

Board Policies

for

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

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Governance Process Policies

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 (the Students' Association)* 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 fulfillment of this charge, the Board is committed to rigorous, continual improvement of its capabilities to define values and visions.

1. To ensure accountability to activity fee paying students, the Board will formally review the demographic profile of the membership on all campuses in the first 3 months of its term each year.
2. Directors are expected to commit 40 hours per month, on average.
3. Implementation of the Governance Process and all policies stated herein are in effect as of May 25, 1995.

Approved 04/17

Governing Style

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 proactivity rather than reactivity.

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, including student placement and program prescribed learning.
 - b. If a scheduling conflict arises, a Director will inform the President as soon as reasonably possible.
2. The Board's major focus will be on the intended long-term impacts outside the operating organization, not the means of attaining those effects.
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. Produce a policy recommendation document stating Issues, Considerations, Options and Recommendations (ICOR) on major Board decisions.
 - i. The Board will declare a major decision by a majority vote without debate.
 - c. Facilitate and ensure regular communication amongst the Board;

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- d. Cultivate a sense of group responsibility and shall be equally responsible for maintaining the integrity of the Board. It will use the expertise of individual members to enhance the ability of the Board as a whole;
- e. Direct, control and inspire the organization through the careful establishment of Board written policies reflecting values and perspectives;
- f. 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 eight (8) days prior to the meeting to which it pertains,
 - iv. Exercise continual Board development. This will include:
 - 1. Orienting its members in the Board's governance process,
 - 2. Periodic discussion of process improvement,
 - 3. Education before decision making;

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- g. Monitor and discuss the Board's process and performance at each meeting. Self-monitoring will demonstrate the Board's 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:
 1. First, during board monitoring the Board has a responsibility to inform the Director where they are not meeting the minimum requirements of the job,
 2. Second, supportive conversation in a private setting between the Director and the Board or President,
 3. Third, if the non-compliance continues, discussion in a work session between the Director and the full Board regarding the policy issue involved,
- h. 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:
 - i. Direct the President to seek legal counsel on the options available to the Board,
 - ii. Consider its options and decide on a remedy in the best interest of the membership,
 - iii. Hold an in-camera meeting to deliver the remedy to all Directors of the Board,
 - iv. Publicly disclose its decision to the membership in accordance with advice from legal counsel.

Approved 06/19

Directors' Job Description

The job of the Board is to represent the *activity fee paying students* in determining and demanding appropriate organizational performance of the Students' Association and Algonquin College. The Directors are representatives of the Corporation and must therefore conduct themselves in the utmost professional manner at all times. 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 *SA Ancillary Fee paying students*. Linkage methods shall include, but not be limited to, the following:
 - a. Each Director shall visit every campus at least once a semester;
 - i. At the first board meeting of each semester, the Board must schedule and coordinate travel arrangements for all Directors to meet this obligation.
 - b. The Board shall perpetuate a structured yet evolving Class Rep Meetings in response to student expectations and recommendations,
 - i. Each Director must attend all Class Rep Meetings, which take precedence over other board activities;
 - c. Each Director must perform a minimum of four (4) hours of linking activities per month;
 - i. Off campus linking must be scheduled and arranged in advance and must be communicated to the board,
 - ii. Linking should only occur at such times that a reasonable number of students are present on campus.
 - iii. Any travel required for linking activities must be approved in advance by the signing officers;
 - iv. Travel time hours will not be considered as linking,

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- d. The Board must attend all days of campus orientation and formal residence orientations.
 - i. The Board will ensure to be present on all campuses during orientation.
 - ii. Each director must complete at least half of his/her monthly mandatory linking hours within the first week of the orientation month.
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;
 - a. Shall be inclusive of the Board Monitoring Report;
4. Advocate for students and achieve an influence in policy direction.
 - a. Directors will participate on College Committees and, as opportunities arise, at the municipal, provincial, and federal levels of government.

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- b. Directors must attend all appointed Committee meetings and provide a brief summary at the next Board meeting.
 - i. In the event that a director is unable to attend, they shall appoint a designate from the Board, where possible;
- 5. To help the Board of Directors strengthen relationships with its members and constituents, Directors shall participate in Leadership Activities.
 - a. Leadership Activities are events and activities that do not fall under Linkage, Written Governance Policies, Assurance of Executive Performance, or Legislative Change but include any activity:
 - i. Where the Board desires to establish a presence.
 - 1. The Board must attend all days of campus orientation and formal residence orientations.
 - a. The Board will ensure to be present on all campuses during orientation.
 - ii. Where the Board would be noticeably absent if not in attendance.
 - iii. Whereby attendance by a member of the Board would advance the image and reputation of the Board of Directors, the Students' Association or Algonquin College.
 - iv. That allows directors to establish a stronger rapport with members of the SA and the community.
 - b. The leadership hours shall not exceed more than 40% of the overall monthly hours submitted by the director.
- 6. Advocates for the Program Council Process and class representative system;
- 7. Directors will be automatically relieved of their position as Director if they do not earn a 2.25 GPA,
 - a. The Director has the right to an appeal.

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8. Directors must attend all scheduled Board meetings.
 - a. Attendance should be in person except for extenuating circumstances which should be communicated in advance to the Chair.
9. In the event of extenuating circumstances based on personal health or academics, at the discretion of the Board, a Director may be entitled to a redistribution of director duties.
 - a. A director will be entitled to receive a full honorarium/performance incentive if they meet the minimum hours required.

Approved 12/21

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 of \$1000 will be given if a director works a minimum of 40 hours per month, with the exception of the month of December, where a minimum of 30 hours per month are required;
 - b. A Director will receive an academic incentive of \$1250 issued at the end of each semester that they are enrolled in full-time classes, provided:
 - i. A Director receives a minimum term GPA of 3.0.
 - ii. A Director has performed all the requirements listed in the Directors or applicable job descriptions.
 - iii. A Director who has a placement or Co-op during their term must achieve a GPA of 3.0 and a "pass" for the placement or Co-op.
 - c. Any Director traveling on Board-approved business shall be entitled to a reimbursement of travel expenses incurred under the following conditions:
 - i. A Director may choose to use their personal vehicle or shall rent the most sensible vehicle possible from an approved vendor.
 1. If a Director chooses to use their personal vehicle, they will be reimbursed as per the corporate policy.

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2. If a Director chooses to rent a vehicle, any gas purchased for the Board-related portion of the trip will be reimbursed.
 - ii. If a Director cannot rent a vehicle and does not have access to a personal vehicle, then the Board will supply transportation at the discretion of the signing officers.
- d. To facilitate timely and accurate communication, each Director is entitled to a monthly phone expense for a cellular data package, including taxes and fees up to a maximum of \$135.
 - i. The requirements of each Director's phone and plan must include:
 1. Smartphone with access to internet,
 2. Activated voice mail account,
 3. Unlimited Canada-wide calling,
 4. Minimum of 1 gigabyte of data,
 5. Active password protection,
 6. It is the personal responsibility of each director to replace a lost or damaged smartphone within 5 business days,
3. The President will be entitled to the following reimbursement and remuneration according to the following criteria:
 - a. An honorarium of \$1450 in each month from September through April provided the individual works a minimum 58 hours per month, with the exception of the month of December, where a minimum of 44 hours per month are required;
 - b. The President must be available to work full-time during the summer months from May 1 to August 31 at a rate of \$20 per hour,

