarding the policy issue involved.

Approved 02/07

## POLICY TYPE: GOVERNANCE PROCESS

### POLICY TITLE: *DIRECTORS' JOB DESCRIPTION*

---

The job of the Board is to represent the *activity fee paying students* in determining and demanding appropriate organizational performance. To distinguish the Board's own unique job from jobs of staff, the Board will concentrate and organize its efforts on the following job products or outputs:

1. As part of education before decision-making, the Board shall focus on establishing a link between the organization and *activity fee paying students*. This link shall be formed and maintained to harvest student expectations. Linkage methods shall include, but not be limited to, the following:
  - a) visiting every campus at least twice a semester.
  - b) The Board must establish a presence at all campus and residence previews. This can include welcoming and encouraging students, leading campus tour groups, and generally developing a relationship between the Students' Association and the students.
    - i) all Directors must attend all days of campus preview.
      - (a) a minimum of three Directors must be present at each campus
  - c) All directors must attend one orientation activity each semester
  - d) the Board shall perpetuate a structured yet evolving Student Forum in response to student expectations and recommendations.
    - i) all Directors shall be required to attend all student forums.
  - e) In addition, the Board must coordinate one monthly linking activity.
  - f) Where applicable, Directors should document linkage through the use of student feedback forms.
    - i) feedback forms must be submitted to the Vice-President within two business days of receipt.
    - ii) the Board must respond to all feedback forms within 14 days of receipt.
  - g) Directors must submit to the President at least one B.O.D. Blog posting per month relevant to the Board's priorities.
2. Written governing policies which, at the broadest levels, address:
  - a) **ENDS:** organizational products, impacts, benefits, outcomes, recipients, and their relative worth (*what good for which needs at what cost*).
  - b) **Executive Limitations:** constraints on executive authority which establish the prudence and ethics boundaries within which all executive activity and decisions must take place.
  - c) **Governance Process:** specification of how the Board conceives, carries out and monitors its own tasks.
  - d) **Board-CEO Relationship:** how authority is delegated and its proper use monitored; the CEO role authority and accountability.

3. The assurance of CEO performance: the use and delegation of authority by the CEO shall be monitored to ensure its proper use; the integrity of the CEO role shall be maintained.
4. To achieve an influence in policy direction through participation on college committees and, as opportunities arise, at the municipal, provincial, and federal levels of government.

Approved 04/09

## **POLICY TYPE: GOVERNANCE PROCESS**

### **POLICY TITLE: REIMBURSEMENT AND REMUNERATION**

Directors are expected to assign their Board duties as 'priority' over part-time job responsibilities. In recognition of this commitment and the significant time demands on directors, the Board will provide the following as reimbursement/remuneration for foregone part-time wages.

- 1) A Director must be present and available to perform their duties throughout their 12 month term of Office and must be prepared to commit to a minimum number of scheduled work hours per month.
- 2) A Director will be entitled to the following reimbursement and remuneration according to the following criteria:
  - a) A monthly honorarium will be given if a director works the following:
    - i. An honorarium of \$280 per month during their term if a director works a minimum of 20 hours per month.
    - ii. An honorarium of \$560 per month during their term if a director works a minimum of 40 hours per month.
  - b) Each Director will be issued a pass to the Algonquin Fitness Zone.
  - c) A Director will receive an academic/performance incentive according to the following criteria:
    - i. A Director will receive an academic/performance incentive of \$500.00 issued at the end of each semester that they are enrolled in full time classes, provided:
      - a. The Director worked the minimum hours in each month assigned under this policy.
        - (1) A Director worked an average of 25 authorized hours per month for the semester.
        - (2) The President has worked an average of 34 hours per month.
        - (3) The Vice-President has worked an average of 30 hours per month.
        - (4) Directors on the selection committee may include up to 40 authorized interview hours toward the semester average of hours.
        - (5) A Director has performed all requirements listed in the Director's job description.
      - ii. A Director will receive an academic/performance incentive of \$1000.00 issued at the end of each semester that they are enrolled in full time classes, provided:
        - a. The Director worked the minimum hours in each month assigned under this policy.
          - (1) A Director worked an average of 45 authorized hours per month for the semester.

- (2) The President has worked an average of 63 hours per month.
  - (3) The Vice-President has worked an average of 55 hours per month.
  - (4) Directors on the selection committee may include up to 40 authorized interview hours toward the semester average of hours.
  - (5) A Director has performed all requirements listed in the Director's job description.
- d) Any Director traveling on Board-approved business shall be entitled to a reimbursement of travel expenses incurred at the current rate as set out by the CEO.
- i. Mileage claims shall be calculated from the Director's home campus.
- 3) The President will be entitled to the following reimbursement and remuneration according to the following criteria.
- a) An honorarium of \$800 in each month from September through April provided the individual works a minimum 58 hours per month.
    - i. In the event of extenuating circumstances from September to April, and at the discretion of the Board, the President will be reimbursed \$400 for the month if he/she has worked a minimum 29 hours for the month.
  - b) The President must be available to work full time during the summer months from May 1 to August 31 at a rate of \$14 per hour.
    - i. Must work a minimum of 480 hours to a maximum of 640 hours during this period.
    - ii. Must work no more than 44 hours per week, of which no less than 80% will be scheduled during normal business hours from Monday to Friday, unless otherwise directed by the Board.
- 4) The Vice-President will be entitled to monthly honorarium of \$700 provided the individual works a minimum 50 hours per month.
- a) The Vice-President will be entitled to a monthly honorarium of \$350 for the months of May through August if he/she worked a minimum 25 hours per month.
  - b) In the event of extenuating circumstances from September to April, and at the discretion of the Board, the Vice-President will be reimbursed \$350 for the month if he/she has worked a minimum 25 hours per month.
- 5) The PEO may utilize up to 20 hours at a rate of \$14/hour for each of the months of January, February and March to carry out the duties of the Office.
- a) The PEO has the full discretion to authorize up to 40 hours per month for each Director serving on the selection committee but the number of hours authorized must be in proportion to the number of candidate interviews required.

- 6) The Board will maintain a transparent system of accountability for all aspects of this policy.
  - a) Directors will submit a time sheet of hours worked each month to be authorized by the President and Vice-President.
  - b) The minimum hours assigned to Board activities must come from President, Vice-President, PEO and/or Director job description:
    - i. At the beginning of each school year, the Board will determine its
      1. Priority list
      2. Annual planning agenda
  - c) \$25.00 per month will be withheld as a security deposit; these funds will be released when all materials belonging to the Algonquin Students' Association have been returned in satisfactory condition and any outstanding debts to the Association have been repaid in full by the Director.

