

Your Anglophone CEGEP in the Outaouais

# **Annual Report 2010 - 2011**







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**Legal Deposit: Bibliothèque nationale du Québec 2011  
ISBN No. 1-895552-30-3**

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# WELCOME | BIENVENUE CÉGEP HERITAGE COLLEGE

It is with great pleasure that I present the Cégep Heritage College Annual Report for 2010-2011. This year was again an eventful and profitable year for Cégep Heritage College. Our student population continued to grow and we are close to our maximum physical capacity. We must look for additional space. Most of our programs are successful and we are ready for new projects. Our Director General Louise Brunet has many good ideas to occupy our future.

Heritage is taking, as time goes, a more and more important place in the Outaouais Community and our Director General must be praised for this because she is the architect of this success.

It is to be noted also that the Commission d'évaluation de l'éducation collégiale (CEEC) has approved, without reservation, our 2010-2014 Strategic Plan.

I thank the Board members, the College management team and in particular the Director General, Louise Brunet, for their collaboration. Since this is my last report as Chair of the Board, allow me to thank Heritage for having provided me with the opportunity to live a wonderful and rich experience in a most convivial community during the last nine years.

On behalf of the Board of Governors and the College, I thank you for your ongoing support; it is much appreciated and valued.



Pierre Roberge  
Chair of the Board of Governors





It is my pleasure to submit to the Board of Governors the 2010-2011 Annual Report of Cégep Heritage College.

Cégep Heritage College received a satisfactory report from the Commission d'évaluation de l'enseignement collégial (CEEC) for its 2010-2014 Strategic Plan and Strategic Action Plan. Also, a very satisfactory report was received from the CEEC for the Institutional Evaluation of Student Achievement (IPESA).

We are proud to have realized the great majority of our Strategic Action Plan activities identified for the 2010-2011 academic year.

Our two new programs, Tourism and Hotel Management, approved by the Ministère de l'Éducation du Loisir et du Sport (MELS) in 2010 were offered as planned this year.

Cégep Heritage College has had a steady increase in its clientele over the last years and 2010-2011 continued the trend with a validated 1 007 students in regular education. With this comes a new challenge for the utilization of space in the College. We are now in the process of analyzing our needs to submit a request to the MELS to increase our devis.

On September 29, 2010, Cégep Heritage College officially launched its new Continuing Education campus in Campbell's Bay where we now offer Attestation of College Studies (AEC) and multiple part-time and made-to-measure courses to the Pontiac community.

Cégep Heritage College joined the cause identified as a priority by the Table Éducation Outaouais (TÉO) and is an active partner of the Alliance of higher education in the Outaouais. Heritage has fully participated with the Université du Québec en Outaouais and the

Cégep de l'Outaouais in the development of the Declaration of the Alliance to formally request that the Québec government provide exceptional and substantial support to enhance program offerings of the higher education institutions in line with our urgent, recurrent needs for a qualified workforce; to reintegrate the thousands of

students who flee to institutions of higher education in Ottawa each year and to correct the funding of our university.

Also, Heritage adhered to the first priority of the TÉO on school retention and accepted to do its share by acting as chair of the Comité d'amélioration de la persévérance scolaire in the Outaouais.

I would like to thank the members of the Board of Governors for their invaluable support. The success the College enjoys is, without a doubt, due to the competence and dedication of the faculty and non-teaching personnel who relentlessly work to improve student success. I would also like to acknowledge the important contributions of Lise Desjardins, Marketing/Communications Manager, to this report.

A special thank you is extended to the Chairperson of the Board of Governors, Pierre Roberge, who gave nine years of his time chairing the Board of Governors and whose mandate has terminated in October 2011. The College has benefited from Mr. Roberge's knowledge, experience, strong leadership and commitment to Cégep Heritage College and to the education milieu. It has been a privilege and a real pleasure to work with Mr. Roberge. In the name of Cégep Heritage College, I wish to thank him wholeheartedly for his commitment and engagement with Heritage, and wish him the very best in his new challenges

Louise Brunet

Director General

# CÉGEP HERITAGE COLLEGE

## MISSION STATEMENT

Cégep Heritage College is an Anglophone CEGEP, proudly committed to your success through a diverse and innovative, community-driven learning experience.

### Cégep Heritage College Experience

Cégep Heritage College, a student-centered community, promotes academic excellence through a personal and supportive environment that recognizes the importance of continuous learning.

### Cégep Heritage College Promise

Cégep Heritage College graduates will:

- Respect human diversity
- Participate in their community
- Demonstrate leadership skills
- Value working with others
- Behave ethically
- Safeguard the environment.

## The Senior Management Team



**Left to right top row:** Financial Services Director Michel Hétu, Continuing Education and International Development Director Lise Bénéard, Student Services Director Deborah Valdez, Academic Dean Michael Randall. **Left to right bottom row:** Building and Computer Services Director Donald Marleau, Human Resources Director Michèle Charlebois, Director General Louise Brunet, Associate Academic Dean Maurice Lafleur.



# CÉGEP HERITAGE COLLEGE BOARD OF GOVERNORS AND MANAGEMENT COMMITTEES

## Board of Governors



**Left to right top row:** Otto Hasibeder (Teacher), Roy Bonin (Regional Enterprise - Vice-Chair), Michael Randall (Academic Dean), Daniel Michaud (Parent), Judy Mueller (Non-teaching Professional Staff), Jean Thiffault (Socio-Economic), Deborah Valdez (Management Staff). **Left to right bottom row:** Melissa Dick (Pre-U Program Graduate), Scott Gibson (Parent), Gail Sullivan (Labour Market), Pierre Roberge (Socio-Economic – Chair), Louise Brunet (Director General), Kathy Cumming (Teacher), Rose-Marie Leclerc (Support Staff), Michelle Wistaff (Career Program Graduate).

