



## 1. MANDATE OF THE BOARD OF GOVERNORS POLICY

<b>SECTION</b> Governance	<b>DATE DRAFTED</b> January 23, 2009
	<b>EFFECTIVE DATE</b> February 26, 2009
<b>APPROVAL/AUTHORITY</b> Board of Governors	<b>LATEST REVISION</b> February 26, 2009
<b>Original signed by Board Chair</b>	

### INTENT

The Board is responsible for the governance and management of the Alberta College of Art + Design (ACAD) within the framework of relevant legislation and standards.

### SCOPE

ACAD is a public, board-governed institution established under the Post-Secondary Learning Act of Alberta (Act). The Board operates in accordance with the Act and ACAD Bylaws.

### POLICY

1. The mandate of the Board is to:
  - a. define the vision, mission and operating principles of ACAD
  - b. govern ACAD through broad policies
  - c. ensure prudent management of ACAD's resources
  - d. oversee the management of ACAD's financial and fiduciary requirements
  - e. set tuition fees to be paid by students of ACAD
  - f. select and appoint the President + CEO
  - g. account to stakeholders for the services of ACAD and the expenditures of funds
  - h. ensure compliance with the ACAD mandate as approved by the Province of Alberta

### REFERENCE

- Post-Secondary Learning Act of Alberta, Part 4: *Board Powers and Duties*
- ACAD Bylaws
- ACAD Mandate



## 2. BOARD OF GOVERNORS CODE OF CONDUCT POLICY

<b>SECTION</b> Governance	<b>DATE DRAFTED</b> January 23, 2009
	<b>EFFECTIVE DATE</b> February 26, 2009
<b>APPROVAL/AUTHORITY</b> Board of Governors	<b>LATEST REVISION</b> February 26, 2009
<b>Original signed by Board Chair</b>	

### INTENT

Board members shall, at all times, conduct themselves in a manner that serves the best interests of the Alberta College of Art + Design (ACAD), and brings credibility and good will to the institution.

### SCOPE

The Code of Conduct is a statement of the essential principles that govern the conduct of Board members.

### POLICY

1. Board members shall act honestly and in good faith with a view to the best interests of ACAD.
2. Board members shall have a general understanding of the business and affairs of ACAD.
3. Board members shall exercise the care, diligence and skill that a reasonably prudent person would exercise in comparable circumstances.
4. Board members shall maintain in confidence any confidential information revealed to them in their capacity as members including information about students, personnel, votes, deliberations and decisions.
5. Board members shall respect and support ACAD Bylaws, policies and decisions of the Board. Members will not publicly challenge Board or management decisions outside of Board meetings.
6. Board members shall ensure that the financial affairs of ACAD are conducted in a responsible and transparent manner with due regard to their fiduciary responsibilities and public trusteeship.



7. Board members shall immediately declare any real, potential or perceived conflicts of interest.

**REFERENCE**

- ACAD Conflict of Interest Policy



### 3. BOARD OF GOVERNORS CONFLICT OF INTEREST POLICY

<b>SECTION</b> Governance	<b>DATE DRAFTED</b> January 23, 2009
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<b>APPROVAL/AUTHORITY</b> Board of Governors	<b>LATEST REVISION</b> February 26, 2009
<b>Original signed by Board Chair</b>	

#### INTENT

A member of the Board of the Alberta College of Art + Design (ACAD) holds a position of trust. Board members shall act at all times in the best interests of the institution rather than private interests or the interests of a particular constituency.

#### SCOPE

A conflict of interest may be “real”, “potential” or “perceived”. The same duty of disclosure applies to each situation.

#### DEFINITIONS

##### Real, Potential and Perceived Conflicts of Interest

A conflict of interest arises when a Board member’s private interests supersede or compete with his/her dedication to the interest of the institution. This could arise from a real, potential or perceived conflict of interest for a Board member or related persons, and may be financial or otherwise.

- a. A “real conflict of interest” occurs when a Board member exercises an official power or performs an official duty or function with the knowledge that there will be a private or pecuniary gain.
- b. A “potential conflict of interest” occurs when a Board member has knowledge that the performance of a duty or function or the exercise of power will result in a private or pecuniary gain but has not yet exercised that duty or function.
- c. A “perceived conflict of interest” exists when there is a perception, formed by a reasonably well informed person that a conflict of interest exists on the part of the member.



## **Pecuniary Interest**

A “*pecuniary interest*” exists when a contract or other matter of a monetary nature is before the Board which:

- i. affects a private company in which a member or related persons are a proprietor or shareholder
- ii. affects a public company in which the member or related persons hold more than 10% of the shares issued of that public company
- iii. affects a partnership or firm in which the member or related persons are a member
- iv. affects a corporation in which the member is a Director
- v. affects an organization in which the member is a senior officer
- vi. affects a private society, Crown Corporation or other organization in which the member by virtue of office holds a position of influence.