Approved 04/10

## **POLICY TYPE: GOVERNANCE PROCESS**

### **POLICY TITLE: *BOARD COMMITTEE PRINCIPLES***

---

1. Board committees, when used, will be assigned so as to minimally interfere with the wholeness of the Board's job and so as never to interfere with the delegation from Board to CEO. Committees will be used sparingly, only when other methods have been deemed inadequate:
  - a) Board committees are to help the Board do its job, not to help the staff do its jobs. Committees ordinarily will assist the Board by preparing policy alternatives and implications for Board deliberation. Board committees are not to be created by the Board to advise staff.
  - b) Board committees may not speak or act for the Board except when formally given such authority for specific and time-limited purposes. Expectations and authority will be carefully stated in order not to conflict with authority delegated to the CEO.
  - c) Board committees cannot exercise authority over staff. Since the CEO works for the full Board, the CEO will not be required to obtain approval from a Board committee before an executive action. In keeping with the Board's broader focus, Board committees will normally not have direct dealings with current staff operations.
  - d) Board committees are to avoid over-identification with organizational parts rather than the whole. Therefore, a Board committee which has helped the Board create policy on some topic will not be used to monitor organizational performance on that same subject.
  - e) this policy applies only to committees which are formed by Board action, whether or not the committees include non-Board members. It does not apply to committees formed under the authority of the CEO.

## **POLICY TYPE: GOVERNANCE PROCESS**

### **POLICY TITLE: ANNUAL BOARD PLANNING CYCLE**

---

1. To accomplish its outputs with a governing style consistent with Board policies, the Board will follow an annual agenda which (a) completes a re-exploration of ENDS annually and continually improves its performance through attention to Board education and to enriched input and deliberation:
  - a) the cycle will conclude each year on the thirtieth (30) day of April in order that Administrative budgeting can be based on accomplishing a one year segment of the most recent Board long range vision:
    - i) in the first one or two months of the new cycle, the Board will develop its agenda for the ensuing one year period.
  - b) education, input and deliberation will receive paramount attention in structuring the series of meetings and other Board activities during the year.
    - i) to the extent feasible, the Board will identify those areas of education and input needed to increase the level of wisdom and forethought it can give to subsequent choices.
  - c) the sequence derived from this process for the Board planning year ending April 30, 2010 is as follows:

#### **May:**

1. First Board Meeting
2. Scheduling of board responsibilities over the summer
3. Board Introduction to Policy Governance and Training

#### **June:**

1. Determining annual board priorities for the year
  - a. Assign director participation on college committees
2. Confirming cost of governance budget
3. Board education with college executives and college management
  - a. Student Services Student Leaders' Day
4. Summer Student Forum
5. Board Meeting

#### **July:**

1. Finalizing and approving board priorities for the year
  - a. Assign director participation on internal SA committees
  - b. Assign director participation on faculty linking
  - c. Approval of Annual Board Planning Cycle policy
2. Board Meeting in Perth
3. Board education with Perth college executives and SA office staff

#### **August:**

1. Board Meeting
  - a. Schedule fall semester board responsibilities
  - b. Initial reporting on priorities
2. Attend Fall orientation

3. Finalize class representative handbook
4. Monitor CEO Report

**September:**

1. Attend all Student Services/ Students' Association Welcome Week activities
2. Attending Residence/Weekend Student orientation
3. Link on student commons
3. Board Meeting
  - a. Report on student wishes for student forum
4. Meeting with V.P. Academic and V.P. Administration on program and service review
5. Class representative training at Woodroffe, Perth, Pembroke
6. Director Evaluations
7. Attend and promote all SA events, including athletics

**October:**

1. Board Meeting
  - i) Selection of PEO
  - iii) PEO selects the 5 (five) Selection Committee members
2. Review Elections Process to involve Perth
3. Weekend Student Forum
4. Student Forums (3)
5. Present Student Commons to Board of Governors for approval

**November:**

1. Board Meeting
2. Student Forums (3)
3. Residence Forum
4. Meeting with Auditor to approve audited financial statements
5. Correspond with students and ITS on virtual campus ideas
6. Focus linkage on new campus facilities
7. Lobby Governments for new Pembroke Campus

**December:**

1. Board Meeting
2. Director evaluations
3. Review conceptual design of Pembroke / Perth student facilities
3. Board approval of election timelines as presented by the PEO
4. Monitor CEO Report

**January:**

1. Board Meeting
2. Attend Winter orientation
3. Coordinate Winter Intake class rep training
4. Schedule all Board activity for the semester
5. Follow up on methods Algonquin College can use to manage costs of education

**February:**

1. Board Meeting
2. Student Forums (3)
3. Link in regards to comradery, pride, and other student feelings
4. Review conceptual drawings of Student Centre
5. Focus on exploring Student Support Services
6. Submit recommendations to PEC on program/services review

**March:**

1. Board Meeting
2. Annual General Meeting
3. Student Forums (3)
4. Director evaluations
5. Submit student recommendations on new campus facilities
6. Submit recommendations to PEC and ITS on student requirements for virtual campus
7. Approval of nominated director candidates

**April:**

1. Board Meeting
2. Changeover Weekend
3. Submit recommendations to Student Support Services on services
4. Submit recommendations on student feelings towards Algonquin
5. Directors resign

Approved 09/09

## POLICY TYPE: GOVERNANCE PROCESS

### POLICY TITLE: *BOARD MEMBERS' CODE OF CONDUCT*

---

1. The Board commits itself and its members to ethical and businesslike conduct. This includes proper use of authority and appropriate decorum when acting as Board members:
  - a) members must represent unconflicted loyalty to the interests of *activity fee paying students*. This accountability supersedes any conflicting loyalty such as that to advocacy or interest groups and membership on other boards or staffs. It also supersedes the personal interest of any Board member acting as a client of the organization's services.
  - b) members must avoid conflict of interest with respect to their fiduciary responsibility:
    - i) there must be no self-dealing or any conduct of private business or personal services between any Board member and the organization except as procedurally controlled to assure openness, competitive opportunity and equal access to "inside" information.
    - ii) when the Board is to decide upon an issue, about which a member has an unavoidable conflict of interest, that member shall absent herself or himself without comment from not only the vote, but also from the deliberation.
    - iii) Board members must not use their positions to obtain employment in the organization for themselves, family members or associates. Should a member desire employment, he or she must first resign.
    - iv) Board members shall not be employed by College Executives.
    - v) members will annually disclose their involvements with other organizations, with vendors, or any other associations which might produce a conflict.
  - c) Board members may not attempt to exercise individual authority over the organization except as explicitly set forth in Board policies:
    - i) members' interaction with the CEO or with staff must recognize the lack of authority vested in individuals except when explicitly Board-authorized.
    - ii) members' interaction with public, press or other entities must recognize the same limitation and the inability of any Board member to speak for the Board. In making public statements regarding issues other than policy, the Board shall:
      - (a) clearly distinguish, in both written and oral public statements, between personal opinions and opinions representing the Board of Directors
      - (b) provide accurate, complete, current and unbiased information.
    - iii) members will give no consequence or voice to individual judgements of CEO or staff performance.
  - d) members will respect the confidentiality appropriate to issues of a sensitive nature.

Approved 6/99

**POLICY TYPE: GOVERNANCE PROCESS**

**POLICY TITLE: *COMMITTEE STRUCTURE***

---

A committee is a Board committee only if its existence and charge come from the Board, regardless whether Board members sit on the committee. The only Board committees are those which are set forth in this policy.