## Executive Committee



**Left to right top row:** Roy Bonin (Board Vice-Chair), Michael Randall (Academic Dean). **Left to right bottom row:** Scott Gibson (Parent), Pierre Roberge (Board Chair), Louise Brunet (Director General), Kathy Cumming (Teacher).

## Academic Senate



**Left to right top row:** Michael Randall, Jane Larwill, Maurice Lafleur, Tim Fairbairn.

**Left to right bottom row:** Patrick Moran, Jutta Kurtz, Lee Anne Johnston. Not on photo: Jeannine Lafrenière, Allan McDonald, Cheryl Mitchell, Jo-Anne Poulin, Cathy Young.

# SUMMARY OF ACTIVITIES IN SUPPORT OF STUDENT SUCCESS

During the 2010-2011 academic year, the College implemented or continued to provide the following measures in support of Student Success:

## **The Learning Centre**

College-financed tutoring by teachers was made available during lunch hours at the College's The Learning Center (TLC) for the following subjects: English, Mathematics, Philosophy, French, Biology, Chemistry, Physics, and for specific program fields of study: Humanities, Early Childhood Education and Nursing.

## **At Risk Courses**

To promote success, during a student's first session, certain courses identified as having a higher risk of failure (English, Philosophy, French), received additional consideration. The maximum number of students in these courses was limited to 25 students. In addition, these courses were placed on the student's timetable between 9:00 a.m. and 5:00 p.m.

## **Course Attendance**

Teachers were required to indicate attendance for each of their first year students on the Omnivox system. In addition, the College encouraged the reporting of attendance on Omnivox for all students.

## **Mid-term Progress Reports**

Teachers were required to send a mid-term progress report via Omnivox to each student.

## **Early Warning System**

Following mid-term progress reports, students who were "at risk" of failing the majority of their courses were identified, and letters were sent to their home informing them of the variety of services available at the College to assist them (e.g. The Learning Center, mentoring, tutoring).

## **Mentoring**

Mentoring by faculty members was offered to students for the following programs: Science, Social Science, Liberal Arts, Visual Arts, Nursing, Electronics Technology, Computer Science, Early Childhood care and Education, New Media, Tourism, Accounting and Management and Hotel Management.

## **Professional Integration for Teachers**

In order to ensure the quality of teaching at the College, a teacher mentoring program was put in place for all programs. All new teachers were automatically associated with a mentor, this has now become common practice at the College. Furthermore, additional teacher training was also offered to new faculty.

## **Peer Tutoring**

Tutoring was provided by students enrolled in a specific complementary course to train tutors. Tutoring was offered for the following subjects or programs: Biology, Chemistry, Physics, Mathematics, French, Spanish, New Media, Nursing, and Early Childhood Education



### Student Orientation Workshops

Fifty (50) students with special needs participated in workshops during the academic year. In addition, workshops specifically for our Aboriginal students were offered.

### General Success Measures

There was an increase in student space in the library as well as the creation of a music room and a games room. In addition, the opening hours of the library were increased.

In November 2010 a questionnaire was sent by Omnivox to all regular students at the College about their perception of services offered, available resources, the quality of our programs and teaching, student life, and student schedules. We had a participation rate of 90%.

In February 2011, approximately 30 students participated in a "Student Forum" to discuss and find possible solutions to issues raised concerning student services, college policies and procedures and the general environment at the College.

In addition, workshops were offered to students who wished to submit applications for admission to university.

### Student Success Measures in Continuing Education

A comprehensive orientation was offered to students and steps were taken to ensure that they made the right program choice. Several adult immigrant students also obtained additional support provided by a teacher with the objective to improve their use of English. This helped them achieve success in their AEC program.



# PROVINCIAL REINVESTMENT ACTIVITIES

The Ministère de l'Éducation du Loisir et du Sport (MELS) allocated a grant to Cégep Heritage College with regard to Provincial Reinvestment activities. The amount received was dedicated to activities and initiatives identified by the College in conformity with the targets identified by the Ministry:

**Target 1:** Accessibility, quality of services, competency development and success.

**Target 2:** Information Technology support and updating of documentation resource programs

**Target 3:** Operation and maintenance of buildings and quality of premises.

**Target 4:** Involvement of CÉGEP on its territory and support to innovation and regional economic development.

In 2010-2011, the College has carried out the following activities:

## Computer Services (Targets 1 and 2) Computer Technician

An additional technician was hired to increase the quality and reliability of the Information Technology services contributing to reduce response-time delays in the event of breakdowns and providing improved data security.

This position is essential in order to provide adequate services and support to our students and staff in the accomplishment of their daily tasks.

## Building Services (Targets 1, 3 and 4) Security Guard

An increase of 50% in the number of hours for the security guard to reinforce the sense of security within the College allowed students to have access to the computer labs and classrooms during the evening.

## Building Manager

The hiring of a Building Services Manager to assist in the coordination and supervision of the building mechanical repairs and replacements and also maintain the preventive maintenance program for the College equipments.

## Student Services (Target 1)

### Recreational Technician

A Recreational Technician was hired to increase socio-cultural and sports activities. As a result, more cultural and sports activities were initiated under the direction and organization of the Recreational technician; they include the following:

- Swing dance classes;
- Yoga classes;
- Cook-a-Palooza events with guest chefs;
- Two blood drive clinics;
- Intra-mural activities (e.g. Volleyball, Ultimate Frisbee);
- Hiking on Mount Washington;
- Weekend cycling excursions;
- Halloween activities;
- Fundraising activities for charities;
- Mothers Against Drunk Driving (MADD) activities.

PROVINCIAL REINVESTMENT FUNDS	
<b>TUITION</b>	
BALANCE FORWARDED FROM PREVIOUS YEARS	\$ 40,515
GOVERNMENT GRANT	\$ 160,312
<b>EXPENSES</b>	
SALARIES AND SOCIAL BENEFITS	\$ 169,272
OTHER EXPENSES	\$ 35,669
<b>EXCESS OF EXPENSES OVER REVENUES</b>	<b>\$ (4,114)</b>

# FEDERAL REINVESTMENT ACTIVITIES

Cégep Heritage College signed an agreement with the Ministère de l'Éducation, du Loisir et du Sport (MELS) concerning the use of funds allocated to CEGEPs related to Québec's reinvestment resulting from the partial re-establishment of federal transfer payments to higher education. For each of the priorities in the three-year Action Plan set out by the MELS, the College chose areas of intervention and undertook actions to conclude associated, selected commitments.