## **Interest of Particular Constituency**

A “*conflict of interest due to representation of or relation to a specific constituency*” may occasionally arise. In general, voting on matters which have an effect on a broad group (e.g. students, faculty and staff) by a member of that group is not considered a conflict of interest. Conflict could reasonably be considered to exist however for the following identified groups when considering these matters:

- i. decisions directly affecting a specific instructional program
- ii. decisions related to labour negotiations and labour relations
- iii. decisions related to the setting of tuition fees.

## **POLICY**

1. The primary responsibility for identifying and disclosing a conflict of interest lies with the individual.
2. Board members shall be required to sign a conflict of interest statement on an annual basis.
3. Board members are required to disclose any conflicts of interest to the Board Chair on receipt of the Board agenda or prior to the start of the Board meeting. All disclosures and any required action will be noted in the minutes.
4. In the case where there may be a conflict of interest between the Board Chair and the Board, the Board Chair will disclose this conflict to the Board as a whole, or to the Vice-Chair, whichever is most appropriate at the time.
5. If a conflict of interest is found to exist, the individual for whom the conflict of interest exists will leave the room during any discussion involving the conflict of interest and refrain from participation in any decisions involving the conflict of interest situation.



The member's abstention from the discussion and vote will be recorded in the minutes of the meeting.

6. It is the responsibility of other Board members who are aware of a conflict of interest on the part of a fellow Board member to raise the issue for clarification, first with the Board member, and if unresolved, with the Board Chair.
7. If the Board member is not certain that he/she is in a conflict of interest position, the matter may be brought before the Board Chair for advice and guidance.
8. Where a conflict of interest is discovered after consideration of a matter, the conflict must be declared to the Board and appropriately recorded at first opportunity. If the Board determines that involvement of the member in question influenced the decision of the matter, the Board shall re-examine the matter and may rescind, vary, or confirm its decision.
9. If the conflict of interest is not resolved using the above procedures, the Board member shall either remove himself/herself from the conflicting situation or step down from the Board position.
10. In the event that a Board member has not declared a conflict and is subsequently found to have had a conflict of interest under this policy, the Board shall have the power and ability to impose action including one or more of the following:
  - i. letter of reprimand
  - ii. recommendation that a Board member(s) resign from the Board
  - iii. recommendation to the Minister of Advanced Education and Technology that the appointment of the member(s) be terminated.
11. Board members are prohibited from receiving gifts, money, services, goods, entertainment or other favours from individuals or organizations that are currently involved in business transactions with ACAD, or seek to do business with ACAD.

## **REFERENCE**

- ACAD Code of Conduct Policy



#### 4. BOARD INDEMNIFICATION POLICY

<b>SECTION</b> Governance	<b>DATE DRAFTED</b> January 23, 2009
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<b>APPROVAL/AUTHORITY</b> Board of Governors	<b>LATEST REVISION</b> February 26, 2009
<b>Original signed by Board Chair</b>	

#### INTENT

The Board of the Alberta College of Art + Design (ACAD) is appointed by the Lieutenant Governor in Council and has the powers and duties as defined in the Act.

#### SCOPE

The Board will establish appropriate indemnification and insurance policies to mitigate risk to Board members acting in the scope of their duties as Board members.

#### POLICY

1. Every Board member and officer of the ACAD, in exercising their powers and discharging their duties, will:
  - a. act honestly and in good faith with a view to the best interests of ACAD
  - b. exercise the care, diligence and skill that a reasonably prudent person would exercise in comparable circumstances.
2. No member of the Board shall be liable for the act or omission of any other member.
3. No member of the Board shall be liable for any act or omission of any staff association, student organization or student.
4. ACAD will indemnify Board members for liabilities that they may incur in carrying out their duties as members.

#### REFERENCE

- ACAD Code of Conduct Policy
- ACAD Conflict of Interest Policy
- Post-Secondary Learning Act of Alberta: Article 119: *Protection from liability*
- ACAD Bylaws



## 5. FINANCE + AUDIT COMMITTEE TERMS OF REFERENCE

<b>SECTION</b> Governance	<b>DATE DRAFTED</b> April 22, 2008
	<b>EFFECTIVE DATE</b> October 22, 2008
<b>APPROVAL/AUTHORITY</b> Board of Governors	<b>LATEST REVISION</b> February 26, 2009
<b>Original signed by Board Chair</b>	

### MANDATE

The Finance + Audit Committee shall be responsible for the efficient financial performance of the Alberta College of Art + Design (ACAD) and the stewardship of its finances and assets.

### DUTIES

The Committee has the following duties and responsibilities:

#### Audit

- a. Act as the Board's liaison with the auditors, including reviewing the audit plan with the auditors, discussing the results of the audit with the auditors, and receiving the auditors' report.
- b. Review ACAD's audited financial statements prior to their submission to the Board.

