



LEADING WITH PURPOSE

A governance framework that ensures the Board operates with integrity,
accountability, and transparency in serving the College.

POLICIES OF THE
BOARD OF
GOVERNORS

Preamble

Georgian College's Board of Governors is entrusted with ensuring the College serves students, employers, and the community with integrity, accountability, and vision.

In fulfilling its role, the Board acts in compliance with the *Ontario Colleges of Applied Arts and Technology Act*, all relevant provincial legislation, and Ministry of Colleges and Universities directives.

The following policies provide a clear governance framework that balances Board oversight with institution operational independence. This enables the Board to lead strategically while respecting the authority of the President and CEO of the College.

Together, these policies reflect the Board's commitment to good governance, transparency, equity, inclusion, and reconciliation in all decision-making.

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Section 1

Outcomes

POLICY TYPE:	I. OUTCOMES
POLICY TITLE:	A. MISSION, VISION AND VALUES

The Board of Governors will define the “end” or the results for which the College exists. Typically, statements stay in place for a considerable period to guide the fundamental actions of the College. Once the Mission, Vision and Values are set:

1. All actions and decisions made by the President and CEO will be undertaken with these statements as his / her primary focus, including, but not limited to, the development of strategic plans and goals.
2. The President and CEO will consistently and regularly derive methods of engaging the students, staff and community stakeholders in the development, evaluation and communication of the College’s Mission, Vision and Values.
3. The President and CEO will regularly monitor the College’s success in incorporating its Mission, Vision and Values in its actions and decisions.
4. The Mission Statement is the Board’s highest level end statement and reflects the ultimate results expected of the College and how it will contribute to its communities. The Vision Statement depicts a realistic and credible goal for the College and focuses the energy and efforts of the College towards this goal. The College’s Values form the guiding principles of all that it does – for its students, employers, and communities.

MISSION

To inspire innovation, transform lives and connect communities through the power of education.

VISION

Accelerate success through exceptional teaching and learning, innovation and partnerships.

VALUES

Excellence, community engagement, integrity, inclusion, sustainability

Section 2

Governance Process

Good governance begins with how the Board organizes itself and conducts its work. This section defines the processes that guide the Board's style, responsibilities, leadership, committees, and ethical standards. By setting clear expectations for behavior, decision-making, and accountability, these policies ensure the Board governs with integrity, transparency, and in the best interests of the College and its community.

Policy Statement:

Effective governance depends on how the Board conducts itself. This policy sets expectations for respectful, transparent, and accountable behavior, ensuring decisions are made in the best interests of the College and its students.

Policy Responsibilities:

1. Decision-Making

- 1.1 The Board will make decisions that are strategic, policy-focused, and evidence-based.
- 1.2 Policies will reflect the Board's values and priorities, clearly outlining:
 - The outcomes the College is expected to achieve, and
 - The limitations placed on the means used to achieve them.
- 1.3 The Board will establish broad written policies that clearly articulate the goals and means by which those goals may be attained.

2. Fiduciary Duty

- 2.1 Governors have a fiduciary duty to act in the best interests of the College as a whole.
- 2.2 This duty is owed only to the College — not to the constituency, constituency group, or organization that may have nominated or appointed them.
- 2.3 A Governor must not put the interests of a particular group, individual, or entity above the interests of the College community.
- 2.4 Governors are required to apply the level of skill and judgement expected of a person with their knowledge and experience.
- 2.5 The Board will draw on the expertise of individual members, but decisions ultimately rest with the collective judgement of the Board.

3. Standards of Conduct

Governors will:

- 3.1 Act in the best interests of the College as a whole, providing consistent leadership on behalf of students, staff, employers, government, donors, and the communities served.
- 3.2 Act with honesty, integrity, and good faith.
- 3.3 Apply their skills and judgment to serve the best interests of the College and its students.
- 3.4 Contribute their expertise while respecting that decisions are made collectively by the Board.

4. Leadership

Governors must demonstrate leadership that:

- 4.1 Reflects the best interests of students, staff, employers, government, donors, and the wider community.
- 4.2 Is consistent, constructive, and transparent.

5. Board Governance Approach

The Board will govern in a way that emphasizes:

- 5.1 Long-term vision and outward focus.
- 5.2 Encouragement of open participation and diversity of viewpoints.
- 5.3 Strategic, accountable, and proactive leadership rather than involvement in day-to-day operations.
- 5.4 Sound and responsible financial oversight.
- 5.5 Collective, rather than individual, decision-making to build shared responsibility.
- 5.6 No Individual Governor has authority to instruct staff or act independently on behalf of the Board unless formally authorized.
- 5.7 Lawful governance, ensuring full compliance with its By-laws, policies, and external legislative requirements.

Policy Statement:

The Board exists to govern, not manage. This section outlines the Board's collective responsibilities in setting direction, safeguarding resources, ensuring accountability, and representing the community's interests.

Policy Responsibilities:

1. Governance Responsibility

The Board is responsible for the overall governance of the College in compliance with all applicable laws, regulations, and government policies.

- 1.1 The Board delegates authority to the President and CEO to manage day-to-day operations and implement plans within the boundaries of Board policies.

2. Strategic Direction

The Board assures that the College:

- 2.1 Develops and maintains a strategic plan consistent with its mission, vision, and values.
- 2.2 Monitors the intended outcomes of the strategic plan through regular updates by the President to the Board.
- 2.3 Makes decisions aligned with this plan to support long-term sustainability and community impact.

3. Policy and By-Laws

The Board establishes and maintains governance policies and By-Laws to:

- 3.1 Define its own role and responsibilities.
- 3.2 Ensure compliance with all legal requirements.
- 3.3 Provide clear direction to the President and CEO.

4. Community Representation

As representatives of the College in the community, the Board:

- 4.1 Maintains strong relationships with college-related and community-based groups.
- 4.2 Ensures that the College is responsive to the needs of students, employers, government, and the communities it serves.

5. Stewardship of Resources

The Board safeguards the College's financial and physical resources by:

- 5.1 Overseeing the responsible use of public funds.
- 5.2 Ensuring appropriate accountability systems are in place.

5.3 Protecting the College from financial, operational, and reputational risks.

6. Oversight of the President and CEO

The Board is responsible for:

6.1 Establishing the job description of the President and CEO.

6.2 Selecting, supporting, evaluating, and determining compensation for the President and CEO.

6.3 Planning for leadership succession through policies on outcomes and executive limitations.

7. Advocacy

The Board advocates on behalf of the College with the government and community partners to:

7.1 Support the College's mission, vision, and values.

7.2 Maximize resources and opportunities that strengthen the College.

8. Board Effectiveness

8.1 The Board ensures its own effectiveness through:

a. Commitment to carrying out its responsibilities.

b. Monitoring and reviewing its governance processes and performance.

c. Ongoing development and education to improve governance practices.