This report summarizes the activities that Cégep Heritage College implemented in 2010-2011 to meet its commitments for each of the four priorities in connection with the action plan.

## **Priority 1: To make an active contribution to the development of the economy of all of Québec's regions**

### **To Promote International Student Mobility**

To promote international student mobility, the College concluded agreements with Guatemala, Colombia and Chile to offer students the opportunity to put their knowledge into practice, further their learning and benefit from unique experiences.

A group of four students and three teachers in the Nursing program took part in a community work placement in clinics in Guatemala. The objective was to enable students to apply their knowledge and skills to serve the local population, but also to make students aware of the realities of the workplace in the field of health care in a developing country.

The College welcomed a group of 10 students from Chile and a group of 14 students from Colombia who came to learn English as a second language. Each of the two groups completed a two-month program.

### **Development of Technical Training Programs (DEC)**

No new technical training programs were developed at the College in 2010-2011.

### **Implementation of New Technical Training Programs (DEC)**

The Tourism and Hotel Management programs welcomed their first cohorts in 2010-2011. A total of 18 students were admitted to the Hotel Management program and 6 students to the Tourism program.

### **Development and Review of AEC Programs**

The College's Continuing Education sector added the attestations of college studies (AEC) Sheep Production Business and Early Childhood Care and Education to its program offering and revised the Bilingual Office Administrator program.

### **Recognition of Acquired Competencies (RAC)**

The College's Recognition of Acquired Competencies service continued to develop and promote RAC services in 2010-2011.

The RAC advisor presented the College's online RAC system at the annual meeting of the Canadian Association of Prior Learning Assessment and took part in the Salon Accès emploi in Gatineau and Shawville (Québec). In addition, the College issued two press releases. The RAC advisor also developed a fact sheet and documents to facilitate administration and ensure the effectiveness of the RAC service.

### **Open House**

Although in the past, the College has organized Open House events for students from the region's secondary schools, for the first time on October 17, 2010, the College held an Open House for the general public. Approximately 300 people visited Heritage to find out more about the programs and services offered by the College and to meet faculty and administrative staff.

### **Participation in developing a recreational and tourism component in collaboration with the Coopérative de solidarité de la Forêt de l'aigle.**

The College continues to be an active partner in developing this recreational tourism project which is awaiting support from the Québec government in terms of land use. In the interim, the College continues to participate in developing the Pôle d'excellence en récréotourisme Outaouais (PERO).



### Enrolment and College Brand Visibility

In 2010-2011, the College increased the number of enrolments by 15% compared to the preceding year.

Out of concern for its brand image and visibility, the College decided to add "Cégep" to its institutional name as it is often perceived as a private college. The College now bears the name Cégep Heritage College to enhance awareness of the fact that we are a public CEGEP. The College set up an advertising campaign in the Outaouais and in Western Montréal to increase its visibility, and also produced brochures and promotional banners for its eight technical programs.

### Priority 2: To adapt and strengthen educational services for the student population

The College has implemented several projects in order to offer adapted services to support learning and academic success.

#### French as a Second Language

A number of tools to support learning were developed for French as a second language: downloadable modules in electronic format for practising oral communication; learning activities for various levels of French; exercise manual for French courses in Block B (program-specific training); and reading comprehension texts for course 602-100-03. In addition, various software programs were assessed to equip the new language lab.

#### Services to Students with Learning Disabilities

In order to meet the needs of this emerging client group, the College invested resources and efforts in support of students who have learning disabilities. A guidance counsellor/academic advisor was hired specifically to serve this client group. Assistance was provided to teachers in support of the development of teaching strategies tailored to students with learning disabilities. In addition, the College adapted existing services and rooms to this group's requirements, including the mentoring program, a computer lab and rooms for exam periods. An institutional policy and educational videos are currently in development.

### Library

The College library extended its hours and acquired new furnishings to meet the needs of its clientele.

#### Support for the English Exit Exam

The College offered twelve workshops on topics such as grammar, spelling and writing. More than 314 students used this service.

#### Academic Success

Attendance at The Learning Centre (TLC) increased as compared to last year with more than 1,789 visits in 2010-2011. A total of 103 tutoring hours were provided to students in the following subjects: English, Mathematics, Biology, Chemistry, Physics, Social Sciences, Early Childhood Education, Nursing, Philosophy and French.

Individual services were also provided to students at risk of failing, to offer them individualized success plans.

#### Student Perseverance

Louise Brunet, Director General, was appointed President of the Table Éducation Outaouais (TÉO) Comité d'amélioration de la persévérance scolaire (CAPS). Amongst other key activities, student perseverance week, the "BLITZ" day to raise public awareness of *décrochage scolaire*, and the first Forum on *persévérance scolaire*.

#### Teacher Evaluation

The College retained the services of the Centre d'intervention et de recherche en évaluation du personnel enseignant (CIREPE) to evaluate the quality of teaching in the Tourism and Hotel Management programs.

### **Priority 3: To assure the large-scale renewal of teaching staff and accentuate its role as first-line support for the student population**

#### **Information and Communications Technologies (ICT)**

The College provided several workshops on the use of ICT during pedagogical days to further raise awareness among teaching staff on the application of ICT in education. These workshops addressed both the use of ICT in teaching and the management of information. The College also referred to the Teachers Learning Resource Committee, a sub-committee of the Academic Council, for recommendations on the acquisition, implementation and support for the use of ICT.

#### **Training on the Program Approach**

Two workshops on the program approach were provided on pedagogical days held by the College. These workshops were also offered through the Institutional Programs for the Pedagogical Induction of CEGEP Teachers (IPPICT).