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- i. Must work a minimum of 480 hours to a maximum of 640 hours during this period,
 1. 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, except for the weeks Intensive Policy Weekends and Convocations are scheduled.
4. The Vice-President will be entitled to monthly honorarium of \$1250 provided the individual works a minimum 50 hours per month, with the exception of the month of December, where a minimum of 38 hours per month are required;
5. Directors and Officers serving as Electoral Officer (EO) or as members of the Selection Committee shall be compensated in addition to the monthly honorarium due to the added responsibilities and time demands placed on the Selection Committee during the months of December, January, February, March and April.
 - a. The EO and members of the Selection Committee shall be compensated at a rate of \$20/hour for all hours related to Selection Committee that exceed the prescribed hours under the respective Director or Officer job description, subject to approval by the EO.
 - b. There will be periods when, due to the time demands of the selection process, members on the Selection Committee will be unable to participate in linkage, policy development, monitoring, legislative change, and leadership activities. During this time, selection committee responsibilities and hours will be authorized as equivalent to the responsibilities and hours as prescribed under the job description for Directors and Officers.
6. In the event of extenuating circumstances based on personal health or academics, at the discretion of the Board, the Director may be entitled to the following reimbursement and remuneration:

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- a. An honorarium of \$500 per month during their term if a director works a minimum of 20 hours per month;
 - b. A Director will receive an academic incentive of \$625 issued at the end of each semester that they are enrolled in full-time classes, provided:
 - i. A Director receives a minimum term GPA of 3.0.
 - ii. A Director has performed all the requirements listed in the Directors or applicable job descriptions.
 - iii. A Director who has a placement or Co-op during their term must achieve a GPA of 3.0 and a “pass” for the placement or Co-op.
 - c. The President may be entitled to the following reimbursement and remuneration:
 - i. An honorarium of \$725 per month from September to April if he/she works a minimum 29 hours per month;
 - d. The Vice President may be entitled to the following reimbursement and remuneration:
 - i. An honorarium of \$625 per month during their term if the Vice-President works a minimum of 25 hours per month.
7. The Board will maintain a transparent system of accountability for all aspects of this policy.
- a. Directors will submit a record of their hours worked on the last day of each week (Friday at 4:59 p.m.) for authorization by the President and Vice-President.
 - i. Should a Director fail to submit their hours by the end of the week, at this time, those hours will not be included in their final timesheet submission at the end of the month. An accumulated total of a Director’s weekly hours will be submitted at the end of the month for the Director’s honorarium.

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- ii. In cases of emergency, and no more than 2 times per year a Director can only be advanced (by cheque) up to the net amount of their honorarium after the timesheet has been signed off by the signing officers.
 - iii. Any amount advanced under (7aii) are not considered to be a loan and, therefore, at the time of approval, the signing officers must instruct the CEO to immediately make the necessary adjustments in the SA's remuneration disbursement processes to ensure that a Director does not receive overpayment in any given month, or receive any disbursement of funds that resembles a loan or an advance for hours not worked.
- b. All expense claims are to be submitted at one time by the close of the fifth business day of the following month. Expense claims submitted outside of this timeframe will only be accepted if waiting until month end would result in undue hardship for the Director.
- c. The minimum hours assigned to Board activities must come from President, Vice- President, EO 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
- d. \$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.

The Board shall review the remuneration and reimbursement policy, including, but not limited to, honoraria and hourly compensation, at least once in every 3-year period. The next review should be done by the 2027/28 Board, or earlier, at the Board's discretion.

Approved 01/24

Board Committee Principles

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:

1. 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;
2. 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;
3. 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;
4. 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;
5. 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.

Approved 06/12

Annual Board Planning Cycle

To accomplish its outputs with a governing style consistent with Board policies, the Board will follow an annual agenda which completes a re-exploration of ENDS annually and continually improves its performance through attention to Board education and to enriched input and deliberation:

1. 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:
 - a. The Board will develop its agenda for the ensuing one-year period within the first two months of new cycle and will present it for approval no later than the end of the third month.
2. Structure of Board Meetings:
 - a. Education and decision-making will receive paramount attention in structuring the series of Board meetings.
 - b. Student input and Board deliberations will be the focus of other activities during the year.
3. To the extent feasible, the Board will identify external training opportunities needed to enrich Board knowledge on each year's chosen priorities.
4. The sequence derived from this process for the Board's planning year ending April 30, 2025, is as follows:

May

1. First Board Meeting:
 - a. Approve April meeting minutes
 - b. Elect Board Officers: President and Vice-President
 - c. Select Elections Officer (EO)
 - d. Select Class Representative Coordinator (CRC)
 - e. Form committee to develop annual Cost of Governance Budget
 - f. Form committee to develop Annual Board Planning Cycle (ABPC)

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- g. Schedule June Intensive Policy Weekend (IPW) to determine the Boards annual priorities.
2. Schedule Director's visit to all campuses for the summer semester.
3. Attend AC Day 1 Spring: all campuses
4. Board Governance and Leadership training held by the Chief Executive Officer (CEO)
5. Commence research for Directors' presentation on annual priorities
6. Assign Directors to select College committees
7. Media training for the Board of Directors
8. Attend Director's Day: Introduction to College Executives and services
 - a. Presentation on Algonquin College Executive Team (ACET) mandates and priorities
 - b. Presentation on student population demographics
9. Schedule Spring/Summer term Board Meetings and Class Representative Meetings.

June

1. Board Meeting
 - a. Approve May Meeting minutes
 - b. Approve annual Cost of Governance Budget
 - c. Approve ABPC Policy
2. Board representation at Convocation ceremonies
3. Spring intake and training of Class Representatives
4. Research for Directors' presentation on annual priorities
5. Directors' 1:1 with the Chief Executive Officer (CEO)
6. SA/CCC Special Meeting – Priorities
7. GM's Breakfast

July

1. Intensive Policy Weekend (IPW): Priority Presentations
 - a. Approve June Meeting minutes
 - b. Directors to present proposed annual priorities
 - c. Approve Board priorities for 2024-2025
 - d. Schedule continuous Board Education and professional development opportunities
 - e. Board to Approve by-laws
2. Host Class Representative Meetings

August

1. Board Meeting
 - a. Approve July Meeting minutes
 - b. Schedule Fall Term Board Meetings and Class Representative Meetings
 - c. Schedule Director visits on all campuses for the Fall Term.
 - d. Plan the Board's Fall Orientation participation
 - e. Schedule continuous Board Education and professional development opportunities.
2. Directors to review CEO Report
3. CRC to promote Class Reps at Chairs Meeting
4. Board representation at the Pride Parade
5. Board to attend "SA Day" to share priorities
6. Present Board Priorities to ACET
7. AC Vision
8. Compulsory Ancillary Fee presentation
9. Pair with College Executives to start working on the priorities
10. Update on required committee formations and Director's participation

September

1. Board Meeting
 - a. Approve August Meeting minutes
 - b. Schedule continuous Board Education and professional development opportunities
 - c. EO Update
 - d. Priority leads to provide update
2. Mandatory Board participation in Residence Move-In at the Ottawa campus, Sunday, September 1, 2024
3. Board participation in Fall AC Day 1
4. Directors are to provide GPA if in Spring/Summer Term to Board Officers to demonstrate minimum GPA requirement to process academic incentive
5. Update on Priorities

October

1. Board Meeting
 - a. Approve September Meeting minutes
 - b. Schedule continuous Board Education and professional development opportunities
 - c. Priority leads to provide update
2. Selection committee chosen by EO
3. Prepare Director Candidate Nomination packages
4. Fall intake and training of Class Representatives
5. Directors' media promotion to elevate the Board
6. Presentation of the elections process provided by the EO
7. Update on Priorities

November

1. IPW
 - a. Approve October Meeting minutes
 - b. Schedule continuous Board Education and professional development opportunities
 - c. Priority leads to provide updates
 - d. Mid-year Director performance review
 - e. Directors to build a "roadmap" for the remainder of their term
2. Board participation at Remembrance Day Ceremony
3. New Director candidate selection committee training
4. Nomination packages for Director candidates open
5. Host Class Representative Meetings
 - a. Showcase Class Representatives to students
6. Update on Priorities

December

1. Board Meeting
 - a. Approve November Meeting minutes
 - b. Schedule continuous Board Education and professional development opportunities
 - c. Priority leads to provide updates
 - d. Schedule Winter Term Board Meetings and Class Representative Meetings
 - e. Schedule Director visits on all campuses for the Winter Term