9. Collective Decisions

9.1 Governors respect confidentiality of discussions and support the collective decisions of the Board, as one unified voice.

Policy Statement:

The Chair provides leadership to the Board and serves as its primary spokesperson. This section defines the Chair's role in guiding Board processes, supporting the President and CEO, and ensuring balanced, effective governance.

Policy Responsibilities:

1. Relationship with the President and CEO

- 1.1 The Chair will meet regularly with the President and CEO to discuss strategic direction, Board priorities, and emerging issues.
- 1.2 These meetings are intended to strengthen communication and alignment between governance and management, not to direct operations.

2. Onboarding and Transition

- 2.1 When a new Chair is appointed, the Chair and President will meet to discuss a structured onboarding plan, including agreement on meeting frequency, attendees, and scope of discussions.
- 2.2 The onboarding process will ensure clarity of expectations, alignment on strategic priorities, and shared understanding of governance–management boundaries.
- 2.3 Outgoing Chair may participate in a transition process to provide continuity and support.

3. Governance Leadership

- 3.1 The Chair is responsible for ensuring that the Board operates in compliance with its By-Laws, approved policies, and applicable legislation.
- 3.2 The Chair ensures Board deliberations are fair, inclusive, transparent, and efficient.
- 3.3 The Chair may delegate responsibilities when appropriate, with Board approval.

4. Compliance Oversight

- 4.1 The Chair ensures the College complies with legislation and regulations where the Board is directly accountable.
- 4.2 Where required, the Chair will report on compliance matters to the Board.

5. Representation within the College

- 5.1 Within the College, the Chair represents the Board and works closely with the President and CEO in a consultative role.
- 5.2 The Chair does not have authority to supervise, direct, or manage the President and CEO.

6. External Representation

6.1 The Chair serves as the primary spokesperson for the Board to external individuals, government, and the community.

6.2 The Chair represents the collective voice of the Board, not individual opinions.

7. Expense Oversight

7.1 The Chair reviews and approves expense reimbursements for the President and CEO.

7.2 The Chair's own expenses are reviewed and approved by the Vice-Chair.

7.3 All expenses must follow approved College policies and be transparent and accountable.

8. Checks and Balances

8.1 The Chair's authority is limited to responsibilities delegated by the Board and defined in Board policy.

8.2 The Chair is accountable to the Board and may not act independently on matters reserved for the collective Board.

Policy Statement:

Committees help the Board do its work, but they do not replace it. This section establishes principles for committee structure, authority, and accountability, ensuring they operate with clarity and efficiency. This policy applies to all groups established by Board action, whether they are formally called a committee or not, and regardless of whether membership includes Board members.

Policy Responsibilities:

1. Purpose of Committees

- 1.1 Committees provide analysis, advice, and options for Board decision-making.
- 1.2 Committees may work closely with management for information and input but remain accountable to the Board.

2. Relationship to the Board

- 2.1 Committees supplement the work of the Board but do not replace it.
- 2.2 Committees do not act independently of the Board and cannot make binding decisions unless formally delegated.

3. Limits of Authority

- 3.1 Committees will not perform management functions or interfere with responsibilities delegated to the President and CEO.
- 3.2 Committees have no direct authority over College staff or operations.
- 3.3 Their authority is strictly limited to what the Board has formally delegated.

4. Establishment and Terms of Reference

- 4.1 Committees will be created only when needed and in accordance with sound governance practices.
- 4.2 Each committee will have a clear, Board-approved Terms of Reference (TOR) that sets out its purpose, authority, membership, and reporting requirements.
- 4.3 TORs will be reviewed at least annually.

5. Reporting

- 5.1 Committees will provide written reports, including meeting minutes, as part of Board meeting packages.
- 5.2 Each committee will prepare an annual report confirming that it has carried out its work in alignment with its TOR and without duplicating the Board's role.

6. Representation and Authority

- 6.1 Committees may not speak for or act on behalf of the Board unless formally authorized to do so by Board resolution.
- 6.2 Any delegation of authority will be specific and time limited.

7. Non-Board Members on Committees

- 7.1 The Board may appoint non-Board members to committees where their expertise adds value.
- 7.2 Non-Board members will be full voting members and count toward quorum.
- 7.3 Non-Board members must comply with the Governors' Code of Conduct, including signing a confidentiality agreement.
- 7.4 They will serve terms of up to two years and may be reappointed by the Board.

Policy Statement:

The credibility of the Board depends on the integrity of its members. This section outlines the ethical standards, conflict-of-interest rules, and confidentiality expectations that guide Governors in carrying out their fiduciary duties.

Policy Responsibilities:

1. Ethical Standards

Governors are expected to act ethically, lawfully, and with professionalism at all times. This includes:

- 1.1 Complying with all College By-Laws, policies, and procedures.
- 1.2 Using authority responsibly and demonstrating appropriate conduct in all Board activities.

2. Annual Declarations

- 2.1 Each year, Governors will complete and sign the Consent to Act as a Governor and the Conflict of Interest Declaration.
- 2.2 The Board Chair will confirm that all declarations are completed and that the Board is in compliance with Ministry directives.

3. Duty of Loyalty

- 3.1 Governors will place the interests of the College above their own personal or professional interests.
- 3.2 Governors must not seek personal gain, directly or indirectly, through their relationship with the College.

4. Commitment to Service

- 4.1 Governors must attend meetings regularly and actively contribute to the work of the Board and its committees.
- 4.2 Governors will prepare in advance and participate in Board deliberations constructively.

5. Conflict Management and Training

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- 5.1 Governors will participate in conflict management and respectful dialogue training.
- 5.2 Training will be refreshed regularly to ensure Governors are equipped to handle difficult conversations, diverse perspectives, and sensitive governance issues constructively.

6. Conflicts of Interest

- 6.1 Governors must disclose any real, potential, or perceived conflicts of interest immediately when they arise.
- 6.2 A mandatory annual declaration process will be used to ensure transparency and accountability.
- 6.3 Governors with a conflict will recuse themselves from related discussion and decision-making.

- 6.4 Governors must not use their position to benefit themselves, their families, or close associates.
- 6.5 External Governors may not act as a reference for anyone applying to work at the College.
- 6.6 Internal Governors may participate in hiring in their professional capacity but must not use their role as Governor to influence decisions.
- 6.7 External Governors applying for permanent employment with the College must notify the Chair in writing and resign from the Board.
- 6.8 The Board recognizes the unique dual roles of Internal Governors and is committed to fostering an environment where they can engage fully and confidently in Board deliberations. Upon request, Internal Governors will have access to appropriate support through the Board Office to help ensure they feel well-equipped to fulfill their governance responsibilities.