#### Finances

- a. Advise the Board on all financial matters affecting ACAD.
- b. Recommend the creation of a set of financial reports for review at each Board meeting.
- c. Ensure effective Board policies are in place for the financial oversight of ACAD.
- d. Review and recommend to the Board the proposed operating budget of ACAD.
- e. Ensure that ACAD has effective internal controls over accounting and reporting systems.
- f. Ensure that ACAD has an effective process in place that provides appropriate alignment of financial resources with strategic directions.

### MEMBERSHIP

1. The membership of the Committee comprises a minimum of three and a maximum of five Board members. The Board Chair and President + CEO are ex-officio non-voting members of the Committee.



2. The Chair is appointed by the Board and recommends other Committee members for Board approval. Membership will be based on the statutory requirements for audit committees in Alberta.

### **AUTHORITY AND ACCOUNTABILITY**

1. The Committee acts in an advisory capacity to the Board and makes recommendations for ratification by the Board as a whole.
2. The Committee will prepare a report to the Board following each meeting. This report may be in the form of the minutes of the meeting.
3. Members of the Committee, for the purpose of performing their duties, will have the right to inspect and discuss all books and records of ACAD that relate to the financial position of the institution.

### **TERM**

Committee members have a term of office of two years, with the option to renew for two additional terms, with the exception of Student members, who may participate on this Committee for the duration of their appointment on the Board.

### **MEETINGS**

1. The Committee will meet as required at the call of the Committee Chair. A member of the Committee may request a special meeting at any time.
2. A simple majority of Committee members constitutes quorum for the Committee.
3. Each member of the Committee has one vote.
4. The Finance + Audit Committee shall record and maintain official minutes of their meetings for internal ACAD use only.

### **RESOURCES**

The Committee is a standing committee of the Board and will be provided with the resources necessary to carry out its responsibilities.



## 6. GOVERNANCE COMMITTEE TERMS OF REFERENCE

<b>SECTION</b> Governance	<b>DATE DRAFTED</b> April 22, 2008
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<b>APPROVAL/AUTHORITY</b> Board of Governors	<b>LATEST REVISION</b> February 26, 2009
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### MANDATE

The Governance Committee's mandate is to provide advice and recommendations to the Board and administration with respect to the overall performance and effectiveness of ACAD's Board of Governors and its Board Committees.

### DUTIES

The Committee has the following duties and responsibilities:

#### Governance

- a. Develop and recommend the terms of reference for the Board and Board members.
- b. Develop and recommend all Board policies to the full Board.
- c. Review and recommend terms of reference for Board committees.
- d. Develop and recommend a Board skills matrix which describes the desired experience and skills for potential Board members.
- e. Recommend candidates for appointment to the Board.
- f. Establish a process for Board orientation and ongoing professional development.
- g. Establish an appropriate evaluation process for the Board and Committees, and when approved, lead the implementation of the Board evaluation process.

### MEMBERSHIP

1. The membership of the Committee comprises a minimum of three and a maximum of five Board members. The Board Chair and President + CEO are non-voting and *ex-officio* members of the Committee and are not counted for the purpose of establishing quorum.
2. The Committee Chair is appointed by the Board and recommends other Committee members for Board approval.



## **AUTHORITY AND ACCOUNTABILITY**

1. The Committee acts in an advisory capacity to the Board and makes recommendations for ratification by the Board as a whole.
2. The Committee will prepare a report to the Board following each meeting. This report may be in the form of the minutes of the meeting.

## **TERM**

Committee members have a term of office of two years, with the option to renew for two additional terms, with the exception of Student members, who may participate on this Committee for the duration of their appointment on the Board.

## **MEETINGS**

1. The Committee will meet as required at the call of the Committee Chair. A member of the Committee may request a special meeting at any time.
2. A simple majority of Committee members constitutes quorum for the Committee.
3. Each member of the Committee has one vote.

## **RESOURCES**

The Committee is a Standing Committee of the Board and will be provided with the resources necessary to carry out its responsibilities.



## 7. HUMAN RESOURCES COMMITTEE TERMS OF REFERENCE

<b>SECTION</b> Governance	<b>DATE DRAFTED</b> July 18, 2008
	<b>EFFECTIVE DATE</b> October 22, 2008
<b>APPROVAL/AUTHORITY</b> Board of Governors	<b>LATEST REVISION</b> February 26, 2009
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### MANDATE

The Human Resources Committee shall be responsible for:

- a. recommending ACAD's compensation philosophy and guidelines.
- b. advising the Board on the recruitment of the President + CEO.
- c. conducting the annual performance review of the President + CEO.
- d. ensuring that ACAD has the appropriate human resources systems, processes and practices to attract and retain high caliber employees.