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2. Directors to review CEO Report
3. Presentation of annual financial audit to the Board
4. SA Christmas Dinner
5. SA Holiday Party
6. President to attend Ottawa Tree Lighting
7. Update on Priorities

January

1. IPW
 - a. Approve December Meeting minutes
 - b. Schedule semester Board Meetings and Class Rep Meetings
 - c. Policy writing/review
2. Board participation in Winter AC Day 1
3. Winter intake and training of Class Representatives
4. Orientation for Director candidates
5. Commence new Director selection process (Interviews)
6. Appoint a Board Changeover Committee
7. Directors to provide GPA if in Fall Term to Board Officers to demonstrate minimum GPA requirement and to process academic incentive
8. Update on Priorities

February

1. Continue new Director selection process (Interviews)
2. Board Meeting
 - a. Approve January Meeting minutes
 - b. Schedule continuous Board Education
 - c. Priority leads to provide updates
 - d. Approval of nominated Director candidates
3. Inform the candidates of selection results
4. Winter intake and training of Class Representatives
5. Update on Priorities

March

1. Board Meeting
 - a. Approve February Meeting minutes
 - b. Schedule continuous Board Education
 - c. Priority leads to provide updates
 - d. EO changeover presentation
2. Annual General Meeting – proxy vote collection

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3. Board of Directors Presidential and Vice-Presidential elections for incoming term
4. Schedule the Board's adjournment dinner to follow the April Board meeting.
5. Host Class Representative Meetings

April

1. Board Meeting
 - a. Approve March Meeting minutes
 - b. Schedule continuous Board Education
 - c. Priority leads to provide updates
2. Final Director performance review
3. Changeover Weekend
4. Directors to review CEO Report
5. Faculty Recognition Awards
6. Directors to submit transition reports to CEO for distribution
7. Attend Board adjournment dinner
8. Director/Officer Resignation
 - a. Return all SA materials (Policy Binder & Laptops)
 - b. New Officer Orientation
9. Directors to provide GPA if in Winter Term to Board Officers to demonstrate minimum GPA requirement and to process academic incentive

Approved 07/24

Directors' Code of Conduct

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:

1. 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 Director member acting as a client of the organization's services;
2. Directors must avoid conflict of interest with respect to their fiduciary responsibility:
 - a. There must be no self-dealing or any conduct of private business or personal services between any Director and the organization except as procedurally controlled to assure openness, competitive opportunity and equal access to "inside" information,
 - b. When the Board is to decide upon an issue, about which a Director has an unavoidable conflict of interest, that Director shall absent herself or himself without comment from not only the vote, but also from the deliberation,
 - c. Directors must not use their positions to obtain employment in the organization for themselves, family members or associates. Should a Director desire employment, he or she must first resign,
 - d. Directors shall not be employed by College Executives,
 - e. Directors will annually disclose their involvements with other organizations, with vendors, or any other associations which might produce a conflict;
 - f. Directors shall not engage in intimate/romantic relationships with one another.

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3. Directors may not attempt to exercise individual authority over the organization except as explicitly set forth in Board policies:
 - a. Directors' interaction with the CEO or with staff must recognize the lack of authority vested in individuals except when explicitly Board-authorized,
 - b. Directors' shall not be official leaders of an approved club or community on campus,
 - c. Directors' shall not plan or lead events that the Students' Association is participating in,
 - d. Directors' interaction with public, press or other entities must recognize the same limitation and the inability of any Director to speak for the Board. In making public statements regarding issues other than policy, the Board shall:
 - i. Clearly distinguish, in both written and oral public statements, between personal opinions and opinions representing the Board of Directors,
 - ii. Provide accurate, complete, current and unbiased information,
 - e. Directors will give no consequence or voice to individual judgements of CEO or staff performance;
4. Directors will respect the confidentiality appropriate to issues of a sensitive nature.
5. Directors must, at all times, conduct themselves in a professional, business-like manner which upholds the image and reputation of the Students' Association and the College. Such obligations apply whether a Director is conducting Board business at the College or is travelling for such purpose. Directors recognize the risk that excessive alcohol consumption poses to their ability to ensure that they meet their obligations, as set out in this Code of Conduct, and accordingly will refrain from excessive alcohol consumption when conducting and/or traveling for Board business.

Approved 05/14

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.

Approved 06/12

Director Election Process

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

1. To reduce 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 Electoral Officer (EO) of the Corporation at changeover weekend, or such other individual as permitted by the By-Laws of the Corporation, having primary responsibility for the electoral processes of the Corporation as outlined in this policy.
 - b. Not nominate or endorse any member or Director in the Nomination and Selection Process.
 - i. Individual Directors may not nominate any candidate.
 - c. Present eight (8) qualified members for election at a meeting of the members.
 - d. Have the authority to extend the nomination process as appropriate to ensure procedural fairness.
2. The 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 three (3) to five (5) Directors including the EO who is an ex-officio, to interview prospective candidates,
 - i. The committee shall attend a training session on interviewing techniques administered by the CEO.
 - ii. All committee recommendations must be unanimously approved by the members.
 - iii. The committee shall present the candidate recommendations to the Board for approval.

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- b. Ensure that prior to the end of his/her term a transitional report is provided for his/her successor,
 - i. The report will be presented at the final Board meeting of the Board's term.
 - ii. The report will be attached to the minutes as an appendix.
 - iii. A digital copy of the report and related materials (such as Director Orientation) shall be concurrently delivered to the CEO of the Corporation.
 - iv. Final payment of the academic/performance incentive to the EO for services shall be made only upon completion of the foregoing.
3. The Selection Committee will be responsible for monitoring the election process.

The Selection Committee shall:

- a. Ensure opening and closing of the nomination process for the Directors positions;
- b. Ensure that all candidates meet the qualifying criteria and demonstrate this to the selection committee;
 - i. Review and approve all nomination forms.
 - ii. 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.
- c. Investigate any complaints regarding infractions and irregularities with the elections process and report the results of the investigation to the Board.

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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 all SA Ancillary Fees as set forth by the Corporation.
 - b. Be enrolled as a full-time student in a post-secondary Ministry funded program at the College and have paid all applicable fees and not be under academic suspension;
 - i. Students in their graduating semester vying for the position of Director must demonstrate proof of enrolment in a new program before the Annual General Meeting scheduled for the election of Directors
 - ii. Students between semesters of their program will be considered as “enrolled”
 - c. The member must be eighteen (18) or more years of age and have the capacity to contract;
 - d. The member must not be an undischarged bankrupt, and be bondable;
 - e. 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;
 - f. Must be available and able to fulfill duties for the full 12-month term, including summer months;
 - g. Must have attended a Board orientation session outlining the Board Policy Governance model, organizational structure, and the selection process prior to the selection process;
5. A member will not qualify to be nominated or serve as a director if:
 - a. The member has served on the Selection Committee,
 - b. The member has previously served for three terms on the Board.

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6. The nomination process will open in November and remain open for not less than twenty (20) and no more than thirty (30) academic days; closing at 4:59 p.m. on the final day (any such days during the final exam period excluded)
 - a. Nomination packages will be made available at noon on the date nominations open at all campuses.
 - b. To be eligible for consideration, prior to the closing of the nomination process, the candidate must submit a complete nomination package that includes:
 - i. Nomination forms signed by fifty (50) members of the Corporation,
 - ii. Resume,
 - iii. Most recent transcript,
 - iv. Maximum one-page cover letter answering the question contained in the nomination package,
 - v. A signed acknowledgement of the Director Conduct policy;
7. The Board shall schedule in accordance with the By-Laws of the Corporation and shall elect at the Annual General Meeting of the Corporation the candidates presented by the Board.
8. Immediately following the election of Directors at the Annual General Meeting of the membership, a meeting of such directors-elect will be held to nominate from such directors- elect who seek to stand for election to the positions of President and Vice-President/Secretary. Upon their election as officers in accordance with the By-Laws and applicable policies of the Corporation (including, without limitation, *Election Process for President and Vice-President*), the Directors will ratify the election and appoint the duly elected President and Vice- President/Secretary of the Corporation for a one-year term effective May 1st of such year at the first meeting of directors held after April 30th of such year.