## **POLICY TYPE: GOVERNANCE PROCESS**

### **POLICY TITLE: *ELECTION PROCESS***

---

The Board shall run a fair and equitable election process annually in compliance with By-law #1.

1. To eliminate any possible perception of Board interference in the election process the Board shall clearly define its role. Accordingly, the Board shall:
  - a) appoint a Board member to act as Primary Electoral Officer (PEO) of the Corporation.
  - b) not publicly endorse any Director in the campaign for President, Vice-President or Secretary.
    - i) individual Directors may not publicly endorse any Director.
  - c) present nine qualified members for election at a Special General Meeting to be held annually in February or March.
    - i) one (1) Director must be a student attending the Pembroke Campus.
    - ii) one (1) Director must be a student attending the Perth Campus.
  - d) have the authority to extend the nomination process.
    - i) in the case of candidate appeals.
2. The Primary Electoral Officer shall be given authority and responsibility to interpret the remainder of the Elections Policy and as such shall:
  - a) appoint a Selection Committee of five (5) Directors to interview prospective candidates.
    - i) Attend a training session on interviewing techniques administered by the CEO.
    - ii) The committee shall present the recommendations to the Board for approval.
  - b) The PEO is included as an ex-officio member of the selection committee.
  - c) All committee recommendations must be achieved by consensus.
3. The Primary Electoral Officer will be responsible for monitoring the election process and reporting to the Board.

The PEO shall:

  - a) ensure that all candidates meet the qualifying criteria and demonstrate this to the selection committee.
  - b) coordinate the opening and closing dates of the nomination process for the Directors positions.
  - c) review and approve all nomination forms.

- i) All nomination forms are to be treated as confidential documentation and are not to be discussed or released prior to close of nominations. Failure to respect confidentiality of this process will result in disciplinary action.
  - ii) investigate any complaints regarding infractions and irregularities with the elections process and report the results of the investigation to the Board.
- 4. In order to qualify to be a Director a member of the Corporation must meet all of the following criteria:
  - a) member must have paid his or her fees as set forth by the Corporation and been enrolled in a full-time post secondary Ministry funded program;
  - b) the member must be eighteen (18) or more years of age and have the power to contract;
  - c) the member must be bondable;
  - d) the member must have a cumulative grade point average (GPA) of at least 2.25, or its equivalent, from a post secondary institution in the semester preceding the election.
  - e) must be available and able to fulfill duties for the full 12 month term, including summer months.
  - f) must have attended a Board orientation session outlining the Board Policy Governance model, organizational structure, and the selection process prior to the selection process;
  - g) a member will not qualify to be a candidate for director if he/she has previously been appointed to serve on the Selection Committee.
  - h) a member will not qualify to be a candidate for director if they have previously served for three terms on the Board.
- 5. The nomination process will open the first day of the winter semester and close fourteen (14) days later at noon.
  - a) Nomination packages will be made available at this time at all campuses.
  - b) Prior to the closing of the nomination process, candidates must submit all forms contained within the nomination package in complete to include:
    - i) nomination forms signed by fifty (50) members of the Corporation
    - i) resume
    - ii) most recent transcript
    - iii) maximum one-page cover letter answering the question contained in the nomination packages
- 6. The selection process shall be held annually beginning in the month of January and ending in the month of February.
- 7. The Board shall schedule a Special General Meeting to elect the candidates presented by the Board.
  - a) The Board shall give notice fifteen days prior to SGM
  - b) All members shall be notified by letter mail no later than seven (7) days prior to the SGM

- i) notification by letter mail shall include information regarding the availability of a proxy form
  - ii) in the event of a postal strike notification will be done internally.
- 8. Immediately following the election of the incoming Directors a meeting will be held to elect the officers of President, Vice-President/Secretary.
  - a) The Directors shall elect from among themselves the positions of President, Vice-President/Secretary, upon receipt of a written nomination of a Director by another Director for a position. Elections shall be held annually at such time as agreed to by the Board of Directors. One (1) person may hold more than one position, save and except the positions of President and Vice-President.
  - b) Should more than one (1) Director be nominated for the position of President, Vice-President/Secretary, a general election of the members shall be called immediately following the election of directors at a Special General Meeting.
  - c) Seven (7) days notice of the election shall be given. The said notice shall be posted in conspicuous places throughout each campus of the Algonquin College of Applied Arts and Technology. The elections shall be by ballot and shall be decided by a majority of votes cast in favour of a particular individual. In case of an equality of votes, the Chairperson, in addition to his/her original vote, shall have a second or casting vote.
  - d) The incoming Board of Directors shall accept and confirm all individuals elected by the foregoing procedure at a meeting held on the first working day of their term.
- 9. Campaigning for elected positions may begin upon approval of nominations and not before 12:01 a.m. the day following the approval of nominations and must cease at 12:01 a.m. the first day of the voting period.
  - a) Campaign signage will be delayed until coordinated by the PEO.
  - b) Each approved candidate is eligible for funding from the Students' Association in the amount of two hundred and fifty (\$250) dollars. To be reimbursed, receipts for election expenditures are to be submitted to the Primary Electoral Officer no later than seven (7) days following the close of the General Election.
  - c) Each candidate will be provided, free of charge, poster paper, masking tape, paint supplies, and markers.
  - d) No other Students' Association resources are to be used.
  - e) Failure to comply with the following campaign rules will result in disqualification:
    - i) No candidate will deface any other candidate's campaign paraphernalia.
    - ii) Any current director who runs for an officer position shall not publicly represent or link on behalf of the Students' Association during election week.
    - iii) Any member of the Corporation who has reason to believe that an infraction has been committed, must submit the specifics of the alleged infraction, in writing, to the Primary Electoral Officer within two (2) working days. If an infraction(s) has been committed, the Board may disqualify the candidate in question.

10. All members of the Students' Association will be given the opportunity to vote.
  - a) There will be a minimum of two (2) polling stations at Woodroffe campus and one (1) polling station at the Pembroke campus, and one (1) polling station at the Perth Campus with a minimum two (2) polling attendants at each station.
    - i) each polling station will be open from 9:00 a.m. to 3:00 p.m. for five (5) consecutive days of voting.
    - ii) online voting will be available between 3:00 a.m. to 11:00 p.m.
  - b) Advanced polling will occur in the case where a program self identifies that its members will be unavailable during the polling week.
    - i) at least two (2) days notice is required.
  - c) Failure to complete three days of elections will result in a new election being called
    - i) a complete day is 9:00 a.m. till 3:00 p.m.
11. It is paramount to the integrity of the election that proper security measures are in place.
  - a) The PEO shall print the results at least once per day during the elections and secure them in a safe location.
    - i) a print out of the end of day results at 3:00 p.m. each day is required
  - b) All electronic ballots shall be displayed with the candidates' names in a random order
  - c) Voting results will not be released until the Primary Electoral Officer has completed a verification of the votes to ensure there are no irregularities with the tabulation process.