Overall, six workshops were offered to new teachers as part of the IPPICT.

#### **Professional Development**

Human Resources regularly publicizes information on training opportunities for all College staff and also informs all personnel of the professional development budgets available for every employee category.

During the 2010-2011 academic year, a total of sixteen workshops and courses were offered to staff in addition to individual training sessions subject to requirements of the collective agreement in force, such as: first aid, the information system on hazardous materials used in the work place (SIMDUT), transport and handling of dangerous goods, communication, conflict resolution, preparation for retirement, and the use of technology in education.

In addition, Human Resources, through Continuing Education, provided College staff with the opportunity to take courses in French as a second language. A total of twenty-six employees, including eleven teachers, enrolled in these courses.

#### **Human Resources Renewal Plan**

Human Resources initiated a far-reaching promotional campaign to attract a qualified workforce to renew College staff. To do so, the College concluded service agreements with organizations working

on the Internet in order to enhance the College's visibility and with the Service Intégration Travail Outaouais (SITO). The College also concluded agreements with local newspapers to secure discounts on advertising its job offers. Furthermore, Human Resources conducted a comprehensive study on its staffing activities, which enabled it to pinpoint the activity sectors for which recruitment problems were identified and then to establish an action plan to remedy the situation. Lastly, Human Resources is in the process of reviewing its recruitment process to make it more effective and to fill vacant positions as quickly as possible.

Since the beginning of 2010, a total of 38 job descriptions have been revised to reflect the requirements of positions when they are posted. Over 50% of our job descriptions are now available to all our employees on the College's Intranet. Work on this dossier will continue throughout the coming year.

#### **Integration of New Employees**

Human Resources produced a guide to facilitate the integration of new employees in the College. In addition, it engaged the services of a resource person tasked to provide tailored, personalized training to new employees hired in key positions.

### Priority 4: To make use of the full research, knowledge transfer and innovation potential of the College

Ms. Mary Frankoff, teacher in the Social Science Department, working with Ms. Martine Peters, researcher at the Université du Québec en Outaouais, undertook a three-year study on the use of information and communications technologies. Ms. Frankoff and her colleague presented their preliminary research findings at two conferences, one in New Orleans, Louisiana and the other in Victoria, British Columbia. Ms. Frankoff has been released from some of her teaching duties to conduct this research.

The College teaching staff has been informed of research opportunities in partnership with the Bureau Recherche-innovation Outaouais (BRIO) of the Université du Québec en Outaouais.

FEDERAL REINVESTMENT FUNDS	
REVENUES	
BALANCE FORWARDED FROM PREVIOUS YEARS	\$ 52,634
GOVERNMENT GRANT	\$ 526,200
OTHER REVENUES	\$ 9,995
EXPENSES	
SALARIES AND SOCIAL BENEFITS	\$ 261,440
OTHER EXPENSES	\$ 208,422
<b>EXCESS OF REVENUES OVER EXPENSES</b>	<b>\$ 118,967</b>





# SUMMARY OF ACTIVITIES IN SUPPORT OF A HEALTHY LIFESTYLE

In support of Orientation 1 of the reference framework *Pour un virage santé à l'enseignement supérieur*, the College opted to implement a food policy in support of healthy eating habits. The objective of this policy is to help students, faculty and administrative staff change their eating habits by offering healthy, nutritious and appetizing meals. Financial investments were not made in 2010-2011 in support of this orientation.

A new food counter will be implemented during financial year 2011- 012 in order to increase the daily offering of balanced meals by 10%.

HEALTHY LIFE STYLE FUND	
TUITION	
BALANCE FORWARDED FROM PREVIOUS YEARS	\$ 18,750
GOVERNMENT GRANT	\$ 6,250
EXPENSES	
OTHER EXPENSES	N/A
EXCESS OF EXPENSES OVER REVENUES	\$ 25,000



# REPORT ON THE IMPLEMENTATION OF THE ADMINISTRATIVE EXPENDITURES AND MANAGEMENT AND ADMINISTRATIVE STAFF REDUCTION PLAN

ADMINISTRATIVE EXPENDITURES				
	2011	2012	2013	2014
<b>TARGET REDUCTION</b>	<b>\$ 8,100</b>	<b>\$ 16,200</b>	<b>\$ 24,300</b>	<b>\$ 32,400</b>
<b>ACTUAL REDUCTION</b>				
ADVERTISING, TRAINING AND TRAVEL	<b>\$ 18,850</b>	-	-	-
COMMUNICATIONS AND INFORMATION	-	-	-	-
OFFICE SUPPLIES	-	-	-	-
PROFESSIONAL FEES	-	-	-	-
OTHER CONTRACTS	-	-	-	-
<b>TOTAL REDUCTION</b>	<b>\$18 850</b>	-	-	-

MANAGEMENT AND ADMINISTRATIVE STAFF REDUCTION PLAN				
	2011	2012	2013	2014
<b>TARGETED POSITIONS TO BE ABOLISHED</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>2</b>
<b>POSITIONS ABOLISHED</b>				
MANAGEMENT	-	-	-	-
PROFESSIONAL	-	-	-	-
SUPPORT	1	-	-	-
OTHER	-	-	-	-
<b>TOTAL POSITIONS ABOLISHED</b>	<b>1</b>	-	-	-

For the year 2010-2011, the College had estimated the resource attrition due to retirement at 1. At June 30, 2011, 1 employee had retired (support staff), and the position was abolished. The College objectives for 2010-2011 have been met.