7. Respect for Boundaries

- 7.1 Governors will not interfere in College operations or direct staff.
- 7.2 Any operational concerns raised with a Governor must be referred to the President and CEO.

8. Public Comment and Communication

- 8.1 Governors will not publicly comment on the President, CEO, or staff. The Board collectively assesses the President and CEO through established processes.
- 8.2 Once a decision has been made, the Board will speak with one voice. Individual Governors may not publicly express personal disagreement.
- 8.3 Only the Chair (or delegate) may speak publicly on behalf of the Board.

9. Confidentiality

- 9.1 Governors must protect the confidentiality of Board and committee discussions.
- 9.2 Confidential information may not be shared outside the Board or used for personal benefit.
- 9.3 Information remains confidential until the Board releases it publicly.

10. Respectful Governance

- 10.1 Governors will respect each other, the democratic process, and the authority of collective decisions.
- 10.2 Governors will engage in debate that is respectful, evidence-based, and focused on the College's best interests.
- 10.3 Disagreements will be resolved constructively, and once decisions are made, all Governors will support them.

11. Healthy Debate and Communication

- 11.1 The Board recognizes that healthy debate and differing viewpoints strengthen decision-making. Governors are expected to engage respectfully and focus on issues, not individuals.

- 11.2 The Chair will guide discussions to ensure disagreements are resolved constructively and, when needed, may engage formal mediation.
- 11.3 Governors will communicate Board decisions with one voice, maintaining unity and clarity once decisions are made.

12. Conflict Resolution

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- 12.1 When disputes arise within the Board that cannot be resolved informally, a structured conflict resolution process will be initiated.
- 12.2 The Chair (or Vice-Chair, if the Chair is involved in the conflict) will coordinate a resolution process.
- 12.3 The goal is to resolve conflicts in a manner that preserves respectful governance, protects relationships, and ensures the Board continues to act in the best interests of the College.

Section 3

Board Chair and President/CEO Relationship

POLICY TYPE:	III. BOARD / PRESIDENT AND CEO RELATIONSHIP
POLICY TITLE:	A. DELEGATION TO THE PRESIDENT AND CEO

1. The Board's role and responsibilities are generally confined to establishing broad policies and strategies, leaving implementation and subsidiary strategy and procedure / practice development to the President and CEO. All of the accountability to meet Board expectations is charged to the President and CEO and, consequently, it is essential that the Board delegate to this position all the authority that such extensive accountability deserves.
2. The Board's sole official connection to the operational organization, its achievements, and conduct and any authority delegated to staff will be exclusively through the President and CEO. Any Board authority that is delegated to staff is done so exclusively through the President and CEO. All authority and accountability of staff, as far as the Board is concerned, is considered the authority and accountability of the President and CEO. The Board will neither give instructions to nor evaluate, either formally or informally, persons who report directly or indirectly to the President and CEO.
3. Only duly approved policies and motions of the Board, acting as a whole, are binding on the President and CEO. Decisions or instructions of individual Governors, officers, or committees are not binding on the President and CEO, unless approved by the Board. In the case of Governors or committees requesting information or assistance without Board authorization, the President and CEO may refuse such requests that require, in the President and CEO's opinion, a material amount of staff time or funds, or are disruptive to the organization.
4. The Board will instruct the President and CEO through written policies that:
 - a. Prescribe the organizational results (Outcomes) to be achieved, and;
 - b. Describe behavioural constraints and organizational situations and actions to be avoided (Executive Limitations) to ensure that the President and CEO acts within acceptable boundaries of prudence, ethics and legality.
5. As long as the President and CEO uses any reasonable interpretation of the Board's Outcomes and Executive Limitations policies, the President and CEO is authorized to establish all further operational procedures and practices, make all decisions, take all actions, and develop all activities. Such decisions of the President and CEO will have full force and authority as if decided by the Board.

REVIEWED and UPDATED: October 29, 2020

POLICY TYPE:	III. BOARD / PRESIDENT AND CEO RELATIONSHIP
POLICY TITLE:	B. PRESIDENT AND CEO'S JOB DESCRIPTION

1. The President and CEO is delegated full authority to manage and direct the general administration, business and affairs of the College, within appropriate boundaries and authority granted under delegation of authority from the Board.
2. The President and CEO is accountable directly to the Board of Governors.
3. In broad terms, the expectations of the President and CEO will fall into two categories:
 - a. Accomplishing throughout the institution the Board's Outcomes policies regarding "Mission, Vision and Values"; and "Strategic Priorities".
 - b. Demonstration of leadership behaviour and practices.
4. The President and CEO will act in the best interests of the College at all times in securing and promoting its educational, community, administrative and financial objectives.
5. During the term of his / her appointment, the President and CEO will undertake to fully and faithfully discharge the duties and responsibilities of the position to a high standard of professional competence.
6. The President and CEO's performance will be considered to be synonymous with organizational performance. Organizational performance may be gauged by considering factors, including but not limited to, successful implementation of the vision, mission, values, business plan, financial plan, and employee and community engagement in the context of the prevailing economic and social climate.
7. The President and CEO may speak on behalf of the College.

REVIEWED and UPDATED: October 29, 2020

POLICY TYPE:	III. BOARD / PRESIDENT AND CEO RELATIONSHIP
POLICY TITLE:	C. MONITORING AND EVALUATING THE PRESIDENT AND CEO'S PERFORMANCE

1. The Board of Governors is solely responsible for assessing the performance of the President and CEO.
2. The performance of the President and CEO of the College will be reviewed and evaluated with respect to:
 - a. Organizational accomplishment of the Board's Outcomes policies;
 - b. Organizational operation within the boundaries established in Board policies on Executive Limitations, and;
 - c. Strategies outlined in the College's Strategic Plan.
3. Evaluating the President and CEO's performance is synonymous with evaluating organizational performance against Board policies on Outcomes and Executive Limitations.
4. For sound governance, the Board will ensure that all such expectations of the President and CEO are clearly established and communicated as a basis for monitoring and evaluating performance.
5. The Board's Executive Committee will lead the President and CEO's performance assessment process. The Board Chair will ensure all governors have input into the assessment of the President and CEO's performance review and eligibility for compensation progression and professional development activities. The Board, excluding internal representatives, reviews and approves the Executive Committee's recommendations related to performance, development and compensation.
6. In addition to ongoing, regular informal feedback from Board to the President and CEO, a formal review will occur after completion of the President and CEO's first six months in office. Thereafter, the Executive Committee, on behalf of the Board, will conduct an annual performance review.
7. Input to the President and CEO's performance evaluation can be collected from a variety of sources, including other Governors, members of senior management and professional staff, or external representatives (e.g., the Ministry and related organizations) and in a variety of methods but should always focus on providing feedback relative to the criteria being assessed.
8. The methods of acquiring feedback and input may include:

- a. **President and CEO's self-assessment** – The President and CEO will be encouraged to assess his or her own performance.
 - b. **External Reports** - Discovery of compliance information by a disinterested, external auditor, inspector or judge who is selected by and reports directly to the Executive Committee. Such reports must assess the President and CEO's performance only against Board policies.
 - c. **Direct Board Inspection** - Discovery of compliance information by a Board member, a committee or the Board as a whole. This is an inspection of documents, activities or circumstances directed by the Board that allows a "prudent person" test of Board compliance.
 - d. **Executive Committee Discussion** – Input can be gathered by the Executive Committee through a discussion process. Elements of the review can be discussed, and summarized and shared with the Board.
 - e. **Structured Evaluation Survey** – A structured survey instrument can be used to canvass opinions on the President and CEO's performance. The survey can seek input from a broad set of sources. Using this approach, people with different perspectives of the President and CEO's performance (Board members, senior management, staff, students and external individuals and organizations) are asked to provide input using a structured questionnaire. A designated person or a third- party can collect and summarize the confidential surveys.
9. To be most useful, performance indicators and the reporting system should be developed utilizing actual performance compared to planned results (targets). Variances to the above should be clearly shown. Commentary from College management should explain any significant variances, and provide recommended courses of action to address the variances.
10. The Chair of the Board will meet with the President and CEO to discuss the Board's conclusions to the performance evaluation process. These discussions will include the determination of the specific objectives and next steps that are to be the basis of the next evaluation.
11. The Board Chair will prepare a written summary of the evaluation and the meeting with the President and CEO to be placed in the President and CEO's file.

REVIEWED and UPDATED: September 30, 2021

POLICY TYPE:	III. BOARD / PRESIDENT AND CEO RELATIONSHIP
POLICY TITLE:	D. PRESIDENTIAL SEARCH AND SELECTION

1. The Board of Governors as a whole (excluding the current President and CEO) is responsible and accountable for selecting and appointing the President and CEO.
2. The objective of the Presidential search and selection process is to recruit the best qualified candidate for the role - an individual who will provide leadership for the College in accordance with Georgian's Mission, Vision, Values and Strategic Priorities.
3. The recruitment process should be initiated with enough lead time to allow for:
 - a. A seamless transition in the Office of the President and CEO, and;
 - b. Constituent input into the search and selection process. This would include academic, support and administrative staff, students, and other key stakeholders as determined by the Board.
4. The Presidential search and selection process should be both fair and equitable and should be characterized by rigor, thoroughness and objectivity. Any conflicts of interest must be declared and dealt with appropriately.
5. The Board of Governors approves the Presidential Search Protocol including its selection practices, recruitment techniques, etc. Presidential Search and Selection Operating Practices and Procedures and the Georgian College Recruitment and Selection Procedure provide the basic principles, guidelines and processes to be followed.
6. The process must comply with relevant legislation including but not limited to the Human Rights Code, Freedom of Information and Protection of Privacy.
7. A balance should be found between disclosure during the process and candidate confidentiality while complying with relevant legislation as per #6 above.
8. Flexibility and adaptability should be maintained throughout the Presidential search and selection process in order to attract top candidates.
9. Since there may be a significant time lapse between the commencement of the selection process and its completion, the Board will provide regular communications to the College community to identify the Board's progress during this selection process. These communications will be limited to identifying the particular stage of the process and accomplishments to date, and will not breach confidentiality.

REVIEWED and UPDATED: September 30, 2021

POLICY TYPE:
POLICY TITLE:

III. BOARD / PRESIDENT AND CEO RELATIONSHIP
E. PRESIDENT AND CEO'S CONTRACT AND
ADMINISTRATION OF TOTAL COMPENSATION

1. The Board of Governors as a whole (excluding the current President and CEO) is responsible for and approves the President and CEO's contract. Under the direction of the Board, the Chair will negotiate the contract with an incoming President and CEO as part of the Presidential search and selection process.
2. The Board Chair will access and use appropriate resources, internal or external to the College, to ensure compliance with legislation, regulation and provincial policy with regard to the President and CEO's contract and total compensation. Such resources could include, but would not be limited to, Board Executive Assistant, senior administrative staff in the College, the College Employers Council and legal counsel.
3. In approving the President and CEO's compensation, the Board needs to assure itself that the compensation is:
 - a. Aligned with performance;
 - b. Equitable in relation to other positions within the College and the college system;
 - c. Compliant with legislation, regulation and provincial policy, and;
 - d. Fiscally responsible and publicly defensible.
4. The contract will outline total compensation including performance pay. The President and CEO's performance will be monitored and evaluated in accordance with Policy III. C. Monitoring and Evaluating the President and CEO's Performance.
5. In determining the annual performance pay for the President and CEO, the Chair will determine, using appropriate resources, any legislative, regulatory or provincial policy issues that may impact the College's ability to administer pay for performance as per the contract. The Chair will bring forward an appropriate recommendation to the Board regarding pay for performance based on the Executive Committee's review of the President's performance and its recommendation. (For further details reference III.C – Monitoring and Evaluating the President and CEO's Performance).
6. After the Board has assessed the President and CEO's performance and approved the President and CEO's performance pay, the Chair will provide direction, in writing, to the appropriate College department regarding the Board's decision relating to pay for performance. This will be maintained in the President and CEO's file.
7. The contract will be maintained in the President and CEO's file in Human Resources, which will be the sole official repository for the file. Any subsequent changes to the contract or renewals of the contract will be led by the Chair under the direction of the Board and will follow the procedures outlined above. Any contract modifications will be administered by the appropriate College department.
8. The Board of Governors must approve any perquisites for the President in accordance with the Broader Public Sector Accountability Act.

Section 4

Executive Limitations

POLICY SECTION: IV. EXECUTIVE LIMITATIONS
A. GENERAL EXECUTIVE CONSTRAINT

1. This policy is the most general of any executive limitations policy. All further executive limitations policies provide more specific constraints.
2. The President and CEO is granted the authority to use a reasonable interpretation of the Board's words and intent.
3. The President and CEO will not cause or allow any practice, activity, decision or organizational circumstance that is:
 - a. Imprudent, unethical, or unlawful;
 - b. Violates College Values as documented in the Board policy I.A.;
 - c. Violates commonly accepted business and professional practices and ethics, or;
 - d. Is contrary to Ministry policy or directive.
4. Incidents involving non-compliance by the President and CEO with the Executive Limitations imposed by Board policy will be investigated and dealt with by the Board of Governors using the Board's Protected Disclosure Policy and related College procedures.