### DUTIES

The Committee has the following duties and responsibilities:

- a. Recommend the approval of the executive and employee compensation plan, including executive salaries and bonus pay.
- b. Recommend a performance evaluation process for the President + CEO, and when approved, lead the implementation of the evaluation process.
- c. Review and recommend the President + CEO's compensation to the full Board.
- d. Develop a succession plan for the President + CEO.
- e. Monitor and report to the Board on relations with AUPE and ACADFA, including recommendations on contract negotiation and recommendations for final settlement.
- f. Ensure that personnel policies are current and relevant, and promote a safe, healthy and respectful work environment.

### MEMBERSHIP

1. The membership of the Committee comprises a minimum of three and a maximum of five Board members. The Board Chair and President + CEO are non-voting and *ex-officio* members of the Committee, and are not counted for the purpose of establishing quorum.
2. The Committee Chair is appointed by the Board and recommends other Committee members for Board approval.



3. Faculty, union representatives and administrative staff are ineligible to sit on this Committee due to the emphasis on matters pertaining to the performance of the President.

### **AUTHORITY AND ACCOUNTABILITY**

1. The Committee acts in an advisory capacity to the Board and makes recommendations for ratification by the Board as a whole.
2. The Committee will prepare a report to the Board following each meeting. This report may be in the form of the minutes of the meeting.
3. The Committee may engage external human resources and compensation experts on a periodic basis to conduct a third party independent review of executive compensation. A proposal to engage outside experts must be submitted to the Board for approval.

### **TERM**

Committee members have a term of office of two years, with the option to renew for two additional terms.

### **MEETINGS**

1. The Committee will meet a minimum of four times a year and more often as required to fulfill its mandate. A member of the Committee may request a special meeting at any time.
2. A simple majority of Committee members constitutes quorum for the Committee.
3. Each member of the Committee has one vote.

### **RESOURCES**

The Committee is a Standing Committee of the Board and will be provided with the resources necessary to carry out its responsibilities.



## 8. BOARD MEETINGS POLICY

<b>SECTION</b> Governance	<b>DATE DRAFTED</b> January 23, 2009
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### INTENT

The Board shall meet on a regular basis to fulfill its legal and fiduciary duties to the Alberta College of Art + Design (ACAD).

### SCOPE

Discussion at Board meetings will be confined to those issues that clearly fall within the Board's mandate. Board deliberation at meetings will be timely, fair and efficient.

### POLICY

#### Meetings

1. The Board shall meet a minimum of four times a year. Prior to the end of each calendar year, a schedule of the regular meetings for the following year shall be distributed.
2. Special meetings of the Board shall be held at the call of the Chair or on the written request of a minimum of five Board members.
3. Meetings of the Board shall be open to the public except for those items which the Chair or the Board determines shall be considered in camera.
4. In order to be placed on the agenda, an item must be submitted to the Board Chair a minimum of fourteen days before the Board package will be distributed to the Board members.
5. The agenda and supporting materials shall normally be distributed to the Board seven days in advance of the Board meeting.
6. Quorum at Board meetings shall be 50% plus one member.
7. Approved minutes shall constitute the authorized proceedings of the Board.



8. Board meetings may be conducted in person or by teleconference and other electronic means as required.

### **Meeting Conduct and Decision-Making**

1. Board meetings shall be conducted in accord with the general principles of Robert's Rules of Order.
2. Where the Chair wishes to speak to an agenda item, he or she will relinquish the Chair role temporarily to a Vice-Chair or another Board member when no Vice-Chair is present.
3. Motions passed at Board meetings shall constitute the official decisions of the Board.
4. Decisions are based on majority approval and each member of the Board shall have one vote. The Chair does not have a second or casting vote in the event of a tie vote. If there is a tie vote, the motion is defeated.
5. A member may request that his or her vote be recorded in the Board minutes.
6. Members may vote by teleconference or other electronic means when these formats are used for Board meetings.

### **REFERENCE**

- ACAD Bylaws



## 9. BOARD PLANNING CYCLE POLICY

<b>SECTION</b> Governance	<b>DATE DRAFTED</b> January 23, 2009
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### INTENT

The Board provides general guidelines and direction for the Alberta College of Art + Design (ACAD) through a framework of planning, setting strategic directions and monitoring progress.

### SCOPE

The Board monitors strategic directions for the ACAD's Strategic Plan.

### POLICY

1. The Board shall establish a framework for determining strategic directions, including the planning process and mechanisms for monitoring and review.
2. The Board, in consultation with the President + CEO, shall develop and approve ACAD's strategic directions.
3. The Board shall monitor the execution of the Business Plan as approved by the Board and make recommendations for review of strategic directions.
4. The President + CEO shall identify major changes in the external environment and inform the Board of emerging challenges and opportunities.
5. The President + CEO shall identify areas where the Board can play a leadership role through advocacy that benefits the constituents of ACAD.
6. The Board shall annually review the ACAD's Strategic Plan.