Approved 18/08

## POLICY TYPE: GOVERNANCE PROCESS

### POLICY TITLE: DUTIES OF THE CHAIR

---

1. The Board meetings will be chaired by the President. The Vice-President will chair in the President's absence, until he/she returns or a new President is selected from the Board members. The Chairperson:
  - a) is to ensure the integrity of the Board process
  - b) is to ensure that the Board behaves consistent with its own rules and those legitimately imposed upon it from outside the organization
  - c) has no authority to make decisions or interpretations about policies created by the Board within *ENDS* and *Executive Limitations* policy areas. Therefore, the Chairperson has no authority to supervise or direct the CEO
  - d) is empowered to chair Board meetings with all the commonly accepted power of that position and may invoke Robert's Rules of Order (e.g., ruling, recognizing):
    - i) meeting content will only consist of those issues which, according to Board policy, clearly belong within Board Governance
    - ii) deliberation will be fair, open, and thorough; it shall also be efficient, timely, orderly and to the point
    - iii) unbiased agenda information will be presented.
  - e) must not manipulate or skew the Board's discussion. The Board instructs the Chair as to which direction to proceed
  - f) is to ensure that the agenda is published one (1) week prior to the meeting
  - g) ensures the accuracy of the minutes and that the minutes are distributed within forty-eight (48) hours after the meeting.
  - h) is responsible for directing board communication efforts to the college community.

Approved 04/05

## **POLICY TYPE: GOVERNANCE PROCESS**

### **POLICY TITLE: PRESIDENT'S JOB DESCRIPTION**

The President is elected by the activity fee paying students as the individual who personifies the Students' Association. The President is the highest officer of the Corporation and is looked to for leadership from the students and the entire College community. Since the President is a member of the Board, he/she is also subject to the Directors' Job Description:

1. the Board speaks with one voice and it is the President who is charged with this assignment.
2. the authority of the President consists of making decisions that fall within the topics covered by the Board policies on *Governance Process* and *Board-CEO Relationship*. The President is authorized to use any reasonable interpretation of the provisions in these policies.
3. the President has no authority to make decisions or interpretations about policies created by the Board within *ENDS* and *Executive Limitations* policy areas. Therefore, the President has no authority to supervise or direct the CEO.
4. the President shall attend official Algonquin College functions and advocacy related meetings.
5. the President is the figurehead of the Corporation and must therefore conduct him/herself in the utmost professional manner at all times.
6. the President will ensure that Board members have the information they require to perform their jobs.
  - a) the President must get Board approval to seek billable professional advice.
7. the President co-signs and authorizes Board documents and expenses.
  - a) officers of the board are entrusted to be judicious in exercising their duties of care, loyalty and obedience to the expressed wishes of the board as identified in the board's by-laws and policies and may refuse to sign any document when in doubt.
  - b) the President must retain all Director timesheets for an entire academic four-month semester for a minimum of four months after the semester concludes.
8. the President must provide a monthly statement disclosing all expenditures for Board members.
9. the President must attend all SA/College Collaborative and College Academic Council meetings.
10. the President is the liaison with the President of the College and maintains a good rapport with the members of the College community.
11. the President shall inform the student body of changes in Students' Association policy that directly affect the student membership.
  - a) responsible for maintaining and facilitating a dialogue on policy under Board consideration with students via the President's column in the Algonquin Times and the B.O.D. Blog.
    - i) the President is responsible to ensure that the Board create a new blog post every three days.

12. the President is the liaison between the College and the Board.
13. the President is the Chairperson of the Board.
14. the President reports the activities of the Office to the board
  - a) submits a monthly report to the Board on his /her activities.
  - b) Ensures that prior to the end of his/her term a two page transitional report is provided to his/her successor and that this transitional report is maintained and updated annually.
    - i) the report will be presented at the final Board meeting of the term.
    - ii) the report will be attached to the minutes as an appendix.
15. the President attends the annual Governance Policy training hosted by the International Policy Governance Association (IPGA).
  - a) in the event that the President attended the event the previous year the opportunity will be given to the Vice-President.

Approved 09/09

## **POLICY TYPE: GOVERNANCE PROCESS**

### **POLICY TITLE: VICE-PRESIDENT'S JOB DESCRIPTION**

The Vice-President is both an Officer and Director of the Board. The Vice-President is also Secretary of the Board.

The Vice-President:

1. shall be vested with all powers and shall perform all duties of the President in the absence, inability, removal or refusal to act of the President.
2. acts as custodian of the seal of the Corporation and of all books, papers, records, correspondence, and contracts belonging to the Corporation which he/she shall deliver up only when authorized by resolution of the Board of Directors and to such person or persons as be named in the resolution.
  - a) inspects corporate documents annually
  - b) archives official corporate documents
  - c) ensures the internal distribution of Board documents.
3. advocates for the Program Council process and class representative system.
  - a) organizes minutes from Program Councils.
    - i) reviews all Program Council minutes.
    - ii) analyzes Program Council minutes to identify trends and provide briefs to the Board before the end of each semester.
      - (a) recommends to the Board the assignment of these issues to the appropriate college committee for legislative change.
  - b) coordinates and distributes forum documentation.
    - i) distributes forum records within 48 hours.
    - ii) coordinates response from student forums within 14 days.
4. coordinates student feedback forms.
  - a) distributes feedback forms to Directors within two business days from dated receipt.
  - b) keeps organized records of all feedback forms.
5. coordinates the initial contact between the Board of Directors and college committees.
  - a) keeps records of minutes from committees.
6. co-signs and authorizes Board documents and expenses.
  - a) officers of the Board are entrusted with being judicious when exercising their duties of care, loyalty and obedience to the expressed wishes of the Board as identified in the Board's By-laws and policies and when in doubt may refuse to sign any document.
7. ensures that notification of forums, Board meetings and general meetings are posted for the membership in accordance with Board policy and Corporate By-laws.
8. reports the activities of the Office to the Board.
  - a) submits a monthly report to the Board on his/her activities.
  - b) ensures that prior to the end of his/her term a two page transitional report is provided to his/her successor and that this transitional report is maintained and updated annually.
    - i) The report will be presented at the final Board meeting of the term.
    - ii) The report will be attached to the minutes as an appendix.

Approved 15/07

## POLICY TYPE: GOVERNANCE PROCESS

### POLICY TITLE: *STUDENT FORUM*

---

1. To accomplish its outputs regarding the representation of activity fee-paying students in affecting legislative change at the local, provincial and federal levels, the Board shall perpetuate a structured yet evolving Student Forum in response to student expectations and recommendations.
  - a) The Board shall facilitate and inspire diversity and participation.
    - i) The President shall coordinate all aspects of Student Forum.
    - ii) There shall be a consistent Chair appointed for each campus. The role of the Chair is to manage the agenda and to facilitate interaction and participation.
    - iii) The role of the Class representative is to provide a link between the Board and his/her class. Information from Student Forum and his/her classmates' concerns are to be exchanged in a timely and concise manner.
    - iv) Any activity fee-paying student is welcome to attend and voice his/her concerns.
    - iv) The appropriate expertise shall be invited by the President as required.
  - b) Responsible Class Representatives will be recruited with the assistance of the *Vice-President, Academic Services*, and the appropriate *Academic Chair*. Recruitment will be a continuous process aimed at maintaining representation from the student body at an optimal level. Class Representatives will be familiarized with the processes and responsibilities associated with their position at the first meeting of the academic year.
    - i) A system of recognition shall be developed for the class representatives.
    - ii) All meetings shall be appropriately advertised and promoted.
    - iii) A confidential database of Class representatives will be maintained.
  - c) The agenda for Student Forum will be student driven. Issues shall be harvested from and prioritized by students.
    - i) Agendas will be prepared and publicized a minimum of seven (7) days prior to each Student Forum, with the exception of meetings that are called as a result of a critical issue.
    - ii) A minimum of one (1) Student Forum meetings shall occur at each campus per semester with one (1) meeting being scheduled in the summer semester.
    - iii) A minimum of one (1) Residence Forum shall occur at the Residence during the fall or winter semester(s).
    - iv) Documentation resulting from each Student Forum meeting shall be made available to all Class Representatives no later than seven (7) days following the meeting.
  - d) A survey of all Class Representatives shall be administered at the end of each semester to determine the efficacy of Student Forum, with a more comprehensive survey being administered during the month of April.