Approved 05/24

Election Process for President and Vice-President

All Directors have the opportunity to participate in a fair and equitable general election for the position of President or Vice President in accordance with the By-Laws of the Corporation.

1. Directors enrolled in or planning to enroll in a Co-op program during their term will be eligible for officer positions only under specific conditions:
 - i. The Co-op placement/position occurs on campus or
 - ii. The Co-op placement/position is considered an eCo-op or
 - iii. The role of Director is approved of as a Co-op placement/position and
 - iv. The Director avoids conflict of interest with respect to their position with the Students' Association.

2. At the first meeting of directors-elect immediately after their election, any such directors-elect seeking to stand for the position of President or Vice-President/Secretary must be nominated by another director-elect and such nomination must be seconded by another director-elect.

3. Campaigning for the above positions may begin at 12:01 a.m. on the day following the approval of nominations, and must cease at 11:59 p.m. the day prior to of the voting period.
 - a. Campaigning is defined as any activity carried out by the candidate, directly or indirectly by or on behalf of the candidate, with the intent to promote oneself for position as an officer of the Corporation, and includes but is not limited to the following:
 - i. Any online activity, on any social media account or website in the candidates' control that is being or has been in any way used to promote the candidate throughout the election
 - ii. Any distribution or creation of printed materials including but not limited to, posters, flyers, business cards, leaflets, pamphlets, etc.
 - iii. Any distribution of promotional materials (i.e. promotional merchandise like pens or t-shirts)

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- iv. Any conversation, discussion or other verbal exchange promoting oneself as a candidate in the election
 - v. Any other activity that advances one's candidacy for the position for which they were nominated, intended or otherwise
4. Campaigning and promotion for elected positions must adhere to the following requirements:
- a. Each approved candidate is eligible for up to \$1500.00 of funding from the Students' Association to campaign.
 - i. All requests for campaign expenditures must be presented with supporting written quotations in advance for approval by the Primary Electoral Officer.
 - ii. Candidates are only permitted to use the approved SA election funding to support their campaign.
 - iii. To be reimbursed, receipts for election expenditures are to be submitted to the Primary Electoral Officer no later than ten (10) business days following the close of the General Election.
 - b. Candidates shall not deviate from the campaigning and promotional guidelines, which are to be approved by the EO (with the support of the CEO) before elections begin.
 - i. Candidates shall not deviate from the following marketing content guidelines:
 - 1. All printed materials, websites, social media pages, and other promotional materials shall include voting dates, the official election logo, and a reference to the algonquinSA.com website.
 - 2. No more than one poster (11"x17") shall be posted on each General Interest board, or Students' Association poster board. Posters are not allowed on any other boards. General Interest board posters must be authorized and stamped by The Print Shop at the Woodroffe Campus. All other posters (including all

- posters in Perth and Pembroke) are to be authorized and stamped by the SA Office.
3. Candidates shall not use the Students' Association logo, in full or part, for any aspect of their campaign.
 - c. No candidate will deface or interfere with another candidate's campaign paraphernalia, promotions or activity, although it is understood that campaigning may occur simultaneously on campus.
 - d. Any director that is also a director-elect who runs for an officer position shall not during the election period conduct linking on behalf of the Students' Association or imply the endorsement of the Students' Association other than disclosing that he or she is at the time currently a director of the SA seeking re-election.
 5. All members of the Students' Association will be given the opportunity to vote.
 - a. Voting week will be held online from Monday at 12:01 a.m. until Friday at 12:00 p.m. according to the elections schedule approved by the Board.
 - b. All ballots in electronic form shall be displayed with the candidates' names in random order.
 6. It is paramount to the integrity of the election that proper security measures are in place.
 - a. Elections will occur on the voting platform hosted by Algonquin College.
 - b. The EO and the Manager of Marketing and Communication of the Students' Association shall be the only people who have access to the voting results throughout the voting week;

- c. Voting results will not be shared with members until the Electoral Officer has released the final results of the voting to the Board (excluding any director-elect).
7. Any member of the Corporation who has reason to believe that an infraction has been committed during the campaign, must notify the EO immediately and then must submit the specifics of the alleged infraction, in writing, to the Electoral Officer within 24 hours of learning of the alleged infraction.
 - a. The EO shall conduct a preliminary fact finding on behalf of the Board;
 - i. If there is not sufficient evidence to pursue the matter further, the EO shall notify the person who brought forward the allegation and the Board.
 - ii. If the EO has reason to believe that an infraction has been committed, he/she shall as part of the investigation notify the candidate in question that a complaint has been made and will meet with the candidate to present all evidence and relevant information.
 - iii. Subject to paragraph 6a)v) below, if the complaint is made during the voting period the election shall continue as normal until the EO has completed the investigation and presented his/her findings to the Board and the Board has made a decision whether an infraction has occurred.
 - iv. If any investigation is not completed by the end of voting week, election results will be announced following completion of the voting period but with the proviso that they are 'unofficial' pending the results of an ongoing investigation and until the Board reaches a decision on the matter.
 - v. Following the completion of an investigation under paragraph 6a)iii) above, the EO shall inform the Chair of the Board who will then schedule a board meeting and invite the applicable candidate to attend to answer to the allegations, after which the Board shall hold an in camera session to deliberate on the matter.

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1. The Board must have general counsel present at the meeting.
2. The candidate may bring in a legal representative or a person to provide such other support or representation, as the candidate may deem appropriate.
3. The Board shall reach a resolution within 7 days of the allegation being submitted to the Board, which may occur after the last day of the voting period.
4. The Board may apply any discipline it deems reasonable, which may include disqualification of the candidate from the election.
5. The Board shall inform the candidate and the membership of its decision in a timely manner.

Approved 10/23

Duties of the Chair

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:

1. Is to ensure the integrity of the Board process;
2. Is to ensure that the Board behaves consistent with its own rules and those legitimately imposed upon it from outside the organization;
3. 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;
4. 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):
 - a. Meeting content will only consist of those issues which, according to Board policy, clearly belong within Board Governance,
 - b. Deliberation will be fair, open, and thorough; it shall also be efficient, timely, orderly and to the point,
 - c. Unbiased agenda information will be presented;
5. Must not manipulate or skew the Board's discussion. The Board instructs the Chair as to which direction to proceed;
6. Is to ensure that the agenda is created and distributed seven (7) calendar days prior to the meeting;
7. Ensures the accuracy of the minutes and that the minutes are distributed within forty- eight (48) hours after the meeting;
8. Is responsible for directing board communication efforts to the college community.

Approved 06/12

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.