# REVENUES AND EXPENSES

REVENUES AND EXPENSES (Year ending June 30, 2011)		
	2011	2010
<b>REVENUES</b>		
MINISTÈRE DE L'ÉDUCATION, DU LOISIR ET DU SPORT (MELS)	\$ 12,175,016	\$ 11,203,800
MINISTÈRE DE L'EMPLOI ET DE LA SOLIDARITÉ SOCIALE	\$ 303,840	\$ 492,066
OTHER ENTITIES	\$ 91,142	\$ 157,013
ENROLMENT AND TUITION FEES	\$ 222,188	\$ 140,460
SALES OF GOODS AND SERVICES	\$ 261,266	\$ 301,375
RENTALS	\$ 170,685	\$ 189,864
OTHER REVENUES	\$ 136,915	\$ 92,197
SUB-TOTAL	\$ 13,361,052	\$ 12,576,775
<b>EXPENSES</b>		
REGULAR TEACHING	\$ 11,991,113	\$ 11,464,946
CONTINUING EDUCATION	\$ 1,246,713	\$ 1,391,925
SUMMER COURSES	\$ 48,064	\$ 43,299
INTERNATIONAL PROJECTS	\$ 58,868	—
AUXILIARY SERVICES	\$ 18,409	\$ 17,043
SUB-TOTAL	\$ 13,363,167	\$ 12,917,213
<b>REVENUES OVER EXPENSES (EXPENSES OVER REVENUES)</b>	<b>\$ (2,115)</b>	<b>\$ (340,438)</b>

# HUMAN RESOURCES DISTRIBUTION

HUMAN RESOURCES DISTRIBUTION 2010-2011 (Year ending June 30, 2011)			
EMPLOYEE CATEGORIES			TOTAL NUMBER
SENIOR MANAGERS AND MANAGERS			13
TEACHERS	REGULAR EDUCATION	134	141
	CONTINUING EDUCATION	7	
PROFESSIONALS			13
SUPPORT STAFF			43
<b>TOTAL</b>			<b>210</b>





# MAJOR ACHIEVEMENTS

## The 2010-2011 Board of Governors comprised:

Louise Brunet (Director General), Kathy Cumming (Teacher), Michael Dawson (School Boards), Roy Bonin (Regional Enterprises and Vice-Chair), Scott Gibson (Parent), Larry Greene (Regional Enterprises), Otto Hasibeder (Teacher), Denis Hurtubise (Universities), Melissa Dick (Pre-University Program Graduate), Rose-Marie Leclerc (Support Staff), Daniel Michaud (Parent), Judy Mueller (Non-teaching Professional), Michael Randall (Academic Dean), Pierre Roberge (Socio-Economic – Chair), Suzan Ge (Pre-University Program Student), William Smith-Paquette (Career Program Student), Gail Sullivan (Labour Market), Jean Thiffault (Socio-Economic), Michelle Wistaff (Career Program Graduate), Deborah Valdez (Management Staff- non-voting).

## The 2010-2011 Executive Committee comprised:

Roy Bonin (Board Vice-Chair), Louise Brunet (Director General), Kathy Cumming (Teacher), Scott Gibson (Parent), Michael Randall (Academic Dean), Pierre Roberge (Board Chair).

## Three of the most important achievements for Cégep Heritage College for 2010-2011:

- The report of the Commission d'évaluation de l'enseignement collégial (CEEC) on its evaluation of the College's 2010-2014 Strategic Plan concluded that the Plan was satisfactory;
- The report of the Commission d'évaluation de l'enseignement collégial (CEEC) on its evaluation of the College's revised Evaluation of Student Achievement (IPESA) policy concluded that the College's revised policy was completely satisfactory;
- The addition of the Cégep designation to the College's name and logo in order to counter the belief that Heritage is a private institution and to increase awareness to the fact that we are a public CEGEP.

## In September 2010:

- The Board received the Annual report of the Computer Science Program Advisory Committee (PAC) for 2009-2010;
- The Operational Budget Forecast for 2010-2011 was adopted;

- A Notice of Motion was presented to amend Bylaw #8 concerning Delegation of Power;
- Policy #30 concerning Purchasing was amended in order to comply with new governmental guidelines issued June 1, 2010;
- An agreement between Copibec and CEGEPs related to the reproduction of literary works was adopted;
- A motion related to obtaining an agreement in principle with respect to a special status for post-secondary education in the Outaouais was approved;
- The Board of Governors Work Plan for 2010-2011 was adopted and the College Priorities and the College's Administrative Work Plan for 2010-2011 were presented for information;
- The Annual report of the Chair of the Academic Senate for 2009-2010 was presented as well as its Work Plan for 2010-2011.

## In October 2010:

- The Board received the Annual report of the NewMedia and Production Design and of the Early Childhood Care and Education Program Advisory Committees (PAC) for 2009-2010;
- Amendments to Bylaw #8 concerning Delegation of Power were adopted;
- The action plan for the disbursement of the College's allotment of the Provincial Reinvestment Funds for 2010-2011 was adopted;
- The revised disbursements of the College's Federal Reinvestment Funds for 2009-2011 as well as the action plan for the use of the College's Federal Reinvestment Funds for 2010-2011 were adopted;
- The College's Capital Budget Forecast for 2010-2011 was adopted;
- A motion to obtain a corporate credit card with predetermined card credit maximum amounts to be used to procure services or products required in the performance of College duties was adopted;
- A motion to obtain Special Status for Post Secondary Education in the Outaouais was adopted in support of the Table Éducation Outaouais' (TÉO) request;

- A motion for the award of a contract for the construction of a new parking lot to Construction DJL Inc. – most cost-effective bidder, was adopted.

#### **In November 2010:**

- The report of the Audit Committee on the auditor's report on the financial status of the College as at June 30, 2010 was adopted;
- The mandate of the external auditor was renewed for the financial year ending June 30, 2011;
- Amendments to Policy #8 concerning Conditions of Admission to Diploma (DEC) Programs were adopted in order to reflect articles 2 to 4 of the Règlement sur le régime des études collégiales (RREC);
- Notices of Motion were presented to amend Bylaw #2 concerning the Collection of Student Fees and Bylaw #7 concerning Collection of Administrative Fees in order to revise the fees to reflect additional costs in the delivery of services to students;
- A motion for the award of a contract to LLC & Associés Inc. for the renovation required to build two (2) spaces to be used by students for extra-curricular activities was adopted;
- An integrated Crisis Management Plan was presented for information;
- The College's Bank of Complementary Courses was adopted;
- The amended Visual Arts Program profile for 2011-2014 as well as the amended Accounting and Management Technology Program profile for 2011-2014 were adopted;
- The academic calendar for 2011-2012 was adopted;
- The English version of the College's Annual Report for 2009-2010 was adopted.