1. With respect to interactions with students or individuals applying to be students, the President and CEO will not cause or permit conditions, procedures, or decisions which are unfair, unsafe, untimely, disrespectful or unnecessarily intrusive.
2. The President and CEO will not:
 - a. Elicit information for which there is no clear necessity.
 - b. Use methods of collecting, reviewing, transmitting, or storing student information that fail to protect confidentiality, privacy and against improper access to the material.
 - c. Operate facilities without appropriate accessibility, privacy and dignity.
 - d. Allow students to be unaware of what may be expected and what may not be expected from the services offered to them by the College.
 - e. Fail to inform students, on a timely basis, of any changes made to policy, procedures, programs of study or services affecting them.
 - f. Allow students to be unaware of this policy or a way to be heard for persons who believe that they have not received treatment in accordance with a reasonable interpretation of this policy.
3. The President and CEO will not change student fees unless they are:
 - a. Reflective of the Board's Outcomes policies;
 - b. Approved annually by the Board of Governors, as required by government policy or regulation, and;
 - c. In the best interests of the College and its students.

POLICY SECTION: IV. EXECUTIVE LIMITATIONS
C. TREATMENT OF STAFF AND VOLUNTEERS

1. With respect to treatment of paid and volunteer staff, the President and CEO will not cause or permit conditions, which:
 - a. Are unsafe, unfair, undignified or disrespectful;
 - b. Deny a process which is reasonable and prudent, or;
 - c. Are in violation of their human rights.
2. Accordingly, the President and CEO may not:
 - a. Employ staff without a job description, performance appraisal (formal or otherwise) and a means of systematic job evaluation;
 - b. Prevent staff or volunteers from appealing to the Board after appropriate College procedures have been followed and exhausted and where the employee or volunteer asserts that a significant violation of Board policy has occurred or such policy may be unlawful;
 - c. Violate the terms of Collective Agreements or any Terms and Conditions of Employment;
 - d. Operate without written personnel procedures that:
 - i. Clarify the rules for staff and volunteers;
 - ii. Provide for effective handling of disputes;
 - iii. Protect against wrongful conditions (e.g. nepotism and grossly preferential treatment for personal reasons.);
 - iv. Allow staff and volunteers to report, without retaliation on acts of omission, illegal acts or mismanagement;
 - v. Allow staff and volunteers to be unprepared to deal with emergency situations, and;
 - vi. Allow staff and volunteers to be unfamiliar with their rights and responsibilities.

POLICY SECTION: IV. EXECUTIVE LIMITATIONS

D. EXECUTIVE BACKUP

1. The Board will ensure that it can sustain leadership within the College by identifying (in writing annually at the conclusion of the performance evaluation process for the President and CEO) the recommended candidate who will stand in for the President and CEO in the event that the President and CEO is unable to perform his or her duties due to an emergency or prolonged absence.
2. In order to protect the Board from such a sudden loss of chief executive services, the President and CEO will not have fewer than two other executives familiar with Board and Presidential issues and processes who can temporarily take over the direction of the organization on the decision of the Board.
3. In an emergency back-up situation, the Board will be required to address:
 - a. The selection of the appropriate candidate from among those identified in #2 above or any other candidate deemed suitable by the Board;
 - b. The training that may be required to support the individual in the role;
 - c. Any changes or limitations to the authorities delegated to the acting President and CEO, and;
 - d. The compensation that will be associated with the role.
4. Where an unplanned naming of a President and CEO is required, the Executive Committee will be responsible for bringing forward a recommendation to the Board. The final decision on a replacement for the President and CEO on an acting basis will be made by a motion of the full Board.
5. When the President and CEO has a planned absence for longer than the normal vacation period, the President and CEO will make a recommendation to the Board concerning who should act for the President and CEO during his / her planned absence. The President and CEO and the Board will agree on the selection for acting President and CEO or any other arrangement to provide interim chief executive services.
6. If the Board determines that the President and CEO is unable to perform his / her duties and responsibilities, the Board may appoint an acting President or make any other arrangements for the provision of chief executive services.
7. To ensure succession planning at the senior management level of College staffing, the President and CEO will maintain on file a current process to be followed in the event of a vacancy at the Senior Team level.

POLICY TYPE: IV. EXECUTIVE LIMITATIONS

POLICY TITLE: E. COMPENSATION AND BENEFITS

1. With respect to the employment, compensation and benefits of employees, contract staff and volunteers, the President and CEO will not:
 - a. Conduct himself / herself/them self in an unreasonable or imprudent manner;
 - b. Cause or allow jeopardy to the fiscal integrity or public image of the College, or;
 - c. Permit the college to be other than in compliance with legislation, regulations and public policy.
2. The President and CEO will not:
 - a. Change the President and CEO's own compensation and benefits, except those benefits that are consistent with the benefits provided to all other employees.
 - b. Establish current compensation and benefits that deviate materially from the geographic or professional market for the skills employed.
 - c. Create obligations over a longer term than revenue can be reasonably projected.
 - d. Promise or imply guaranteed or permanent employment.
3. The President and CEO is accountable to ensure adherence to the Perquisite Directive of the Government of Ontario. To that end, the President and CEO will ensure that:
 - a. All perquisites are approved, in writing, by the President prior to these being provided to the individual.
 - b. There is appropriate record keeping for verification and audit purposes.
 - c. The College will ensure summary information regarding allowable perquisites is produced annually and made publicly available upon request

POLICY TYPE:	IV. EXECUTIVE LIMITATIONS
POLICY TITLE:	F. COMMUNICATION TO THE BOARD

1. With respect to providing information and counsel to the Board, the President and CEO will not permit the Board to be uninformed or unsupported in its work.