In addition to the requirements as a Director the President:

1. Is charged with being the voice of the Board;
2. Is the Chairperson of the Board;
3. Has authority that 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;
4. 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;
5. Is expected to attend official Algonquin College functions and advocacy related meetings. In the event he/she is unavailable, these duties will be delegated to the Board;
6. Is the figurehead of the Corporation and must therefore conduct him/herself in the utmost professional manner at all times;
7. 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;
8. 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

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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;
9. Must attend all Students' Association/College Collaborative and College Academic Council meetings;
10. Is the liaison between the Board and the President of the College and maintains a good rapport with the members of the College community;
11. Shall inform the student body of changes in policies and current information about the Students' Association and the Board of Directors in order to maintain good relations and communication with its 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;
 - b. Use and maintain relevant social media tools in accordance with official Students' Association guidelines
12. Reports the activities of the Office to the board,
 - a. Presents a report on his/her activities since the last Board Meeting.
13. Must ensure consistency and continuity in the transition of Officers,
 - a. Responsible for facilitating an Officer Orientation session before the end of his/her term jointly with the Vice-President for their successors;
 - i. A full day of training
 - ii. Review of job descriptions and day to day operations
 - iii. A focus on relationships, committees and peer groups in the college

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- iv. Provide a tour and introductions around the SA offices and departments
- b. Ensures that prior to the end of his/her term a transitional report with a minimum two pages is provided to his/her successor and that this 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 08/15

Vice-President's Job Description

The Vice-President is both an Officer and Secretary of the Board. In addition to the requirements as a Director the Vice-President:

1. Acts as custodian of the seal of the Corporation and of all books, papers, records, correspondence, and contracts belonging to the Corporation which they 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. Ensures the maintenance and archive of official corporate documents and ensures the internal distribution of Board documents;
2. Coordinates student feedback forms,
 - a. Respond to all feedback forms within 5 business days of receipt,
 - b. Keeps organized records of all feedback forms;
3. 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;
4. Ensures that notification of forums, Board meetings and general meetings are posted for the membership in accordance with Board policy and Corporate By-laws;
5. Reports the activities of the Office to the Board,
 - a. Presents a report on their activities since the last Board Meeting.

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- b. Inspect Program Council minutes to ensure that feedback from students is being addressed
 - i. Monitor unresolved issues
 - 1. Present to the Board and SA/CCC as required
- 6. Must ensure consistency and continuity in the transition of Officers,
 - a. Responsible for facilitating an Officer orientation session before the end of their term jointly with the President for their successors;
 - i. A full day of training
 - ii. Review of job descriptions and day to day operations
 - iii. A focus on relationships, committees and peer groups in the college
 - iv. Provide a tour and introductions around the SA offices and departments
 - b. Ensures that prior to the end of their term a transitional report with a minimum two (2) pages is provided to their successor and that this 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;
- 7. Shall be vested with all powers and shall perform all duties of the President in the absence, inability, removal or refusal to act by the President;

Approved 05/24

Duties of the Secretary

The Vice President is the Secretary of the Board. 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 Class Representative Meetings;
5. Board monthly reconciliation statements;
6. CEO Semester Reports;
7. Audited Financial Statements;
8. Official Board correspondence conveying a Board decision, request, position, or action.

Approved 05/24

Class Representative Meeting

The purpose of Class Representative meetings is linkage with the membership. To accomplish its outputs regarding the representation of activity fee-paying students in the creation of Board policy, the Board shall perpetuate structured yet evolving Class Representative meetings in response to student expectations and recommendations.

1. The Board shall schedule Class Representative meetings and facilitate and inspire membership participation.
 - a. A minimum of 1 Class Representative meeting shall occur at each campus per semester.
 - i. The Board shall conduct at least one open linking session with all students per semester.
 - ii. The Board will schedule these sessions at the May, August, and December Board meetings respectively for the upcoming term.
 - b. There must be a minimum of 3 Directors at a Class Representative meeting.
 - c. Directors on the Perth and Pembroke Campuses shall chair the Class Representative meetings at their respective campus.
 - d. The Board of Directors reserves the right to remove Class Representatives from their role at its discretion.
2. The Board shall appoint a Director-elect at Changeover each year to act as the Class Representative Coordinator (CRC) effective May 1. The CRC will help the Board and Class Representatives fulfill their obligations regarding Class Representative meetings and Program Councils.
3. Therefore, the role of the Class Representative Coordinator is to:
 - a. Immediately upon the Board confirming its schedule of Class Representative meetings, the CRC will contact the CEO to initiate the process of planning for all logistics and preparations.

- b. Ensure Recruitment, Registration, and Class Representative training.
 - i. Responsible Class Representatives will be recruited and elected in class with the assistance of the *Dean, Academic Development, Academic Chairpersons, and Faculty*.
 - 1. Recruitment will be a continuous process aimed at maintaining representation from the student body at an optimal level.
 - ii. Elected Class Representatives must meet the following requirements:
 - 1. Be enrolled in a full-time program at the Ottawa, Pembroke, or Perth Campus,
 - 2. Be able to fulfill the role of Class Representative for a full academic year (two consecutive terms),
 - 3. Not be an employee of Algonquin College that serves as a member of the academic faculty or administration of the College.
 - iii. Elected Class Representatives shall be directed to register at www.AlgonquinSA.com/studentlife/class-representatives/ by term-week 4 upon receipt of the elections results from the Academic Chairs or Faculty.
 - iv. The Class Rep online training will be completed by term-week 5 each semester in June, October, and February of each year.
 - v. Class Representatives will be familiarized with the processes, responsibilities, and support associated with their position.
 - vi. Class Representatives will receive a handbook outlining their roles and responsibilities and the services available on campus.
 - vii. A confidential database of Class Representatives will be maintained.
- c. Prepare Meeting Agendas – the agenda for Class Representative meetings will be Board-driven. Subsequent agenda topics shall include

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issues harvested from and prioritized by students as much as possible.

- d. The CRC will confirm the final agenda for all Class Representative meetings.
 - i. Must first consult with Directors in preparation of their agendas, at least 14 days prior.
 - ii. Agendas will be completed and ready for distribution by CEO or delegate at least 7 days prior to each Class Representative meeting, except for meetings that are called as a result of an emergency.
 - 1. Therefore, have draft agendas sent to the CEO or delegate at least 10 days prior to the meeting to allow time to be turned into a proper agenda.
 - iii. Coordinate guest speakers as required.
- e. Chair and facilitate Class Representative meetings – at the Ottawa Campus meeting with strict attention to beginning and ending the meeting on time.
 - i. Ensure Directors at the Perth and Pembroke campus attend an educational session in June with the CRC and CEO on facilitating meetings.
- f. Ensure that meeting minutes are recorded and archived. A copy is to be provided to the Secretary of the Board. Documentation resulting from each Class Representative meeting shall be made available to all Class Representatives no later than 7 days following the meeting.
- g. Ensure Directors are included in the communication with Class Representatives.
- h. Report monthly to the Board on the progress of Class Representative meetings.

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- i. Prepare action items for the Board with information derived from Fall Class Representative meeting minutes.
 - i. Present results to Class Representatives at Winter meetings.
- j. Complete the CRC annual transition report.

Approved 09/24

Class Representative Coordinator Operating Cycle

To accomplish its outputs regarding the Class Representative meetings, the Class Representative Coordinator (CRC) will follow an annual agenda with a focus on continual improvement in response to student expectations and recommendations.

The sequence derived from this process for the Board Planning year ending April 30, 2024 is as follows:

May

1. CRC to study and become familiar with all Class Representative meeting policies.
2. Meet with the CEO or delegate to discuss goals, Class Representative elections, training, and meeting schedule by semester.
3. Meet with Perth and Pembroke Directors and SA staff to discuss goals, expectations, Class Representative support, and facilitator training.
4. Draft costs of Linkage/Class Representative meetings for the Cost of Governance committee.
5. Initiate annual review of Class Representative training/orientation and handbook.
6. At the Board meeting in May, schedule Class Representative meetings on all campuses for the summer semester (at minimum one per campus).
7. Study the College's Class Representative related policies to understand Program Councils:
 - a. Academic Affairs:
 - i. AA03 Program Council
8. Review any policies regarding Class Representative meetings, CRC, and the CRC job description.

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June

1. Work with CEO or delegate to ensure Class Representatives receive orientation, training, and handbook.
2. Work with the CEO or delegate to develop Class Representative recruitment videos and promotional materials.
3. Solicit Board input for agenda development.
4. Prepare Agenda for July meeting.
5. Coordinate professional development with the CEO or delegate for all forum facilitators in public speaking and moderating group conversation prior to July Class Representative meetings.