### REFERENCE

- Current ACAD Strategic Plan
- Current ACAD Business Plan



## 10. FINANCIAL OVERSIGHT POLICY

<b>SECTION</b> Governance	<b>DATE DRAFTED</b> January 23, 2009
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### INTENT

The Board is accountable for the fiscal oversight of the Alberta College of Art + Design (ACAD) and has a fiduciary responsibility to ensure the appropriate expenditure of public funds.

### SCOPE

ACAD has established levels of authority and responsibility with regard to the establishment, monitoring and annual results of the operating and capital budgets of the institution. In addition, the Board has established guidelines for the investment of ACAD's operating funds, grants, fees, endowments and other assets.

### POLICY

#### Operating and Capital Budgets

1. The Board is responsible for reviewing and approving the annual operating budget.
2. The Board shall review ACAD's financial statements on a regular basis, including actual income and expenditures compared with the current budget.
3. The Board shall define the President + CEO's signing authority.
4. The Board shall ensure that the organization has effective internal controls over accounting and reporting systems.
5. The Board has delegated budget oversight and oversight of investment risk to the Finance + Audit Committee through the Committee's terms of reference.



## **Investment Funds**

1. The Board shall make investments in accordance with the Act.
2. The Board shall ensure that ACAD investment policies and practices enhance opportunities for prudent and systematic money management.
3. The management and oversight responsibility for the investment program is delegated to the Finance + Audit Committee which shall monitor and review all investments for compliance with this investment policy.
4. The Finance + Audit Committee shall ensure the establishment of a set of risk control procedures for systematic monitoring of investments.
5. Board members, faculty and staff involved in the investment process shall refrain from personal business activities that could conflict with proper execution of the investment program, or which could impair their ability to make impartial decisions.
6. The Finance + Audit Committee shall provide an investment report to the Board on a quarterly basis, and recommend revisions or reaffirmation of this policy on an annual basis.

## **REFERENCE**

- Post-Secondary Learning Act of Alberta, Part 4: *Financial Matters: Banking and investment*
- Finance + Audit Committee Terms of Reference
- ACAD Endowment Trust Deed
- ACAD Conflict of Interest Policy



## 11. TUITION FEES POLICY

<b>SECTION</b> Governance	<b>DATE DRAFTED</b> January 23, 2009
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### INTENT

The Board is responsible for setting tuition fees in accordance with the Act.

### SCOPE

This policy applies to the setting of tuition fees for credit programs.

### POLICY

1. The Board shall ensure that tuition fees for credit programs are set in compliance with current legislation governing public colleges.
2. The Board shall ensure that any increase to tuition fees is in accordance with the Act.

### REFERENCE

- Post-Secondary Learning Act of Alberta, Part 4: *Board Powers and Duties*



## 12. HOSTING POLICY

<b>SECTION</b> Governance	<b>DATE DRAFTED</b> January 23, 2009
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### INTENT

In order to facilitate its business operations, the Alberta College of Art +Design (ACAD) hosts events for individuals and groups.

### SCOPE

This policy applies to the expenditure of ACAD funds for hosting activities.

### POLICY

1. All hosting expenses must be reasonable, justified and linked to program or service delivery.
2. Authorization for hosting expenses shall be restricted to the President + CEO, and senior administration as designated by the President + CEO.
3. The President + CEO shall establish procedures for the reimbursement of hosting expenses.



### 13. RISK MANAGEMENT POLICY

<b>SECTION</b> Governance	<b>DATE DRAFTED</b> January 23, 2009
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#### INTENT

The Board is responsible for understanding the principal risks of the activities in which ACAD is engaged, with a view to the long-term viability of ACAD.

#### SCOPE

This policy applies to real or potential risks associated with ACAD's property and resources.

#### POLICY

1. All Board members are responsible for reasonably identifying and communicating real or potential risks to ACAD.
2. The Board shall ensure that:
  - a. governance practices are consistent with ACAD Bylaws
  - b. there is compliance with legislative, statutory and regulatory requirements.
3. The Board has delegated budget oversight and the oversight of investment risk to the Finance + Audit Committee through the Committee's terms of reference.
4. The Board will request a risk management report semi-annually from the President + CEO which outlines risk management activities undertaken during the year and an assessment of any changes in areas of risk.

#### REFERENCE

- ACAD Bylaws
- ACAD Finance + Audit Committee Terms of Reference



## 14. AUTHORITY OF THE PRESIDENT + CEO POLICY

<b>SECTION</b> Governance	<b>DATE DRAFTED</b> January 23, 2009
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### INTENT

The Board contracts with the President + CEO for the management and administration of the Alberta College of Art + Design (ACAD). The President + CEO is responsible for determining the methods by which the Board's directions and policies will be executed, and the desired outcomes achieved.