#### **In February 2011:**

- Amendments to Bylaw #2 concerning the Collection of Student Fees and to Bylaw #7 concerning Collection of Administrative Fees due to the cost increases in the delivery of services to students were adopted;
- Major revisions to Policy #5 concerning the Evaluation of Student Achievement (IPESA) were adopted.
- As indicated on the previous page, the College was advised by the Commission d'évaluation de l'enseignement collégial (CEEC) on

September 28, 2011 that our amended Policy #5 was completely satisfactory.

- A Strategic Plan semi-annual status report was presented for information;
- A motion was adopted to declare February 14 to 18 2011 Journées de persévérance scolaire at Cégep Heritage College in support of the Table Éducation Outaouais' (TÉO) Comité d'amélioration de la persévérance scolaire;
- A motion to sign a purchase order as part of the College's Energy Efficient Project for the replacement of the main boiler was adopted;
- Results of the Budget Revision Process were presented for information. The initial and revised budgets were compared. The revised deficit was lower than forecasted;
- The amended Early Childhood Care and Education Program profile, the amended Nursing Program profile and the amended Social Science-Commerce Program profile for 2011-2014 were adopted;
- In order to accommodate the cyclical scheduling of some General Education courses, the Nursing Program profile was amended for the new Nursing cohort starting in Winter 2011;
- The Program Profiles for 2011-2014 were adopted.

#### **In April 2011:**

- Policy #18 concerning Comprehensive Program Assessment was dissolved as it largely repeated articles of revised Policy #5 concerning the Evaluation of Student Achievement (IPESA) and as revised Policy #5 now includes the comprehensive program evaluation as required by the College Education Regulations;
- Amendments to Policy #36 concerning the Promotion of the English Language requested by the Commission d'évaluation de l'éducation collégiale (CEEC) were adopted;
- Amendments to Policy #7 concerning Parking in order to help the College improve management of its parking spaces were adopted;
- A motion was adopted to mandate the College's Director General to pursue the addition of the Cégep designation to its official institutional name and logo.

## In June 2011:

- Pierre Roberge, Board Chair since 2002, advised the Board that he would not renew his mandate as he was taking on new challenges;
- A new policy, Policy #38 concerning Environmental Management that provides the framework for the College's management of its environmental practices, was adopted;
- Amended Policy #30 concerning Purchasing was adopted. The amendments reflect environmental considerations in line with new Policy #38;
- A motion to authorize the Director General to sign any contract greater than three (3) years but not exceeding five (5) years in line with Bylaw #8 concerning Delegation of Power and the Loi sur les contrats et organismes publiques was adopted;
- The curriculum for the new Early Childhood Care and Education Attestation (AEC) Program, was adopted;
- Amendments to the Bilingual Office Administrator Attestation (AEC) program were adopted;
- The Operational Budget Forecast and the Capital Budget Forecast for 2011-2012 were adopted as well a motion to authorize the Executive Committee to approve any adjustments to the forecasts upon receipt of the confirmed revenue amounts from the Ministry;
- Elections were held for the Board Chair and Vice-Chair positions and for 2 available positions on the Executive Committee;

- Appointments were made to the 2011-2012 Standing Committees: Audit Committee, Committee to Evaluate the Achievements of the Director General and Bylaw and Policy Review Committee;
- The Chair of the Standing Committee to Evaluate the Achievements of the Director General for 2010-2011 presented a very positive verbal report on the Director General's achievements;
- The Director General presented the College's 2011-2012 Goals and Objectives;





# COLLEGE LIFE HIGHLIGHTS

- Heritage hosted the Centrale Administrative des Jeux du Québec from July 29th to August 6th 2010. Over two hundred members of the Centrale administrative, used our classrooms and gym for registration and security, and for a number of other activities related to the organization and trouble-shooting of all aspects of Les Jeux. Stay over guests were provided with room and board as teachers' offices were turned into dormitories, and our cafeteria worked double duty to prepare healthy meals. Aside from the feeling of accomplishment and the great visibility the College received, thanks to Les Jeux' contribution we now have WiFi across our the College's premises.
- In August, the College's new cafeteria concession 'Sachi's Bistro' officially opened its marché-style café to the College community with menus that had received a nutritionist's seal of approval.
- The College opened its doors to its first Hotel Management Program and Tourism Program cohorts in August.
- As part of an international teaching exchange program, four teachers from the Beijing Vocational College of Labour and Social Security were hosted by the College in September. They participated in workshops focused on student-centered learning and pedagogy in Canadian society.
- Heritage faculty members Hussam Al-Hertani (Electronics Technology), Guy Beaulieu (Mathematics), Elliott Brown (English and Liberal Arts), Carol Doody (Accounting and Management Technology), Boris-Antoine Legault (Biology), Allan McDonald (Computer Science), Mark Renaud (New Media and Publication Design), Stacie Syvier (Philosophy), Cynthia Smurthwaite (English and Liberal Arts) and Alex Zieba (Philosophy) received tenure in September 2011.
- The Heritage 'Heroes and Heroines' team comprising non-teaching staff, current and retired teachers and their spouses and children participated in the Winners Walk of Hope for Ovarian Cancer on September 12th and raised \$2 315.
- On September 19th, Cégep Heritage College's Hurricane female rugby team was the first ever Outaouais college rugby team to play in the Fédération québécoise du sport étudiant (FQSE) provincial league.
- On September 29th, the College officially inaugurated its new Continuing Education Campus in Campbell's Bay in the Pontiac region. Highly visible in the Pontiac with its central location, the new Campus' course offering targets the Pontiac community.
- October 4th to 8th Heritage held its Aboriginal Culture Awareness week committed to raising awareness about aboriginal history, culture and traditions.
- The College held its first Open House open to the general public in October. Close to 200 people visited our Program booths, met faculty and administration personnel and toured the College.
- On November 9th, 10th and 11th, the College participated in the first Salon de la Formation professionnelle et de la formation technique in the Outaouais. Two CEGEPS and five local school boards came together to promote Vocational and Technical training. More than 8 000 secondary level III, IV and V students participated. Cégep Heritage College was proud to showcase its eight career programs.
- In November, students organized a Cook-a-Palooza. Four chefs from the Gatineau region were invited to come to Cégep Heritage College to teach one of their favourite recipes to the students.
- A weekend hiking trip to Mount Washington, New-Hampshire, on November 5th, 6th was organized for students by our recreational technician.
- The Heritage Board of Governors hosted its 23rd Staff Recognition event on December 21st. Celebrating 15 years of service were: Caroline Calouche, Audrey Ferguson, Maurice Lafleur and Sami Nicola; celebrating 25 years was Erik Andersen.