## **POLICY TYPE: GOVERNANCE PROCESS**

### **POLICY TITLE: BOARD COMMUNICATION TO COLLEGE COMMUNITY**

The Board will take a deliberate and well-planned approach to communicating its intentions to members of the college community. Board communication should be proactive as opposed to reactive; to ensure this occurs, the Board will communicate through:

1. Strategic use of the media involving;
  - a) written news releases to Algonquin student media and Algonquin College;
  - b) a President's column in the Algonquin Times that encourages and welcomes dialogue from students.
  - c) the placement of the Chair or his/her delegate for the purpose of interviewing;
2. Strategic use of the Students' Association website to post the following;
  - a) responses to student enquiries – provided they are board specific;
  - b) corporate bylaws and policies;
  - c) news releases;
  - d) audited financial statements;
  - e) meeting minutes of the Board, with the removal of any confidential content;
3. The Chair may delegate any of these tasks to another member of the Board in order to leverage the strengths of individual Board members.

Approved 05/05

## **POLICY TYPE: GOVERNANCE PROCESS**

### **POLICY TITLE: COST OF GOVERNANCE**

The Board commits to investing in its own capabilities to govern with excellence and to uphold the principles of accountability and transparency. Accordingly, the Board shall invest sufficient funds for board prerogatives such as costs of Board development, Board and committee meetings, Board remuneration, Board legal fees, the Board's system of consultation with the membership, Board recruitment, Board general and administrative fees, and professional and legal fees.

1. The Board will approve an annual cost of governance derived from the annual planning cycle.
2. Costs will be incurred prudently, though not at the expense of good governance.
3. The Board will govern with \$183,232 allocated as follows:

#### Board Development

a)	Board Training – IPGA Seminars	\$ 2,400
b)	Carver Newsletter	\$ 400

#### Board and Committee Meetings

a)	Board Orientation – Changeover Weekend	\$ 6,000
b)	Policy Workshops – Intensive Policy Weekends	\$13,500
c)	Monthly meeting Travel and Accommodation	\$ 3,000

#### Board Reimbursement and Remuneration

a)	Director's Monthly Honorarium	\$47,040
b)	Academic/Performance Incentive	\$18,000
c)	President's Summer Salary	\$ 9,318
d)	President's Monthly Honorarium	\$ 6,400
e)	Vice-President's Monthly Honorarium	\$ 8,400

#### Membership Consultation/Linkage

a)	Class Representative Program Council System	\$ 1,600
b)	Student Forums	\$17,000
c)	Board Clothing	\$ 1,500
d)	Campus Visits – Travel Costs	\$ 4,000
e)	General Meetings – AGM & Special AGM	\$ 500
f)	Board linking Activities	\$ 1,800
g)	Class Rep Promotional Item	\$ 500
h)	Class Rep Awards	\$ 1,000

Board Recruitment and Elections Process

a)	Compensation – PEO	\$ 874
b)	Promotion	\$ 1,500
c)	Candidate expenses	\$ 1,500
d)	Accommodation and travel for Selection Committee	\$ 850
e)	Polling attendants salaries at \$12.00 per hour	\$ 2,150

General and Administrative

a)	Directors and Officers Insurance	\$ 8,000
b)	Office Supplies and Printing	\$ 700
c)	Director's Business Cards	\$ 1,000
d)	Board Hospitality	\$ 1,300

Professional/Legal Fees

a)	Fiscal Audit	\$18,000
b)	Legal fees	\$ 5,000

**Total: \$183,232**

4. At each board meeting the Board will evaluate the progress of the Cost of Governance Expense.
5. The signing officers – President and Vice-president – must authorize all expenditure taken from this budget.

Approved 08/09

**POLICY TYPE: GOVERNANCE PROCESS**

**POLICY TITLE: *PROCESS FOR POLICY VIOLATION***

The Board and its Directors are committed to faithful compliance with the provisions of the Board's policies. If after repeated and reasonable efforts under board monitoring a Director continues to violate board policy, the Board will seek remedy via the following confidential process:

1. direct the President to seek legal counsel on the options available to the Board.
2. consider its options and decide on a remedy in the best interest of the membership.
3. hold an in-camera meeting to deliver the remedy to all Directors of the Board.
4. publicly disclose its decision to the membership in accordance with advice from legal counsel.

Approved 02/07

**POLICY TYPE: GOVERNANCE PROCESS**

**POLICY TITLE: ARCHIVING OF OFFICIAL BOARD DOCUMENTS**

The Secretary of the Board will ensure that Official Board Documents are archived. The following documents are considered Official Board Documents:

1. Charter, Letters Patent and Bylaws
2. Board Policy
3. Minutes of the meetings of the Board of Directors
4. Minutes of Student Forums
5. Board monthly reconciliation statements
6. CEO Quarterly Reports
7. Audited Financial Statements
8. Official Board correspondence conveying a Board decision, request, position, or action

Approved 15/07

**POLICY TYPE: BOARD-CEO RELATIONSHIP**

**POLICY TITLE: *CHIEF EXECUTIVE OFFICER'S ROLE***

---

The General Manager as Chief Executive Officer (CEO), is accountable to the Board acting as a Board. The Board will instruct the CEO through written policies, delegating to him or her interpretation and implementation of those policies.

## **POLICY TYPE: BOARD-CEO RELATIONSHIP**

### **POLICY TITLE: DELEGATION TO THE CHIEF EXECUTIVE**

All Board authority delegated to staff is delegated through the CEO, so that all authority and accountability of staff, as far as the Board is concerned, is considered to be the authority and accountability of the CEO.