2. The President and CEO will not:
 - a. Neglect to submit performance-related data required by the Board in a timely, accurate and understandable fashion, directly addressing the Board policies being monitored.
 - b. Let the Board be unaware of any relevant trends and issues or significant incidental information including anticipated adverse media coverage, related key messages, threatened or pending lawsuits, material external and internal changes or updates (including labour relations and human rights), progress on the College's strategic plan or changes in the assumptions upon which any Board policy has previously been established.
 - c. Fail to provide for the Board adequate, timely and accurate information from a variety of points of view as needed for fully informed Board decisions. Such information will not be unnecessarily complex or lengthy in form.
 - d. Allow the Board to be without workable mechanisms for official Board, officer or committee communications.
 - e. Fail to deal with the Board as a whole except when:
 - i. Fulfilling individual requests for information or consulting with an individual Governor, or;
 - ii. Responding to officers or committees duly charged with delegated authority by the Board.
 - f. Allow the Board to be unaware or fail to report to the Board, in a timely manner, an actual or anticipated non-compliance with any policy of the Board, particularly outcomes or executive limitations policies, regardless of the Board's performance monitoring schedule.
 - g. Fail to take appropriate action and obtain Board approval for responsibilities delegated to the President and CEO required by law or contract to be Board-approved.
 - h. Fail to ensure the Board is regularly apprised of the status of the budget in relation to significant external and internal issues, particularly changes in the assumptions upon which the budget has previously been approved by the Board.

POLICY TYPE: IV. EXECUTIVE LIMITATIONS

POLICY TITLE: G. OCCUPATIONAL HEALTH AND SAFETY

1. With respect to the health and safety of all employees, students and visitors, the President and CEO will not allow the College to operate without fulfilling its obligations under all relevant legislation and regulations.
2. Georgian College is committed to promoting a healthy and safe environment for all employees, students and visitors. The Occupational Health and Safety Policy incorporates the Internal Responsibility System which is an underlying principle of the Occupational Health and Safety Act (OHSA).
3. The OHSA and its accompanying regulations describe the minimum standards for workplace health and safety. The President and CEO will ensure responsibility for health and safety is incorporated within the College's management structure and responsibilities with the capacity to address health and safety issues and concerns in a timely and appropriate manner.
4. All members of the Board and officers of the College will take reasonable care to ensure that the College complies with the OHSA and Regulations and orders and requirements of inspectors, directors and orders of the Minister.
5. The Board is accountable for fulfilling the employer's obligations under the OHSA.
6. The Board will delegate the responsibility and the authority to carry out these duties to the President and CEO.
7. The President and CEO must establish a health and safety statement that will be posted at all College locations and the internal systems for effective health and safety program management with regular reporting to the Board.

POLICY TYPE:	IV. EXECUTIVE LIMITATIONS
POLICY TITLE:	H. FINANCIAL CONDITION

1. The President and CEO will not allow the financial condition to develop which would place the College in fiscal jeopardy.
2. The President and CEO will not permit financial practices within the College that fail to comply with government legislation and regulations, and policy and directives issued by the Ministry of Training, Colleges and Universities.
3. The President and CEO will not operate without an annual budget.
4. The President and CEO will ensure that the annual budget:
 - a. Is approved by the Board of Governors;
 - b. Is reflective of the Outcomes policies of the Board;
 - c. Follows government regulations and Ministry directives;
 - d. Explains significant assumptions and risks;
 - e. Uses reasonable and conservative estimates, and;
 - f. Contains sufficient information to ascertain annual operating revenues and expenditures.
5. While operating under the approved annual budget, the President and CEO will not allow:
 - a. Changes in expenditures that deviate significantly from the approved budget;
 - b. Changes to the budget that cause deviation from the Board's Outcome policies, or;
 - c. Use of the College's financial resources that contravenes the underlying intent of the annual budget.
6. At the end of each fiscal year, the President and CEO will not fail to prepare and submit audited financial statements for the approval of the Board.
7. The President and CEO will not access reserve / restricted funds without Board approval.
8. The President and CEO will not use reserve / restricted funds in a manner that fails to comply with their stated purpose, and applicable statutes and regulatory requirements.
9. The President and CEO will report all uses of the restricted funds to the Board of Governors on an annual basis in conjunction with the presentation of the financial statements.
10. The President and CEO will not enter into any new or modified credit facility without Board approval.
11. The President and CEO will ensure that the College makes no financial contributions to political parties, constituency associations, candidates and leadership contestants.

POLICY TYPE: IV. EXECUTIVE LIMITATIONS

POLICY TITLE: I. PROCUREMENT AND ASSET MANAGEMENT

1. The President and CEO will not allow assets to be unprotected, inadequately insured or maintained, or unnecessarily risked. Assets are all tangible properties, such as land, buildings, furniture and equipment, and intangible properties, such as patents, copyrights, franchises, reputation and trademarks.
2. Accordingly, the President and CEO will not permit the College to:
 - a. Operate without appropriate insurance coverage that provides comprehensive protection at competitive rates for College property and appropriately insures the College against claims of loss or liability by Board members, staff, students, clients, volunteers, and the general public.
 - b. Acquire, encumber, or dispose of real property without Board approval.
 - c. Dispose of other College assets without ensuring the implementation of appropriate controls and procedures to maximize the proceeds from the disposal.
 - d. Operate without appropriate internal financial controls and procedures in place.
 - e. Make any purchase / procurement:
 - i. Not in accordance with sound, established purchasing procedures that incorporate competitive principles and consider a variety of factors including price and quality;
 - f. Without appropriate protection against conflict of interest;
 - g. That could reasonably lead to the personal benefit of a College employee or Board member or could be to the detriment of the College;
 - h. In a manner wherein suppliers of goods and services are not treated in a fair and respectful manner, or;
 - i. Without a Board-approved Approval Authority Schedule and obtaining all of the necessary purchasing procedure approvals, including the Board's approval for the requisition of all goods, and non-consulting services in excess of \$2,500,000, and consulting services in excess of \$1,000,000.
3. Fail to ensure that the College's physical plant and equipment are appropriately serviced and maintained to extend equipment life and ensure safe and reliable operation.

REVIEWED and UPDATED: April 25, 2024

POLICY TYPE:	IV. EXECUTIVE LIMITATIONS
POLICY TITLE:	J. CAPITAL AND LEASE EXPENDITURES

1. a) The President and CEO will not allow commitments for budgeted capital project expenditures or the total budget cost of any lease to exceed \$2,500,000 without Board review and approval. The President and CEO shall not allow for unbudgeted capital expenditures or the total unbudgeted cost of any lease to exceed 10% of the value of an approved capital project or maximum of \$2,500,000, whichever is less, with a minimum threshold of \$200,000, without Board review and approval.

b) Upon Board approval of a capital project involving multiple expenditures, individual expenditures that exceed the aforementioned are deemed to be approved within the approval of the project as a whole, provided there has been no material change to the project or its budget.
2. The President and CEO will not:
 - a) Allow unbudgeted capital projects of greater than \$2,500,000 in cost to the College to be submitted for third party funding consideration without providing the Board with adequate information and documentation for it to consider the appropriateness of such a proposal.
 - b) Allow the Board to be uninformed of:
 - i. Any third-party funding approvals of any unbudgeted capital project of greater than \$2,500,000 in cost to the College or where the third party requires Board approval/confirmation of the project before it can proceed.
 - ii. The progress that is being made on major capital projects and their budgets once they are underway.