- Thanks to everyone who donated and participated in fundraising activities throughout the College, the Heritage 2010 Centraide campaign raised \$5280.
- 2011 was the Guatemala International Nursing Project's inaugural year. This project provides 3rd year nursing students with a unique and enriching experience by participating in bringing humanitarian health aid to a small village in San Juan, Guatemala. It is a unique opportunity to discover the unique challenges faced by nurses in other parts of the world as well as to have a chance to exchange with other health care professionals working abroad.
- Throughout the fall, the College was renovating to build two student spaces: a game room and a music room. The student spaces were officially inaugurated on January 24th.
- On January 28th, Director General Louise Brunet signed an articulation agreement with Australia's Griffith University. The agreement will facilitate the transfer of students with appropriate prerequisite qualifications and grades into the related Griffith degree. Applicants from Heritage who meet the requirements will be eligible for admission to Griffith with full block transfer credit.
- On February 9th, 400 high school students participated in 11 workshops as part of Heritage Day during which the College opens its doors to secondary level V students.
- The College held a Pow-Wow on February 19th. It was attended by approximately 100 people from the Outaouais region. The Pow Wow activities included a prayer by an elder, drum and dance groups as well as traditional food.
- In order to address the Increase College Visibility and Student Enrolment Strategic Orientation of the College's 2010-2014 Strategic Plan, the College introduced its new logo that now includes the Cégep designation. Being recognized as a CEGEP and not a private institution regionally and across the province as well as in the Ottawa area, supports this strategic orientation.
- A few weeks prior to the Federal election, the Philosophy and Humanities Department invited the election candidates to the College to participate in discussions with our students. The Liberal, NDP, and the Green candidates accepted the invitation.
- Six Heritage teachers enrolled in the Master Teacher Program (MTP), offered by the Performa Office of the Université de Sherbrooke, completed their Master Teacher Diploma: Marie-Claude Bonneau, Carol Doody, Cathy Dufour, Jutta Kurtz, Cheryl Mitchell and Joanne Mullaly.
- On April 28th Heritage held its Annual Awards Evening to celebrate student achievement recognizing the accomplishments of non-graduating students in academic, sports, cultural and social pursuits.
- The Board of Governors hosted its 24th Staff Recognition event on June 3rd 2011. Celebrating 15 years was Cheryl Mitchell, and celebrating 25 years were Mostafa Faghfoury and Judy Mueller.
- Mary Frankoff, Social Science teacher, received the second instalment of the funding she was granted from the Programme d'aide à la recherche sur l'enseignement et l'apprentissage (PAREA) for her research project entitled «Information seeking behaviour: students' and teachers' perceptions at Heritage College».
- Poppy Adamantidis, Hotel Management Program Coordinator, was named Professional Woman of the Year by the Réseau des Femmes d'affaires et professionnelles de l'Outaouais (REFAP).
- Cégep Heritage College third year Early Childhood Care and Education students were engaged in the Africa Literacy project, an exciting class project in collaboration with the Centro Infantil Pikachu daycare program in the village of Manhica, Mozambique. The project involved the development of storytelling props and the production of an instructional DVD promoting early literacy skills.
- The 28th Annual Art Show featured a reception and awards evening hosted by the Visual Arts Program.
- In May, students of the College's Career Programs as well as of the Science and Visual Arts programs showcased their student projects in a variety of different formats including in-class presentations, program specific celebrations, the annual Spring Art show, and Awards Night activities.

- Marie Déziel, French second language teacher, received a Mention d'honneur from the Association québécoise de pédagogie collégiale (AQPC) at the APCQ's annual symposium banquet held on June 9th. The APCQ award honoured her commitment and contribution to language training.
- The 2010-2011 productions of the Bacchus Players included The Wedding Story, The Lieutenant of Inishmore and Cindy and Jullie, Sure Thing, The Chocolate Affair, and At Sea.
- The 2010-2011 retirees were: Bernard Pigeon (Continuing Education) and Barbara Poulin (Human Resources).
- The Cégep Heritage College graduating class of 2011 comprised 236 graduates. 177 received Diplomas of College studies (DECs) and 59 received Attestations of College Studies (AECs). 123 of these graduating students graduated with honours.