July

1. Follow up with progress / completion of review of Class Representative training/orientation and handbook.
2. Finalize and distribute agendas to CEO or delegate 14 days prior to the Class Representative Training meeting.
3. Ensure agendas are distributed to Class Reps and Board a minimum of 7 days prior to Class Representative meeting.
4. Host/ delegate Class Representative meetings on all campuses:
 - a. Facilitate and support Pembroke and Perth directors to host/chair meetings at their respective campuses,
 - b. Ensure meetings begin and end on time.
5. Meet with CEO or delegate for an after-action review of the first round of Class Representative meetings.
6. Ensure minutes are recorded, archived and presented by CEO or delegate to the Board and Class Representatives within 7 days.
7. Report to the Board on any action required.

August

1. At the Board meeting in August, schedule Class Representative meetings on all campuses for the Fall semester (at minimum one per campus).
 - a. If possible, schedule different meeting times from one meeting to the next to give students the opportunity to attend at least one.
2. Begin making notes for the Class Representative Coordinator Transition Report.
3. Continue to review all Class Representative related policies and start noting amendments.

September

1. Work with CEO or delegate to open and close elections on time.
2. Work with CEO or delegate to ensure Class Representatives receive orientation, training, and handbook.
3. Solicit the Board input for agenda development.
4. Prepare Agenda for October meeting.

October

1. Finalize and distribute agendas to CEO or delegate 14 days prior to the Class Representative meeting.
2. Ensure Agendas are distributed to Class Representatives and Board a minimum of 7 days prior to Class Representative meeting.
3. Host/ delegate Class Rep meetings on all campuses:
 - a. Facilitate and support Pembroke and Perth directors to host/chair meetings at their respective campuses,
 - b. Ensure meetings begin and end on time.

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4. Meet with CEO or delegate for an after-action review of the first round of Class Representative meetings.
5. Ensure minutes are recorded, archived, and presented by CEO or delegate to the Board and Class reps within 7 days.
6. Report to the Board on any action required.
7. Solicit the Board input for agenda development.
8. Start creating action items from information received in the Class Representative meetings to present to the Board during November IPW
 - a. Contact the Board President to ensure there is time in the November IPW agenda for this.

November

1. Promote the upcoming Board of Directors election.
2. Report to the Board on any action required.
3. Solicit the Board for input for Agenda development.
4. Finalize action items from information received in the October Class Representative meetings.
5. Present action items to the Board during November IPW weekend.

December

1. Schedule all Class Representative meetings for the Winter semester (at minimum one per campus) at the Board meeting.
2. Compose and distribute an update for Class Representatives, include any actions attributed to Class Representative feedback.
3. Promote the upcoming Board of Directors election.

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4. Review any policies regarding Class Representative meetings, CRC, and the CRC job description.
 - a. Create document to present any policy updates to the Board during January IPW.
 - b. Contact the Board President to ensure there is time in the January IPW agenda for this.

January

1. Work with the CEO or delegate to open and close Class Representative elections on time.
2. Work with the CEO or delegate to ensure Class Representatives receive training/orientation and handbook.
3. Continue work on CRC annual transition report.
4. Continue to work on Class Representative policy amendments.

February

1. Report to the Board on any action required.
2. Solicit Board input for agenda development.
3. Prepare March Class Representative meeting agenda.
4. Prepare an update for the upcoming meeting concerning actions arising from last meeting.

March

1. Prepare an update for the upcoming meeting concerning actions arising from last meeting.
2. Finalize and distribute agendas to CEO or delegate 14 days prior to the Class Representative meeting.

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3. Ensure agendas are distributed to Class Reps and Board a minimum of 7 days prior to Class Representative meeting.
4. Host/ delegate Class Representative meetings on all campuses:
 - a. Facilitate and support Pembroke and Perth directors to host/chair meetings at their respective campuses,
 - b. Ensure meetings begin and end on time.
5. Meet with the CEO or delegate for an after-action review of the first round of Class Representative meetings.
6. Ensure minutes are recorded, archived, and presented by CEO or delegate to the Board and Class Representatives within 7 days.
7. Report to the Board on any action required

April

1. Mentor, encourage, and enable the smooth transition of the incoming CRC.
2. Finalize transition report and pass on to incoming CRC by changeover / April 30.

Approved 03/24

Student Appeals Liaison

It is integral for a Students' Association representative to be present at Algonquin College academic appeals to ensure students are being treated according to their policies and process. This policy is intended to clarify the SA's involvement structure in appeals.

1. The Board shall appoint a Director at changeover each year to act as the Student Appeals Liaison (SAL).
2. A SAL is responsible for ensuring that both process and deliberations follow a fair appeals process. To achieve this, the SAL will:
 - a. Read and understand the College appeals policies, and the Student Support Appeals Package.
 - b. Provide judicious and unbiased ruling according to the College's appeals procedure.
 - c. Coordinate appeal training with the College Ombudsman for the Board within one (1) month of beginning the term.
 - d. Act as the primary SA contact to organize appeals and delegate Directors attendance according to availability and experience.
3. In the event the SAL and the Board are unable to attend an appeal and is unsuccessful in negotiating another date, the SAL will designate the attendance of the CEO or delegate.
 - a. The SAL will be expected to review the appeal case and provide the GM or their designate with a student perspective prior to the appeal meeting.

Approved 01/24

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, Algonquin College, and local media outlets when necessary,
 - 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;
 - d. The timely and active use of social media, used to communicate with the membership and elevate the brand.
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 06/19

International Student Advisory Committee and Townhall

The purpose of the International Student Advisory Committee (ISAC) is to identify, investigate, and diminish barriers to student success that may be unique to international students. Once per term, the ISAC provides a townhall for international students to share feedback on the strategies, services, policies, and actions that support international students at Algonquin College in a safe and supportive environment. This townhall ensures recommendations from ISAC to the senior leadership of the College represents the greatest possible number of international students from all campuses.

To signify the partnership between the Algonquin Students' Association and Algonquin College in support of international students, ISAC is Co-Chaired by an Algonquin College staff member from the International Education Centre and a Director selected by the Board of Directors in May of each year. The Director selected must not have any conflict of interest in sitting in this position.

The membership of ISAC will be made up of:

1. An SA Director as Co-Chair, selected by the Directors-Elect at the Board Changeover weekend,
2. A staff member from the College as Co-Chair,
3. Six international students:
 - a. The students should be diverse, representing different countries of origin and programs of study,
 - b. Ideally, if possible, representation from all three campuses should be present on the committee,
 - c. Recruited with the help of the SA, who will promote ISAC on social channels, posters, and host the application on AlgonquinSA.com,
 - d. Membership shall be a one (1) or two (2) year term, with the annual term commitment spanning from August to April. Recruitment for new representatives will typically take place between May and August and will be selected by the SA Director Co-Chairing the committee.

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To accomplish its mission, the ISAC committee will meet monthly, with agenda topics set by the Co-Chairs. These meetings will occur with a hybrid attendance option. In addition, they facilitate five ISAC meetings and two townhall meetings per year. Additional meetings may take place if agreed upon by both co-chairs.

The Co-Chairs of the International Student Advisory Committee:

1. Set the agenda for the meeting,
2. Keep the meeting on time so the agenda can be completed,
3. Ensure that action points are acted on,
4. Ensure that motions have a proposer, a seconder, and a vote. In the event of a tie, a decision will be deferred and a second vote held at the next meeting,
5. Represent the group in other forums, as required,
6. Represent the voice of the Committee,
7. Act as facilitators of the meeting, focusing on the flow of the meeting and encouraging the participation of everyone.

The townhall meetings will be advertised throughout all campuses, with registration open at least two weeks before the meeting. The agenda to the townhall shall be made by the co-chairs and shared with students at least seven days ahead of the meeting.

Because of the partnership with the International Education Centre and the SA, costs of the Townhall will be shared equally between both groups, and the IEC and SA teams will both take active roles in the promotion of the Townhall to students.

The Board of Directors will ensure there is adequate budget for at least three townhall meetings within their annual Cost of Governance planning.