### SCOPE

The Board establishes the parameters for the execution of its directions and policies, and defines executive limitations.

### POLICY

1. The President + CEO shall be responsible to the Board as a whole rather than to individual members.
2. The President + CEO shall be responsible for implementing policies as determined by the Board and consistent with the requirements of any legislation or regulations.
3. The President + CEO has the authority to operate within the fiscal parameters set by the Board.
4. The President + CEO's signing authority shall be established by the Board. The President + CEO shall determine authorization levels for all ACAD faculty and staff.
5. The President + CEO shall keep the Board fully informed in a timely and candid manner of ACAD's progress toward the achievement of its strategic priorities.
6. The President + CEO is prohibited from serving as a Board member with any other non-profit or for-profit organization unless approved by the Board.



7. Specific responsibilities are described in the position description of the President + CEO.
8. The President + CEO is responsible for enabling and supporting a risk management culture by:
  - providing direction on risk management
  - implementing risk management practices
  - building institutional capacity in risk management
  - identifying items of high risk and providing the Board with sufficient information to assess the impact and magnitude of the risk.

#### **REFERENCE DOCUMENTS**

- ACAD President + CEO Position Description
- ACAD President + CEO Performance Review Policy



## 15. PRESIDENT + CEO PERFORMANCE REVIEW POLICY

<b>SECTION</b> Governance	<b>DATE DRAFTED</b> January 23, 2009
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### INTENT

The President + CEO is the sole official link between the Board and the Alberta College of Art + Design (ACAD). The responsibilities of the President + CEO lie in the exercise of delegated authority and compliance with parameters established by Board policy and directives.

### SCOPE

The performance of the President + CEO will be reviewed with respect to the following components: President + CEO's position description, and annual Board-approved performance goals for the President + CEO.

### POLICY

1. The President + CEO's performance shall be reviewed annually, and within two months of the end of ACAD's fiscal year.
2. The Board delegates the President + CEO's performance review to the Human Resources Committee.
3. The Human Resources Committee shall obtain input from Board members and other informed stakeholders as appropriate, and prepare a written evaluation of the President + CEO's performance.
4. The Human Resources Committee shall meet with the President + CEO to discuss the evaluation. The Human Resources Committee or President + CEO may request that other members of the Board participate in the meeting.
5. The Chair shall provide the President + CEO with more informal feedback on his/her performance on a regular basis as issues may arise, and at least once midway between formal appraisals.



## **REFERENCE DOCUMENTS**

- ACAD President + CEO Position Description
- ACAD Authority of the President + CEO Policy
- ACAD Human Resources Committee Terms of Reference



## 16. ACADEMIC + ARTISTIC FREEDOM POLICY

<b>SECTION</b> Governance	<b>DATE DRAFTED</b> February 18, 2008
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### INTENT

Alberta College of Art + Design (ACAD) is committed to academic and creative freedom, and the open and free exchange of ideas and knowledge on behalf of all students, faculty and staff of ACAD. The advancement of learning through teaching, creative production and appropriate dissemination of ideas is essential to the academic life of ACAD.

### SCOPE

All students, faculty and staff of ACAD have the freedoms of speech, artistic and intellectual expression to examine, question, investigate, speculate and comment on any issue, and to create or perform works of art without reference to prescribed doctrine. The exercise of academic and artistic freedom also entails the concomitant responsibilities of tolerance and mutual respect for alternative ways of expression, as well as compliance with applicable Canadian legislation.

### POLICY

1. All students, faculty and staff of ACAD have the right to:
  - a. speak or act in their capacity as responsible citizens without institutional censorship
  - b. assemble on campus for the purpose of discussion of any issue.
2. Members of the faculty have the right to:
  - a. teach any topic in their classes that is of relevance to that course
  - b. undertake ethical research and creative activity with a commitment to the public dissemination of the results.

### REFERENCE

- ACAD Respectful Workplace Policy
- ACAD Privacy Policy



## 17. RESPECTFUL WORKPLACE POLICY

<b>SECTION</b> Governance	<b>DATE DRAFTED</b> January 23, 2009
	<b>EFFECTIVE DATE</b> February 26, 2009
<b>APPROVAL/AUTHORITY</b> Board of Governors	<b>LATEST REVISION</b> February 26, 2009
<b>Original signed by Board Chair</b>	

### INTENT

The Board shall ensure that students, faculty, staff, visitors and volunteers of the Alberta College of Art + Design (ACAD) are treated with dignity and respect, thus encouraging people to work together to achieve common goals. The Board is committed to establishing an environment within ACAD that is free from any form of discrimination or harassment.

### SCOPE

This policy describes internal processes and practices for the management and support of discrimination and harassment complaints within ACAD.

### DEFINITIONS

**Discrimination** is the differential treatment of individuals on the basis of certain characteristics such as ancestry, religion, age, sex, sexual orientation etc.