1. the Board will direct the CEO to achieve specified results, for specified recipients, at a specified worth through the establishment of the *Ends* policies. The Board will limit the latitude the CEO may exercise in practices, methods, conduct and other “means” to the *ENDS* through establishment of *Executive Limitations* policies.
2. as long as the CEO uses *any reasonable interpretation* of the board’s *ENDS* and *Executive Limitations* policies, the CEO is authorized to establish all further policies, make all decisions, take all actions, establish all practices and develop all activities.
3. the Board may change its *ENDS* and *Executive Limitations* policies, thereby shifting the boundary between Board and CEO domains. By doing so, the Board changes the latitude of choice given to the CEO. But so long as any particular delegation is in place, the Board and its members will respect and support the CEO’s choices. This does not prevent the Board from obtaining information in the delegated areas except individual client-identified data.
4. only decisions of the Board acting as a body are binding upon the CEO.
  - i) decisions or instructions of individual Board members, officers, or committees are not binding on the CEO except in rare instances when the Board has specifically authorized such exercise of authority
  - ii) in the case of Board members or committees requesting information or assistance without Board authorization, the CEO can refuse such requests that require, in the CEO’s judgment, a material amount of staff time or funds or is disruptive.

**POLICY TYPE: BOARD-CEO RELATIONSHIP**

**POLICY TITLE: CHIEF EXECUTIVE OFFICER'S JOB DESCRIPTION**

As the Board's single official link to the operating organization, the CEO's performance will be considered to be synonymous with organizational performance as a total. Consequently, the CEO's job contributions can be stated as performance in only two areas:

1. organizational accomplishment of the provisions of Board policies on ENDS
2. organizational operation within the boundaries of prudence and ethics established in Board policies on *Executive Limitations*.

## POLICY TYPE: BOARD-CEO RELATIONSHIP

### POLICY TITLE: *MONITORING CEO PERFORMANCE*

---

1. Monitoring CEO performance is synonymous with monitoring organizational performance against Board policies on *ENDS* and on *Executive Limitations*. Any evaluation of CEO performance, formal or informal, may be derived only from these monitoring data:
  - a) the purpose of monitoring is simply to determine the degree to which Board policies are being fulfilled. Information which does not do this will not be considered to be monitoring. Monitoring will be as automatic as possible, using a minimum of Board time so that meetings can be used to create the future rather than to review the past.
  - b) a given policy may be monitored in one or more of three ways:
    - i) internal report: disclosure of compliance information to the Board from the CEO
    - ii) external report: discovery of compliance information by a disinterested, external auditor, inspector or judge who is selected by and reports directly to the Board. Such reports must assess executive performance only against policies of the Board, not those of the external party unless the Board has previously indicated that party's opinion to be the standard
    - iii) direct Board inspection: discovery of compliance information by a Board member, a committee or the Board as a whole. This is a Board inspection of documents, activities or circumstances directed by the Board which allows a "prudent person" test of policy compliance.
  - c) upon the choice of the Board, any policy can be monitored by any method at any time. For the regular monitoring, however each *ENDS* and *Executive Limitations* policy will be classified by the Board according to frequency and method:
    - i) three times a year (April, August and December) Internal reports for Policies; Treatment of Clients, Asset Protection, Budget, Actual, Treatment of Staff, Ends
    - ii) annual external reports for Policies; Actual, Asset Protection, and Compensation and Benefits
    - iii) semi-annual direct inspection for Policy; Budget, Actual, Communication and Counsel to the Board.
  - d) each April, the Board will have a formal evaluation of the CEO. This evaluation will not only consider monitoring data as defined here, but as it has appeared over the intervening year.

Approved 06/09

**POLICY TYPE: BOARD-CEO RELATIONSHIP**

**POLICY TITLE: *PROGRESSIVE DISCIPLINE FOR POLICY VIOLATION***

---

The Board will apply progressive discipline for any policy violation by the CEO. Accordingly, the Board shall:

1. use one or more of the following forms of discipline within the parameters of jurisprudence, considering the severity and frequency of the violation:
  - i) inform the CEO of any policy violation in writing
  - ii) a written reprimand including an explanation of the violation and the consequences that result from that violation
  - iii) suspension with a warning for further discipline upon a subsequent policy violation
  - iv) notice of termination to the CEO without failing to provide justification for this action.

Approved 17/96

## **POLICY TYPE: EXECUTIVE LIMITATIONS**

### **POLICY TITLE: *GENERAL EXECUTIVE CONSTRAINTS***

---

The CEO shall not cause or allow any practice, activity, decision or organizational circumstance which is either illegal, imprudent or in violation of commonly accepted business and professional ethics.

1. with respect to interactions with clients, or those applying to be clients, the CEO shall not cause or allow conditions, procedures, or decisions which are unsafe, disrespectful, unduly undignified, unnecessarily intrusive, or which fail to provide appropriate confidentiality and privacy. Also the CEO shall not fail to communicate with clients on the activities and services offered.
2. dealings with staff and volunteers shall not be inhumane, unfair or undignified.
3. budgeting any fiscal period or the remaining part of any fiscal period shall not deviate materially from Board *Ends* priorities, risk fiscal jeopardy, or fail to be derived from a five (5) year plan.
4. actual financial conditions at any time shall not incur fiscal jeopardy or compromise Board *Ends* priorities.
5. there may be no fewer than two other executives familiar and informed of Board and CEO issues and processes.
6. information and advice to the Board will have no significant gaps in either timeliness, completeness, or accuracy.
7. assets may not be unprotected, inadequately maintained, or unnecessarily risked.
8. compensation and benefits for employees, consultants, contract workers, and volunteers shall not cause jeopardy to fiscal integrity or public image.
9. construction or renovation shall not deviate materially from Board *Ends* or compromise Board *Ends* priorities.
10. the CEO may not finalize a collective agreement or employment contract without legal advice.
11. the CEO shall not fail to apply progressive discipline to any staff member for a violation of Board policy.
12. the Board will not be uninformed.
13. the CEO shall not process any governance expense not specifically identified in the current year's approved budget.

Approved 06/06

## **POLICY TYPE: EXECUTIVE LIMITATIONS**

### **POLICY TITLE: *TREATMENT OF CLIENTS***

---

With respect to interactions with clients, or those applying to be clients, the CEO shall not cause or allow conditions, procedures, or decisions which are inequitable, unsafe, disrespectful, unduly undignified, unnecessarily intrusive, or which fail to provide appropriate confidentiality and privacy. Also the CEO shall not fail to communicate with clients on the activities and services offered, and accordingly, the CEO may not:

1. use application forms or procedures that elicit information for which there is no clear necessity
2. use methods of collecting, reviewing, or storing client information that fail to protect against improper access to the information elicited
3. maintain facilities that fail to provide a reasonable level of privacy, both aural and visual
4. fail to provide procedural safeguards for the transmission of information
5. fail to establish with consumers a clear contract of what may be expected and what may not be expected from the services offered
6. fail to ensure that all clients receive equal treatment with regards to activities or services provided by the Students' Association
7. fail to inform clients of this policy or to provide a grievance process to those clients who believe that they have not been accorded a reasonable interpretation of their rights under this policy
8. be without an effective communication strategy which will coincide with the overall five (5) year plan
9. allow information that is inaccurate or out of date to be distributed or communicated in any way to the clients.