Approved 05/24

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 **\$304,660** allocated as follows:

Board Development:

Team Building Exercises	2,150
Conferences & Professional Development	5,600
Professional Clothing	5,250
Total:	13,000

Changeover Weekend (April 2025)

Room and Food	13,800
Travel	2,260
Travel Food	1,600
Total:	17,660

IPW

Room and Food	28,440
Travel	5,820

BOARD POLICIES | Governance Process Policies

Travel Food	900
Total:	35,160

Board Honorarium or Incentive

Director’s Monthly Honorarium	62,000
Academic Performance	20,000
President’s Summer Salary	12,800
President’s Monthly Honorarium	11,600
V.P Monthly Honorarium	15,000
Total:	121,400

External Affairs

Legislative Change Travel	2,000
Leadership Travel	4,000
Total:	6,000

Membership Interactions

Class Rep Meetings	11,600
Board Linking	10,000
Annual General Meeting	3,450
Total:	25,050

Scheduled Board Meetings

Last Supper	1,200
Travel	2,000
Food	5,880
Total:	9,080

BOARD POLICIES | Governance Process Policies

Elections

EO Salary	6,000
Selection Committee Salaries	10,500
Candidates Election Expense	6,000
Travel and Accommodation	2,000

Total: 24,500

General and Administrative

Office Supplies and Printing	2,200
Board Merchandising	8,000
Board Cell Phones	11,610

Total: 21,810

Professional/Legal Fees

Fiscal Audit	24,000
Directors and Officer Insurance	7,000

Total: 31,000

Grand Total: 304,660

Approved 07/24

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

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

Board-CEO Relationship

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.

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.
 - a. 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.
 - b. 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.

Approved 06/12

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*

Monitoring CEO Performance

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:

1. 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;
2. A given policy may be monitored in one or more of three ways:
 - a. Internal report: disclosure of compliance information to the Board from the CEO,
 - b. 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,
 - c. 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;
3. 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:
 - a. In April an in-depth internal report for Policies; Treatment of Clients, Asset Protection, Budget, Actual, Treatment of Staff, *ENDS*,

BOARD POLICIES | Board-CEO Relationship

- i. An internal report in August and December to provide supplemental information for the complete report provided in April
 - b. Annual external reports for Policies; Actual, Asset Protection, and Compensation and Benefits,
 - c. Semi-annual direct inspection for Policy; Budget, Actual, Communication and Counsel to the Board;
4. 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 16/12

Progressive Discipline for Policy Violation

The Board will apply progressive discipline for any policy violation by the CEO. Accordingly, the Board shall use one or more of the following forms of discipline within the parameters of jurisprudence, considering the severity and frequency of the violation:

1. Inform the CEO of any policy violation in writing;
2. A written reprimand including an explanation of the violation and the consequences that result from that violation;
3. Suspension with a warning for further discipline upon a subsequent policy violation;
4. Notice of termination to the CEO without failing to provide justification for this action.

Approved 06/12

Executive Limitations

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. The CEO shall not create a management structure without:
 - a. A senior manager position (reporting directly to the CEO) dedicated to the formulation and implementation of a robust and dynamic pan-Algonquin student life strategy.
 - b. A Chief Operating Officer (COO) reporting directly to the CEO, charged at minimum with the leadership and oversight of:
 - i. A multi-year plan and budget that addresses the predictive-maintenance, cross-departmental coordination and optimal use

BOARD POLICIES | Executive Limitations

- of all SA building assets and spaces, ensuring that students have priority access to the organization's facilities.
 - ii. The Algonquin Commons Theatre, Athletics and Recreation facilities, Student Commons spaces, and Hospitality facilities on all campuses.
 - iii. A business development strategy integrated into the annual planning and operating cycle designed to generate additional revenues within SA spaces.
- c. The CEO shall not fail to provide a mechanism to ensure cross-departmental coordination and harmony, and to ensure that students have full access to the organization's facilities.
7. The CEO shall not fail to maximize the use of SA facilities and resources in order to optimize the student life experience.
 8. Information and advice to the Board will have no significant gaps in either timeliness, completeness, or accuracy.
 9. Assets may not be unprotected, inadequately maintained, or unnecessarily risked.
 10. Compensation and benefits for employees, consultants, contract workers, and volunteers shall not cause jeopardy to fiscal integrity or public image.
 11. Construction or renovation shall not deviate materially from Board ENDS or compromise Board ENDS priorities.
 12. The CEO may not finalize a collective agreement or employment contract without legal advice.
 13. The CEO shall not fail to apply progressive discipline to any staff member for a violation of Board policy.
 14. The Board will not be uninformed.

BOARD POLICIES | Executive Limitations

15. The CEO shall not process any governance expense not specifically identified in the current year's approved budget.
16. The CEO shall not deviate from the official Algonquin College colours for all SA corporate and Athletics branding, including word marks.
17. The CEO shall not allow the organization to be without a Sustainability Plan nor allow services to be offered through means in conflict with sustainability philosophy as expressed in ENDS
18. The CEO shall not fail to initiate a Request for Proposal (RFP) for the student Health and Dental Plan at least once in every five year period, and in accordance with the compulsory ancillary fees protocol.
 - a. This RFP shall not fail to include, at a minimum:
 - i. Contraception, Vision, Mental Health & Paramedic Care
 - b. This plan will not fail to allow Opt-In for:
 - i. International Students
 - ii. Spouses & Dependent Child or Children
 - c. The RFP committee shall not fail to include:
 - i. 3 Directors and 3 Staff members
 - ii. An external procurement professional

Approved 4/23

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 fails 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 regard 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

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 06/12

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 **\$304,660** 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. Allocates athletic and recreation fees outside of the athletics program,
7. Allocates building fee revenue to activities or purchases other than the construction of student facilities;
8. Allows the level of student funding to fall below 60% of total revenues;
9. Does not allocate at least 1% of total operating revenue towards a capital equipment reserve;
10. Does not allocate between 1% and 3% of the value of the assets of the student center(s) to a Capital Renewal Reserve;

BOARD POLICIES | Executive Limitations

11. Does not immediately restrict from ancillary fee revenue the aggregate amount of funding required to meet the obligations of the long-term loan associated with the construction of the student commons.

Approved 08/24

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 athletics and recreation 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 12/19

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.

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 SA ancillary 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. Allow Board policy to contain spelling or grammatical errors or fail to correct formatting, correctness, or other errors in the document, so long as these changes would not alter the Board's original intention;
5. Fail to marshal for the Board as many staff and external points of view, issues and options as needed for fully informed Board choices;
 - a. In December, facilitate a meeting to provide direct communication between the Board and Operations department heads.
 - i. Each department's objectives, successes, challenges, barriers to success, trends and additional information will be discussed at the meeting.
6. Present information in unnecessarily complex or lengthy form;

BOARD POLICIES | Executive Limitations

7. Fail to deal with the Board as a whole except when:
 - a. Fulfilling individual requests for information,
 - 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 08/24

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,
 - 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

BOARD POLICIES | Executive Limitations

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 06/12

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;

BOARD POLICIES | Executive Limitations

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 06/12

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 06/12

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 06/12

Sustainability

The CEO shall not allow the organization to be without a Sustainability Plan nor allow services to be offered through means in conflict with the sustainability philosophy as expressed in ENDS.

1. Recognizing the importance of sustainable operations, the CEO shall not:
 - a. Fail to ensure that SA food services prioritize sourcing of local, responsibly produced ingredients.
 - b. Fail to recognize the importance of waste management as an integral component of sustainable operations.
 - c. Allow single-use plastics to be used in delivering SA services or internal operations.
 - d. Fail to procure locally produced, ecologically friendly products where possible.

Approved 01/24

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 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:

1. Inform any staff member of any policy violation in writing;
2. A written reprimand including an explanation and the consequences that result from that violation;
3. Suspension with a warning for further discipline upon a subsequent policy violation;
4. Notice of termination to the employee without failing to provide justification for this action.