REVIEWED and UPDATED: April 25, 2024

POLICY TYPE: IV. EXECUTIVE LIMITATIONS

POLICY TITLE: K. INVESTMENTS

1. The President and CEO will develop appropriate investment procedures for the investment of College funds that are not required for immediate use. Such procedures will ensure that the funds are invested in a manner which does not:
 - a. Fail to comply with Ministry directive or policy;
 - b. Fail to safeguard the funds by exercising inadequate due diligence to be satisfied of the financial soundness of the institution utilized for investment purposes;
 - c. Allow the College's investments to face undue investment risk exposure;
 - d. Fail to provide a reasonable and competitive rate of investment return for the College;
 - e. Prevent the College from meeting all of its liquidity requirements, or;
 - f. Put at risk the preservation of the College's capital.
2. With regard to Endowment Funds, the President and CEO will not allow funds to be managed under practices that do not:
 - a. Incorporate the "prudent investor" concept, and;
 - b. Are compliant with the Code of Ethics and Standard of Professional Conduct adopted by the Association for Investment Management and Research.

POLICY TYPE:

IV. EXECUTIVE LIMITATIONS

POLICY TITLE:

L. TRAVEL, MEALS AND HOSPITALITY

1. The President and CEO will not allow damage to the College's reputation or image regarding reimbursement for travel, meals and hospitality expenses for College employees. Accordingly, the President and CEO will not:
 - a. Operate without appropriate procedures in place and adhered to with regard to incurring and reimbursing travel, meals and hospitality expenses. Such procedures will:
 - i. Be clear, easily understood, and available to the public and should ensure that College funds are used prudently and responsibly, and;
 - ii. Ensure that the College is in compliance with all appropriate legislation, regulation and government directives and policies.
 - b. Allow other than legitimately authorized expenses incurred during the course of the business of the College to be reimbursed.
 - c. Allow expenses to be incurred or claimed in any manner unless it is publicly defensible and will not harm the College's reputation for prudent financial management.
 - d. Fail to maintain good record-keeping practices for verification and audit purposes.
2. Members of the Board of Governors are to comply with the College procedures related to travel, meals and hospitality.

Protected Disclosure (Whistleblower)

POLICY

Policy #:	55		
Type:	☐ Academic	☒ Administrative	☐ - Board
Effective date:	May 21, 2025		
Approved by:	David Johnson, Vice President Finance and Corporate Services	College Council	
Last revision:	November 2018		
Next scheduled review:	November 2026		

1. Purpose/Rationale

Georgian College is committed to transparent and accountable institutional operations. All members of the college community are expected to conduct themselves in a manner that is consistent with the College's stated values regarding ethical conduct and maintaining high standards of integrity and accountability in conducting college business.

This policy provides for the protected disclosure of wrongdoing (whistleblowing) to maintain and enhance public and college community confidence in Georgian College of Applied Arts and Technology (hereinafter also referred to as "Georgian" or "the College") and the integrity of its employees. This policy aligns with Georgian College's Board of Governors' policies and fulfills the requirements set out in the *Ontario Colleges of Applied Arts and Technology Act (2002) Regulation 34/03* and the *Minister's Binding Policy Directives*.

2. Scope

This policy applies to all members of the Georgian College community, including members of the Board of Governors, and all College activities and functions relating to the College, on or off campus premises.

This policy is not intended to replace other college policies and procedures put in place to address complaints of discrimination, workplace violence or harassment, individual

complaints, academic appeals, accessibility, copyright, intellectual property, individual health and safety, management of employee performance, or provisions in any collective agreement. See Appendix A respecting areas of concern outside of this policy and its applicable policy and/or procedure.

3. Definitions

The table below lists the key terms and their meanings as they pertain to this policy document. Terms are listed in order of their first appearance.

Word/Term	Definition
Disclosure	The written communication of a concern, complaint or a report of any wrongdoing or suspected wrongdoing.
Good Faith	An honest and sincere belief or motive without any malice or the desire to deceive or mislead others.
Investigator	The individual to whom a disclosure is submitted. In most cases, the Investigator will be the Executive Director, Campus Safety Services.
Members of the College Community	Any person who studies, teaches, conducts research or works at or under the auspices of the college and includes, without limitation, any of the following: a. Any person who is an employee of the college b. Any person who is an appointee (including a volunteer, governor, member of an advisory committee, etc.) of the college c. Students, visiting executives and scholars, and any other person who is acting on behalf of, or at the request of, the college Any contractor, subcontractor, agent, vendor or company who is providing a product or service to the college; is receiving a service from the college; or is involved in a request for proposal / tender process issued by the college.
Procedural Fairness	The right of a person to be heard in a fair, unbiased and respectful manner prior to the making of a decision that may have a negative impact on their rights or interests.
Retaliation	Any harassment, intimidation, loss of business, discipline, demotion, or termination or threat to do so, with the intent to compel a college community member to abstain from disclosing wrongdoing or to retaliate against a college community member who has disclosed, or who is suspected of disclosing, a wrongdoing in good faith.

Word/Term	Definition
	In addition to the above, retaliation for employees could include, but would not be limited to, dismissal, layoff, suspension, demotion, transfer, discontinuation or elimination of a job, change in the location of a job, reduction in wages, change in hours of work, or reprimand or threatening to take any such action. Retaliation for students could include, but would not be limited to suspension, expulsion, assigning a failing grade, etc. or threatening to take any such action.
Whistleblower	A member of the college community making a disclosure of wrongdoing.
Whistleblower Disclosure	A whistleblower disclosure must include each of these elements: i. With adequate detail, specific incidents, acts or decisions thought to constitute a covert wrongdoing ii. The circumstances that surround the wrongdoing, including but not limited to the relevant times and places iii. The individuals involved in the wrongdoing, and iv. The rationale for invoking the Whistleblower Procedure, including an explanation as to why there is thought to be no other appropriate, confidential internal policy, procedure or mechanism available within the college under which the covert wrongdoing could be raised. If the disclosure does not include all four elements stated above, it is not deemed to be a whistleblower disclosure and it will be reviewed and considered under the other existing mechanisms.
Whistleblowing	The release or disclosure of information by a member of the college community that is evidence of improper activity or a violation of law as defined below. Whistleblowing is not an individual concern, appeal, complaint, grievance, or issue associated with matters such as but not limited to: academic appeals, student or employee conduct, harassment, discrimination, accessibility, copyright, intellectual property, individual health or safety, management or employee performance, provisions contained in collective agreements and/or legal statute.
Wrongdoing	For the purpose of this procedure, it is activity that constitutes: a. A criminal offence

Word/Term	Definition
	b. Negligent, improper or gross mismanagement of any College or public funds c. A serious, willful, and/or flagrant breach of federal, provincial, or municipal statute, College policy, procedure or regulation; and/or substantial and specific danger to the environment or public health and safety

4. Policy Statement

Georgian College is committed to fostering a college community that maintains internal and external confidence while fulfilling its vision, mission and legislated objectives and responsibilities. Ethical behaviour and acting with integrity build trust and inspires confidence in Georgian and helps to create successful partnerships within our college community, our broader external community, our local and regional employers, governments, other academic institutions, our donors and alumni and the public on the whole.