Approved 15/07

## **POLICY TYPE: EXECUTIVE LIMITATIONS**

### ***POLICY TITLE: STAFF TREATMENT***

---

With respect to treatment of paid and volunteer staff, the CEO may not cause or allow conditions which are unfair or undignified, and accordingly, the CEO may not:

1. operate without personnel procedures which clarify personnel rules for staff, provide for effective handling of grievances, and protect against wrongful conditions
2. discriminate against any staff member for expressing an ethical dissent
3. allow management or staff vacations to significantly interfere with the services offered and/or affect the operation of the corporation:
  - a) allow two (2) of the three (3) executives familiar and informed of the Board and CEO issues and processes to be absent or on vacation simultaneously unless unforeseen circumstances arise
  - b) allow an employee to vacation without a capable replacement performing their duties.
4. allow any employee to work on behalf of or against any candidate who is nominated for an elected position
5. allow staff to be without the tools, resources, and knowledge necessary to perform their jobs
6. fail to acquaint staff with their rights under this policy.

Approved 15/07

## **POLICY TYPE: EXECUTIVE LIMITATIONS**

### **POLICY TITLE: *BUDGETING***

---

Budgeting any fiscal period or the remaining part of any fiscal period shall not deviate materially from Board Ends priorities, risk fiscal jeopardy or fail to be derived from a five year plan and, accordingly, the CEO may not cause or allow budgeting which:

1. Contains too little information to enable credible projections of revenues and expenses, separation of capital and operational items, cash flow, and disclosure of planning assumptions.
2. Plans the expenditure in any fiscal year of more funds than are conservatively projected to be received in that period.
3. Reduces the accumulated surplus below 15% of total operating expenses.
4. Provides less than \$183,232 per annum for Board prerogatives, such as costs of fiscal audit, Board development, Board and committee meetings, Board remuneration, and Board legal fees.
5. Endangers the fiscal soundness of future years or ignores the building of organizational capability sufficient to achieve ENDS in future years.
6. Does not recognize the organization's legal obligations to the Algonquin College Administration.
  - a) Does not dedicate 25% of the total activity fee to the athletics program.
  - b) Allocates revenue outside of the athletic program.
  - c) Allocates building fee revenue to activities or purchases other than the construction of the students' centre.
7. Allows the level of student funding to fall below 60% of total revenue.
8. Does not allocate at least 1% of total operating revenue towards a capital equipment reserve.
9. Does not allocate between 1% and 3% of the value of the assets of the student center(s) to a Capital Renewal Reserve
10. Fails to establish an internally restricted fund: Campus Facilities Development Reserve.
  - a) Does not allocate to the Reserve \$60 from every full-time membership fee collected.
  - b) Does not allocate to the Reserve \$30 from every part-time membership fee collected.
  - c) Does not invest the fund exclusively toward the development of student facilities on the Woodroffe, Pembroke or Perth campuses.

Approved 08/09

**POLICY TYPE: EXECUTIVE LIMITATIONS**

**POLICY TITLE: *FINANCIAL CONDITION***

---

With respect to the actual, ongoing condition of the organization's financial health, the CEO may not cause or allow the development of fiscal jeopardy or a material deviation of actual expenditures from Board priorities established in *ENDS* policies, and accordingly, the CEO may not:

1. expend more funds than have been received in the fiscal year to date unless the debt guideline (below) is met
2. indebt the organization in an amount greater than can be repaid by certain, otherwise unencumbered revenues within sixty (60) days
3. conduct inter-fund shifting
4. allow cash to fall below the amount required to settle payroll and debts in a timely manner
5. allow tax payments or other government-ordered payments or filings to be overdue or inaccurately filed
6. allow Athletic fees and revenues generated from athletic activity to be used for purchases outside of the athletic program
7. expend funds for capital equipment from any source other than the capital equipment reserve.

Approved 04/99

**POLICY TYPE: EXECUTIVE LIMITATIONS**

**POLICY TITLE: *EMERGENCY EXECUTIVE SUCCESSION***

---

In order to protect the Board from sudden loss of CEO services, the CEO may not have fewer than two executives familiar with and informed of Board and CEO issues and processes.

## POLICY TYPE: EXECUTIVE LIMITATIONS

### ***POLICY TITLE: COMMUNICATION AND COUNSEL TO THE BOARD***

---

With respect to providing information and counsel to the Board, the CEO may not permit the Board to be uninformed, and accordingly, the CEO may not:

1. neglect to submit monitoring data required by the Board (see policy on Monitoring Executive Performance) in a timely, accurate and understandable fashion, directly addressing provisions of the Board policies being monitored
2. let the Board be unaware of relevant trends, anticipated adverse media coverage, material external and internal changes, particularly changes in the assumption upon which any Board policy has previously been established
  - a) let the Board be unaware of any lawsuits or grievances filed against the organization
  - b) any anticipated need to increase to *student activity fees*.
3. fail to advise the Board if, in the CEO's opinion, the Board is not in compliance with its own policies on *Governance Process* and *Board-CEO Relationship*, particularly in the case of Board behaviour which is detrimental to the work relationship between the Board and the CEO
4. fail to marshal for the Board as many staff and external points of view, issues and options as needed for fully informed Board choices
5. present information in unnecessarily complex or lengthy form
6. fail to provide a mechanism for official Board, officer or committee communications, and elections and Board initiated scheduled student forums
7. fail to deal with the Board as a whole except when (a) fulfilling individual requests for information or (b) responding to officers or committees duly charged by the Board
8. fail to report in a timely manner an actual or anticipated noncompliance with any policy of the Board
9. fail to report any plans or changes in plans to construction or renovations of any Students' Association facility
10. fail to inform the Board prior to any capital equipment purchases.

Approved 02/99

## **POLICY TYPE: EXECUTIVE LIMITATIONS**

### **POLICY TITLE: ASSET PROTECTION**

The CEO may not allow assets to be unprotected, inadequately maintained, nor unnecessarily risked, and accordingly, the CEO may not:

1. fail to insure against theft and casualty losses to at least 80 percent replacement value and against liability losses to Board members, staff, or the organization itself in an amount greater than the average for comparable organizations
2. allow unbonded personnel access to material amounts of funds
3. subject plant and equipment to improper wear and tear or insufficient maintenance
4. unnecessarily expose the organization, its Board, or staff to claims of liability
5. make any purchase or commit the organization to any expenditure for which it cannot pay
6. make any purchase:
  - a) wherein normally prudent protection has not been given against conflict of interest;
  - b) without having obtained comparative prices and quality; and
  - c) without a stringent method of assuring the balance of long-term cost and quality
7. fail to protect intellectual property, information, and files from loss or significant damage
8. receive, process, or disburse funds under controls which are insufficient to meet the Board-appointed auditor's standards
  - a) invest or hold operating capital in insecure instruments, including uninsured chequing accounts and bonds of less than AA rating, or in non-interest bearing accounts except where necessary to facilitate ease in operational transactions.
  - b) endanger the organization's public image or credibility, particularly in ways that would hinder its accomplishment of *ENDS*.
  - c) dispose of or sell any assets of the organization without obtaining a fair market value for those assets and without offering the membership the opportunity to purchase the assets.