Approved 06/12

System for Student Advocacy

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:

1. Act on issues which do not specifically address the needs of the membership;
2. 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;
3. Meet with Government, Industry, or College representatives to discuss advocacy issues unless accompanied by the President or his/her designate, and another Board member;
4. Allow the members to be uninformed.
5. Fail to provide comprehensive administrative and technical support for all student forums and related activity.
 - a. Fail to revise annually a campus-specific class rep handbook ready for distribution for training in September of each year.
 - b. Fail to provide a current, on-line hub (i.e. Brightspace) for all Class Rep related information and support.
 - c. Fail to provide the appropriate-sized room, sound, lights, projection screen, computer, food, branding signage, and all other equipment required for a professionally run event.
 - d. Fail to record the minutes at all official student forums.
 - e. Fail to distribute meeting minutes within 48 hours after the event to class representatives and the Board.

BOARD POLICIES | Executive Limitations

- f. Fail to ensure that a staff member is present for the entire meeting to support any unforeseen technical requirements of the Board or to address any problems that evolve as a matter of process.
 - g. Fail to provide the board with training for facilitation of student forums.
6. Fail to maintain an online system that allows for membership feedback on irritants.

Approved 10/22

Membership Fees

The CEO shall not fail to apply the following rates of activity fees to all members of the Students' Association. The CEO shall not fail to present to the board the adjusted annual premium before fees publication.

1. For members enrolled in a full time, post-secondary, Ministry-funded program:
 - a. Activity fee of \$217.37 per term, which includes a building fee of \$17.50, and an Auditorium Fee of \$22.00.
 - b. Athletics and Recreation fee of \$160.00 per term
 - c. Health Plan fee of \$248.94 paid once annually (this amount may increase or decrease depending on utilization rates from the previous year).
 - d. U-Pass fee of \$229.07 and an administration fee in accordance with the SA's legal obligations.
2. The CEO shall not fail to assign 50% of the fee rates above, excluding the U-Pass and associated fees, to members enrolled as a part-time student in a full time, post- secondary, Ministry funded program (non-Continuing Education).
 - a. Health Plan fee \$248.94 paid once annually (this amount may increase or decrease depending on utilization rates from the previous year).

Approved 05/24

Ends Policy

Mission

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

1. Inclusive of the values of both Algonquin College and the Students' Association, environment is defined as;
 - a. Fair and just campus community.
 - i. Students will be addressed as adults.
 - ii. Respect for students' right to control their own person without violating the rights of others.
 - iii. Legal rights that apply off campus, also apply on campus.
 - b. Smoking zones that are:
 - i. Clearly designated
 - ii. Conveniently located, but away from main entrances and high traffic areas
 - iii. Equipped with proper waste disposal and protection from inclement weather
 - iv. Strictly enforced
 - c. Welcoming, inclusive and safe community.
 - i. Commitment to Truth and Reconciliation,
 - ii. Visibility for the LGBTQ2S+ community,
 - iii. Protection of freedom of speech, thought and expression,
 - iv. Responsive to the needs of the international community.
 - d. An informed student body.
 - i. Empowered with a sense of ownership,
 - ii. Has intimate knowledge of the entitlements, processes and services of the Algonquin Students' Association, college, and the community,

BOARD POLICIES | Ends Policy

- iii. Understands how to exercise their democratic rights.
- e. Integration of sustainability philosophy.
 - i. The conscious balance of social, ecological, and economic factors within complex systems,
 - ii. The ability for complex systems to be rapidly evaluated and adapted to improve the present and invest in future opportunities,
 - iii. Adaptability to non-linear and unpredictable change,
 - iv. A sustainability committee co-chaired by Algonquin Students' Association and Algonquin College for the purpose of driving integration,
 - v. Education and promotional material focused sustainability.
- f. Academics dedicated to learning and producing reputable graduates that demonstrate a high level of applied knowledge.
 - i. Curriculum that matches evolving industry standards and employer expectations.
 - ii. Program delivery that supports effective learning,
 - 1. The innovative use of resources that engage students and enrich their learning experience,
 - 2. A week-long study break from scheduled classes and deadlines in every semester,
 - 3. Experiential learning in every program.
 - iii. A single, reliable learning management system with,
 - 1. A user-friendly focus,
 - 2. Mandatory faculty training,
 - 3. A consistent function and format for all courses within a program.
 - 4. A functional calendar system that includes all course related dates

- iv. A growing and evolving pool of General Education elective courses that provide;
 - 1. Language training that advances French proficiency,
 - 2. Relevant life skills,
 - 3. Heightened cultural awareness.
 - 4. Algonquian language courses.

- v. Various mechanisms, allowing continuous feedback between students, faculty and administrators, including;
 - 1. Program Councils,
 - 2. Algonquin College and Students' Association surveys
 - 3. Focus groups,
 - 4. Class Representative meetings.

- g. Commitment to eliminating financial barriers to education at Algonquin College.
 - i. Economically justifiable costs for education.
 - 1. The choice to not acquire a resource if there is an associated cost,
 - 2. A no-cost alternative for any evaluation that has a cost associated with it,
 - 3. Continuous development and implementation of open education resources.
 - 4. A well-defined, justified, and annually reviewed list of required learning resources for each course.

 - ii. Access to financial resources.
 - 1. Financial literacy education,
 - 2. Bursaries, scholarships, grants and awards.

 - iii. Relief from health-related financial burdens.
 - 1. Flexible and customizable insurance plans

 - iv. Access to emergency food relief on campus.

 - v. Access to employment opportunities that are appropriate while pursuing studies at Algonquin.

- h. Well-designed and inviting campuses.
 - i. Safe and secure,
 - ii. Accessible,
 - iii. Clean and well maintained,
 - iv. Balance of academic, study, creative and social spaces.
 - 1. Academic spaces with appropriate infrastructure and equipment to support effective curriculum delivery.
 - 2. Study spaces that enable individual, collaborative, and silent study.
 - 3. Social spaces that encourage renewal and friendship.
- i. A dignified, accessible, and affordable housing experience across all campuses, with a college strategically engaged with local municipalities in support of suitable options for student housing, actively reflecting its institutional values.
 - i. Have a quality residence in Pembroke that meets the diverse needs of current and future students.
 - ii. Have a quality residence in Perth that meets the diverse needs of current and future students.
 - iii. Have a quality residence in Ottawa that meets the diverse needs of current and future students.
 - iv. Off-campus housing that is attainable, close to campus, and safe for students.
- j. Fully integrates the pursuit of Truth, Reconciliation, and Indigenization as a critical tool in recognizing and dismantling colonial patterns of environmental and social exploitation.
 - i. Commitment to Truth and Reconciliation.
 - ii. Algonquin cultural and language courses as options for general electives.
 - iii. Recognizing the use of Aboriginal healing practices
 - 1. Aboriginal healers and elders teaching within community service programs
 - iv. Memorial for the fallen children and survivors of the residential school system
 - v. Integration of student programs into local Indigenous communities

BOARD POLICIES | Ends Policy

2. Student Success is defined as developing and possessing the tools, skills, and knowledge to continue on a path towards achieving one's goals;
 - a. Completion of a program, or personal educational goals with a seamless transition to;
 - i. A meaningful career,
 - ii. Further education,
 - iii. Professional designation.
 - b. Continued growth as both a;
 - i. Person with,
 1. Clarity of direction,
 2. A healthy and balanced life,
 3. Self-awareness,
 4. Self-confidence.
 - ii. Professional with,
 1. Skills to improve employability.
 2. Leadership,
 3. Effective communication,
 4. Teamwork.
 - iii. Network for;
 1. Exposure to employers,
 2. Mentorship.
 - iv. Relevant experience through;
 1. Experiential learning,
 2. Entrepreneurship,
 3. Volunteer opportunities.

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