This policy is specific to the disclosure of wrongdoing, as outlined:

Included Under this Policy	Excluded Under this Policy
• A criminal offence. • Negligent, improper or gross mismanagement of any College or public funds. • A serious, willful, and/or flagrant breach of federal, provincial or municipal statute, College policy, procedure or regulation; and/or substantial and specific danger to the environment or public health and safety.	• Individual concern, appeal, complaint, grievance • Academic appeals • Student or employee conduct • Harassment • Discrimination • Accessibility • Individual health or safety issues • Management or employee performance • Provisions contained in collective agreements and/or legal statute

The excluded matters noted above are managed through other internal operational policies and procedures and/or other established avenues for resolution, Appendix A.

This policy supports members of the college community in reporting concerns that they do not feel comfortable in reporting to their direct supervisor or other primary contact connected to established policies and/or procedures.

4.1 Guiding Values and Principles

4.1.1 Every member of the Georgian College community is expected to conduct themselves with integrity and in an ethical manner that avoids real or perceived wrongdoing.

4.1.2 Every College community member has the right to come forward freely and without threat of reprisal where there is an honest belief that the College or its community members are engaged in criminal activity, negligent, improper or gross mismanagement of any College or public funds, and/or a serious, willful, and/or flagrant breach of federal, provincial, or municipal statute, College policy, procedure or regulation, and/or a substantial and specific danger to the environment, public health or safety.

4.1.3. The College takes all reports of wrongdoing seriously and will conduct an investigation that is appropriate to the circumstances.

4.1.4. All persons involved in allegations of wrongdoing have a right to procedural fairness and will be treated fairly and impartially regardless of their position within the College community or length of involvement with the College.

4.1.5 Reprisals and retaliation against any College community member(s) for applying this policy in good faith will not be tolerated.

4.1.5 The College will establish and make available procedures to ensure that reports of alleged breaches of this policy are dealt with in a fair and timely manner.

4.2 Accountability

4.2.1 Any member of the Georgian College community who knows of, has reason to believe, or has evidence that another college community member is engaged in serious wrongdoing may make a whistleblower complaint by following the established [Protected Disclosure \(Whistleblower\) Complaint Procedure](#).

4.2.2 Whistleblower complainants are to provide as much detail as possible including dates, individuals or witnesses involved, and any supporting material or evidence pertaining to the allegation.

4.2.3 While whistleblower complaints can be made anonymously, it is the accountability of the complainant to request their identity remain anonymous. All efforts will be made to ensure anonymity.

4.2.4 Whistleblower complaints will only be acted upon if the evidence collected in the preliminary investigation establishes that the report has merit, can be properly investigated, and should be pursued as a matter of the college's best interest.

5. Roles and Responsibilities

5.1 The Executive Director of Campus Safety Services is accountable for receiving, reviewing and determining the appropriate approach to follow to verify and investigate the matter, including the possible use of external legal counsel.

5.2 In the event a complaint is made respecting any member of the Campus Safety Services department, the Vice President of Finance and Corporate Services is responsible for receiving, reviewing and determining the appropriate approach to follow to verify and investigate the matter.

5.3 The Chair of the Board is responsible for reviewing whistleblower complaints related to Board matters, a Board member and/or the President.

5.4 The President is responsible for receiving whistleblower complaints about Vice Presidents, the Chairperson of the Board of Governors or in the event of a conflict of interest.

6. Related Procedure

[Protected Disclosure \(Whistleblower\) Complaint Procedure](#)

Contact	Email
<i>Dave Truax, Executive Director, Campus Safety Services</i>	dave.truax@georgiancollege.ca
<i>David Johnson, Vice President, Finance and Corporate Services</i>	david.johnson@georgiancollege.ca

POLICY TYPE:	IV. EXECUTIVE LIMITATIONS
POLICY TITLE:	N. SEXUAL VIOLENCE POLICY

All members of the Georgian College community have a right to an environment that is free from sexual violence. Sexual violence includes any sexual act – whether physical or psychological in nature – that is committed, threatened or attempted against a person without the person’s consent, and includes but is not limited to sexual assault, sexual harassment, stalking, indecent exposure, voyeurism and sexual exploitation.

To support an environment that is free from sexual violence, the President and CEO will not allow the college to operate in the absence of a sexual violence procedure. The procedure will:

1. ensure those affected by sexual violence are believed and appropriately accommodated and ensure the college has a process of investigation that protects the rights of individuals and holds individuals who commit an act of sexual violence accountable
2. outline how all reported incidents of sexual violence will be investigated to the best of the administration’s ability and in a manner that ensures due process; it will ensure individuals feel comfortable making a report in good faith about sexual violence they experience or witness
3. stipulate the appropriate college procedures and or legislation that outlines the accountability mechanisms the college may rely upon including but not limited to:
 - a. Student Code of Conduct
 - b. Employee Code of Conduct
 - c. Human Rights Code
 - d. Occupational Health and Safety Act
 - e. Criminal Code
4. recognize that sexual violence can occur between individuals regardless of sexual orientation, gender, gender identity or relationship status as described in the *Ontario Human Rights Code*
5. recognize that individuals who have been affected by sexual violence may experience emotional, academic or other difficulties and are entitled to support, services and accommodations from the college
6. protect the confidentiality of persons involved in a report of sexual violence to the greatest extent possible without compromising the safety of others
7. provide clear direction on how to report an incident of sexual violence and where to access supports, services and accommodations for those affected by sexual violence

This policy and its related procedure applies to all members of the college community including employees, governors, students, contractors, suppliers, volunteers and visitors.

The college will initiate and embed systems and processes to ensure the college procedure is effective such as educational campaigns, mandatory training, performance plan objectives and climate surveys.

The President and CEO will report to the ministry and the board on an annual basis in accordance with ministry directives and/or legislative requirements.

REVIEWED May 4, 2022