Approved 18/96

## **POLICY TYPE: EXECUTIVE LIMITATIONS**

### **POLICY TITLE: *COMPENSATION AND BENEFITS***

---

With respect to employment, compensation and benefits to employees, consultants, contract workers and volunteers, the CEO may not cause or allow jeopardy to fiscal integrity or public image, and accordingly, the CEO may not:

1. change his or her own compensation and benefits
2. promise or imply permanent or guaranteed employment:
  - a) promise or imply future employment to term contract workers before current contract expires
  - b) promise or imply employment to term contract workers beyond the date indicating the termination of their contract.
3. establish current compensation and benefits for full-time employees which:
  - a) deviate materially from the geographic or professional market for the skills employed
  - b) create obligations over a longer term than revenues can be safely projected, in no event longer than four (4) years and in all events subject to losses of revenue
  - c) exceed those of the CEO's.
4. establish current compensation and benefits for term employees which:
  - a) deviate materially from the geographic or professional market for the skills employed
  - b) create obligations over a longer term than revenues can be safely projected, in no event longer than one (1) year and in all events subject to losses of revenue.
5. establish or change pension benefits such that pension provisions:
  - a) cause unfunded liabilities to occur or in any way commit the organization to benefits which incur unpredictable future costs
  - b) provide less than some basic level of benefits to all full-time employees, though differential benefits to encourage longevity in key employees is not prohibited
  - c) allow any employees to lose benefits already accrued from any foregoing plan
  - d) treat the CEO differently from other comparable key employees
  - e) are instituted without prior monitoring of these provisions.

Approved 18/96

**POLICY TYPE: EXECUTIVE LIMITATIONS**

**POLICY TITLE: *CONSTRUCTION AND RENOVATION OF STUDENTS' ASSOCIATION FACILITIES***

---

With respect to all construction and renovation of Students' Association facilities, the CEO shall not deviate materially from Board Ends or compromise Board Ends priorities:

1. recognizing the three main criteria in construction and renovation as being cost, performance, and time; the CEO shall not:
  - a) allow the cost of a project to deviate from Board Ends, and risk fiscal jeopardy
  - b) allow the performance of a project to deviate from Board Ends
  - c) allow any new construction or renovations to significantly disrupt academic activity, and the Students' Association's ability to deliver its services to its clients
  - d) allow any new construction or renovation to be performed without consultation with the clients.
  
2. recognizing the need for Student Centres to be built, the CEO shall not fail to consider the Algonquin College Master Plan.

Approved 01/03

**POLICY TYPE: EXECUTIVE LIMITATIONS**

**POLICY TITLE: *EMPLOYMENT CONTRACTS***

---

The CEO may not finalize a collective agreement or employment contract without legal advice. Accordingly, the CEO may not:

1. finalize an employment contract or collective agreement without his or her signature
2. allow 12 months to pass during collective negotiations without seeking conciliation.

Approved 11/98

**POLICY TYPE: EXECUTIVE LIMITATIONS**

**POLICY TITLE: *PROGRESSIVE DISCIPLINE FOR POLICY VIOLATION***

The CEO shall not fail to apply progressive discipline to any staff member for a policy violation. Accordingly, the CEO may not:

1. fail to use one or more of the following forms of discipline within the parameters of jurisprudence, considering the severity and frequency of a violation:
  - a) inform any staff member of any policy violation in writing
  - b) a written reprimand including an explanation and the consequences that result from that violation
  - c) suspension with a warning for further discipline upon a subsequent policy violation
  - d) notice of termination to the employee without failing to provide justification for this action.

Approved 17/96

**POLICY TYPE: EXECUTIVE LIMITATIONS**

***POLICY TITLE: SYSTEM FOR STUDENT ADVOCACY***

---

1. With respect to the practices and policies which affect student life, the membership shall not be without an effective and proactive system for advocacy. Accordingly, the CEO shall not:
  - a) act on issues which do not specifically address the needs of the membership
  - b) fail to provide researched and updated information of relevant student issues to the Board prior to it being presented to Government, Industry, or College representatives
  - c) meet with Government, Industry, or College representatives to discuss advocacy issues unless accompanied by the President or his/her designate, and another Board member
  - d) allow the members to be uninformed

Approved 23/96

## **POLICY TYPE: EXECUTIVE LIMITATIONS**

### **POLICY TITLE: *MEMBERSHIP FEES***

---

The CEO shall not fail to apply activity fees to all members of the Students' Association.

1. Members enrolled in a full time, post-secondary, Ministry funded program
  - a) Student activity/sports fee \$150.50 per term
  - b) Building fee 17.50 per term
  - c) Health Plan fee 121.13 paid once annually
  
2. Members enrolled as a part-time student in a full time, post-secondary, Ministry funded program (non-Continuing Education).
  - a) Student activity/sports fee \$75.25 per term
  - b) Building fee 8.75 per term
  - c) Health Plan fee 121.13 paid once annually
    - i) The CEO shall not fail to present to the board the adjusted annual premium before fees publication.

## POLICY TYPE: ENDS POLICIES

### POLICY TITLE: *MISSION STATEMENT*

---

It is the mission of the Algonquin Students' Association to create an environment that inspires a passion for student success.

1. Environment defined as:
  - a) fair and just student treatment.
    - i) an informed student body that is empowered with a sense of ownership and that has intimate knowledge of the entitlements, processes and services of the community, college, and the Algonquin Students' Association.
  - b) an academic environment dedicated to learning and producing reputable graduates that demonstrate a high level of applied knowledge.
    - i) leading edge tools and resources including web enabled services
    - ii) knowledgeable instructors
    - iii) innovative and effective teaching methods with the use of online technologies and multimedia resources
    - iv) high levels of communication between students, instructors, and administrators
    - v) academics integrated into the activities of the residence
  - c) an economic environment which recognizes and responds to the financial concerns of students.
    - i) maintaining reasonable educational costs
    - ii) greater access to employment
    - iii) increased financial resources
  - d) a physical environment that meets or exceeds expectations of the Algonquin community.
    - i) state-of-the-art
    - ii) barrier - free
    - iii) environmentally friendly
    - iv) safe and secure
    - v) greenspace and room for growth
    - vi) new campus for Pembroke and Perth
    - vii) transit link from Woodroffe campus to Baseline station.
  - e) proud united culture.
    - i) an "Algonquin Spirit" that reflects its unique culture and heritage
    - ii) recognition of community and individual achievements,
      - (a) academics
      - (b) athletics
      - (c) volunteerism
    - iii) a social hub enhancing,
      - (a) learning
      - (b) creativity
      - (c) recreation
      - (d) leisure
    - iv) supportive community welcoming the freedom of thought and expression
    - v) dedicated to providing and protecting space for students to congregate

- f) campus housing that is preserved as a home environment.
  - i) aesthetically pleasing
  - ii) economically feasible
  - iii) safe, inviting, and encourages creativity, recreation and leisure
  - iv) balanced between academic success, privacy, and social activities

2. Success as defined by the individual, includes the following interdependent capacities:

- a) spiritual alignment.
  - i) living with integrity
  - ii) connection to ones purpose
- b) ability to focus mentally
- c) healthy emotional outlook that fosters healthy relationships
- d) physically healthy and energized

Approved 03/10