**Harassment** is any conduct – verbal, physical or by innuendo – that is likely to cause offence or humiliation to any person.

**Sexual harassment** is any conduct, comment, gesture or contact of a sexual nature that is likely to cause offence or humiliation to any person.

### POLICY

1. The Board shall ensure that internal processes and procedures are established for handling complaints of discrimination and harassment, and that all members of ACAD are informed of these procedures.
2. The Board shall ensure that the President + CEO takes steps to inform any person in a management, supervisory or leadership position of their responsibilities to take appropriate action when acts of discrimination and/or harassment are believed to be taking place.



3. The Board shall ensure that complaints are dealt with in a timely and respectful manner and shall ensure that suitable corrective action is taken, as necessary and appropriate.
4. The Board shall ensure that confidentiality, where possible, will be maintained during the investigation of a complaint.

**REFERENCE**

- ACAD Code of Conduct Policy
- ACAD Procedure: Respectful Workplace



## 18. HUMAN RESOURCES POLICY

<b>SECTION</b> Governance	<b>DATE DRAFTED</b> January 23, 2009
	<b>EFFECTIVE DATE</b> February 26, 2009
<b>APPROVAL/AUTHORITY</b> Board of Governors	<b>LATEST REVISION</b> February 26, 2009
<b>Original signed by Board Chair</b>	

### INTENT

The Board is committed to creating a safe, just and non-discriminatory work environment at the Alberta College of Art + Design (ACAD). Hiring processes will comply with Alberta Human Rights legislation and Alberta Employment Standards.

### SCOPE

The Board is responsible for ensuring the establishment of personnel policies to govern the management of staff resources.

### POLICY

1. The Board shall ensure that personnel policies comply with legislative and regulatory requirements.
2. The Board shall ensure that equal opportunity is provided in all aspects of employment.
3. The Board shall ensure that each employee is provided with a safe and healthy work environment.
4. The Board shall ensure that privacy policies are established in regard to employee personal information.

### REFERENCE DOCUMENTS

- ACAD Respectful Workplace Policy
- Alberta Employment Standards Act
- Alberta Human Rights, Citizenship and Multiculturalism Act



## 19. POLITICAL CONTRIBUTIONS POLICY

<b>SECTION</b> Governance	<b>DATE DRAFTED</b> January 23, 2009
	<b>EFFECTIVE DATE</b> February 26, 2009
<b>APPROVAL/AUTHORITY</b> Board of Governors	<b>LATEST REVISION</b> February 26, 2009
<b>Original signed by Board Chair</b>	

### INTENT

The Alberta College of Art + Design (ACAD) serves the community at large and must be seen to operate in a fair, democratic and non-partisan manner. Funds or assets of ACAD may not be contributed to any political party, individual who holds political office or candidate seeking election.

### SCOPE

This policy applies to faculty, staff and Board members of ACAD who make political contributions.

### POLICY

1. ACAD shall comply with all relevant legislation regarding political contributions.
2. ACAD shall not use ACAD funds to donate to political parties, representatives of political parties, candidates seeking election or election campaigns at any level of government.
3. ACAD shall not use ACAD funds to make indirect contributions such as the price of tickets to events where part of the proceeds is directed to a political party or candidate.
4. ACAD Board members, faculty and staff may not be reimbursed for political contributions.
5. ACAD may not lend faculty or staff to political parties or provide goods and services to political campaigns.
6. ACAD may not make indirect contributions to political parties through suppliers, clients or agents.



7. Board members and ACAD faculty and staff have the right to make political contributions from personal funds and at their own expense.

#### **REFERENCE**

- ACAD Code of Conduct Policy
- Bill C-24, Amendment to Canada Elections Act



## 20. WHISTLEBLOWER POLICY

<b>SECTION</b> Governance	<b>DATE DRAFTED</b> January 23, 2009
	<b>EFFECTIVE DATE</b> February 26, 2009
<b>APPROVAL/AUTHORITY</b> Board of Governors	<b>LATEST REVISION</b> February 26, 2009
<b>Original signed by Board Chair</b>	

### INTENT

The Board is committed to maintaining the highest standards of business and personal ethics in the conduct of its duties and responsibilities. It will foster an environment where all faculty, staff, students and Board members of the Alberta College of Art + Design (ACAD) can report violations or suspected violations of ACAD Codes of Conduct without retaliation.

### SCOPE

This policy provides guidelines for the management and support of whistleblower activities within the ACAD.

### DEFINITIONS

**Fraudulent or dishonest conduct** means a deliberate act or failure to act with the intention of obtaining an unauthorized benefit. Examples of such conduct include: forgery or alteration of documents; fraudulent financial reporting; misappropriation or misuse of the ACAD's resources, such as funds, supplies or other assets; and authorizing or receiving compensation for goods or services not performed.

**Whistleblower** means a person who informs a manager, President + CEO or Board member about an activity which that person believes to be fraudulent or dishonest.

### POLICY

1. All ACAD faculty, staff, students, volunteers and Board members are encouraged to report fraudulent or dishonest conduct.
2. The Board shall ensure that internal procedures are established for handling the reporting of fraudulent or dishonest conduct, and that all faculty, staff, students and Board members are informed of these procedures.



3. A Board member should report his or her concerns to the Board Chair or the Governance Committee.
4. Anyone found to have engaged in a fraudulent or dishonest conduct is subject to disciplinary action, up to and including dismissal, and civil or criminal prosecution if warranted.
5. ACAD shall take reasonable care in dealing with suspected misconduct to avoid baseless allegations, premature investigation of suspected misconduct and violations of a person's rights under law.

#### **REFERENCE DOCUMENTS**

- ACAD Procedures: Whistleblower



## 21. PRIVACY POLICY

<b>SECTION</b> Governance	<b>DATE DRAFTED</b> January 23, 2009
	<b>EFFECTIVE DATE</b> February 26, 2009
<b>APPROVAL/AUTHORITY</b> Board of Governors	<b>LATEST REVISION</b> February 26, 2009
<b>Original signed by Board Chair</b>	

### INTENT

The Board of the Alberta College of Art + Design (ACAD) is responsible for ensuring the establishment of policies and procedures in compliance with federal and provincial privacy legislation.

### SCOPE

This policy applies to the collection, use, disclosure and retention of personal information of faculty, staff, students, Board members, volunteers and donors of ACAD.

### POLICY

1. ACAD shall make information about its policies and practices regarding the management of personal information readily available to its faculty, staff, students, Board members, volunteers and donors.
2. ACAD shall designate a staff position that is responsible for compliance with its privacy policy.
3. ACAD shall identify the purpose for which personal information is collected at the time or before the information is collected.
4. Knowledge and consent of the individual are required for the collection, use or disclosure of personal information.
5. Collection shall be limited to personal information that is necessary for the purposes identified by ACAD.
6. Personal information shall not be used or disclosed for purposes other than those for which it was collected, except with consent or as required by law.



7. Personal information shall be accurate, complete and up-to-date as necessary for the purpose for which it is used.
8. Personal information shall be protected by security safeguards appropriate to the sensitivity of the information.
9. Upon request, an individual shall be informed of the existence, use and disclosure of his/her personal information and shall be given access to that information.
10. An individual may challenge compliance by making a complaint to the designated individual responsible for compliance with this policy.

#### **REFERENCE DOCUMENTS**

- Freedom of Information and Protection of Privacy Act (FOIP)



## 22. HEALTH AND SAFETY POLICY

<b>SECTION</b> Governance	<b>DATE DRAFTED</b> February 8, 2008
	<b>EFFECTIVE DATE</b> February 28, 2008
<b>APPROVAL/AUTHORITY</b> Board of Governors	<b>LATEST REVISION</b> February 26, 2009
<b>Original signed by Board Chair</b>	

### INTENT

Alberta College of Art + Design (ACAD) is committed to the promotion of the well-being and safety of all those who attend the campus. ACAD will provide a safe and healthy work and learning environment for the entire ACAD community.

### SCOPE

All individuals who attend the campus share the responsibility for ensuring a safe working and learning environment.

### POLICY

1. The President + CEO will ensure that comprehensive health and safety policies and procedures are established to address the requirements of the Alberta Occupational Health and Safety Act, Regulations and Code, and any other applicable legislation.
2. All individuals who attend the campus, including faculty, staff, students, volunteers, contractors and visitors, are required to comply with ACAD health and safety policies and procedures.
3. Any persons responsible for directing the work of others are accountable for ensuring that safe and healthy conditions are maintained in their assigned areas.
4. The President + CEO will ensure that the overall safety performance of ACAD is reviewed on an annual basis.

### REFERENCE

- Alberta Occupational Health and Safety Act, Regulations and Code



### 23. BOARD OF GOVERNORS AWARDS POLICY

<b>SECTION</b> Governance	<b>DATE DRAFTED</b> January 23, 2009
	<b>EFFECTIVE DATE</b> February 26, 2009
<b>APPROVAL/AUTHORITY</b> Board of Governors	<b>LATEST REVISION</b> February 26, 2009
<b>Original signed by Board Chair</b>	

#### INTENT

The Board of the Alberta College of Art + Design (ACAD) seeks to recognize students and alumni who have demonstrated excellence.

#### SCOPE

This policy applies to the Board's Graduating Student Award, Alumni Award of Excellence, and any other awards established by the Board.

#### POLICY

1. The President + CEO shall be responsible for creating procedures regarding the nomination and selection of individuals for Board awards in accordance with the criteria established by the Board.