# STUDENT AWARDS

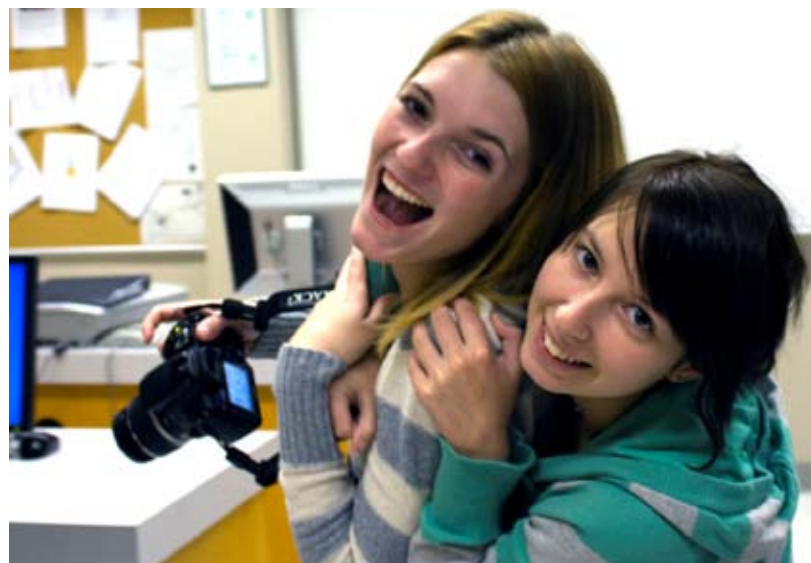
- Marta Chmielowska, Computer Science program student won both a Chapeau Les Filles regional prize worth \$500 and the Association of Public Sector Information Professionals (DPI) bursary worth \$1,000.
- Susie Bobbitt, who won the Diana Hughes Award in June 2010, was recognized by the Outouais Ordre régional des infirmières et infirmiers as Student of Merit for Cégep Heritage College.
- Michelle Workun-Hill, Science program student and cross-country skier, was awarded a \$500 scholarship from the Fondation Sports-Études, one of 35 scholarships awarded to student-athletes who excel both in their studies and in their sport.
- Prizes given out at the 28th Art Show Awards hosted by the Visual Arts Department in May included: 1st year students - Charlotte Boiral (Drawing), Max Lamirande (Mixed Media), Florence Seymour-Provencher (2D), Kaisa Lindfors (3D); 2nd year students - Junwang Pang (Mixed Media), Junwang Pang (2D), Becky Leung (3D); Patrick Beauclair and Junwang Pang (Sketchbook Competition).
- Mina Alvarez-Barker received the Regional Association of West Quebecers award.
- The Union des producteurs agricoles (UPA) Pontiac award was attributed to Keith Kirkham and the UPA Gatineau South award to Mallory Tanner.
- The recipients of the major Cégep Heritage College awards bestowed by the Heritage Endowment Fund for outstanding academic achievement at the Graduation ceremonies in June were: Heather Smith (Deanna Wilson-Hughes Memorial Award), Felipe Comas (Hugh Pomeroy Memorial Award), Keri Hardy (Jean Dufresne Memorial Award), Zacharie Marshall (Lawrence Kolesar Award), Mengxiao Ge (Richard E. Henderson Award), Karissa Larocque (Robert W. Waddell Memorial Award), Stephanie Muloin (James M. Graham Memorial Award), Karissa Larocque (Barbara Chase/Terrence Keough Essay

Award), Margot McComb (Environmental Protection Scholarship).

- Individual Program Awards for academic achievement were also given out by the Heritage Endowment Fund to the following graduating students: Laura Sample (Accounting and Management Technology), Zacharie Marshall (Social Science - Commerce), Kevin Brascoupé (Computer Science), Samantha Gowan (Early Childhood Care and Education), Francis Haché-Miron (Electronics Technology), Elaine Craigie (English), Chanel Larche (Intermediate French), Kevin Dick (Advanced French), Karissa Larocque (Liberal Arts), Timothy Spurdle (Mathematics), Cloe Hunter (NewMedia and Publication Design), Christina Belway (Nursing), Maria Klimento and Yuan Sui (Philosophy / Humanities), Sarah Leblanc (Physical Education), Elaine Craigie (Science), Margot McComb (Social Science), Marta-Marina Alvarez-Barkham (Visual Arts).
- The Annual Awards Evening, which recognizes academic excellence at all levels, student achievement in intercollegiate and intramural sports, and contributions to student life at Heritage, was held in late April. What follows are some of the highlights of this event:
  - Academic excellence awards were given out to the following non-graduating students: Wen Mian Huo (Accounting and Management Technology), Zacharie Marshall (Social-Science-Commerce), Alexandre Desbiens (Computer Science), Victoria Shepherd (Early Childhood Care Education), Daniel Joannis (Electronics Technology), Tamara Wallis (Liberal Arts), Chloé Godman (Visual Arts), Skye Milford (Nursing), Jasmine Vesque (NewMedia and Publication Design), Pamela Leore (Science), Cassandra Richards (Social Science), Jenna Roy (Social Science with Math).
  - Jessica Chevrier won the annual Poster Design contest.
  - Athletic awards were given in the following categories: Women's Outdoor Soccer—Jennifer MacKenzie (Most Valuable Player), Deanna Valin (Leadership Award), Valérie Brassard (Rookie of the year), Ashley Forgie (Coach's Award), Cinzia Valente, Gabrielle Bonneville

and Deanna Valin (Special Academic merit – 2 semester average over 80%). Men's Outdoor Soccer—Michel Bebawy (Most Valuable Player), Strahill Ovcharov (Most Improved Player), Will McRae and Duncan Tommy (Rookie of the year), Felipe Comas (Coach's Award), Ulrich Claudel Makanda Nka'a, Geoffrey Peterson and Felipe Comas (Special Academic merit). Women's Volleyball—Mackenzie Mantil (Most Valuable Player), Tessa Peck (Most Improved Player), Nathalie Palmer (Leadership Award), Jeremy Howard (Coach's Award). Women's Rugby—Nathalie Palmer (Most Valuable Player), Tracy Comtois-Silins (Most Improved Player), Carolynn Jones (Rookie of the year), Samantha Yost and Chanelle Fortin (Coach's Award), Jordan Sudermann, Amanda Cardinal, Renée Ghattas, and Jessica Selin (Special Academic Merit Award). Men's Rugby—Dylan Puchniak (Most Valuable Player), Jesse Poirier (Most Improved Player), Ben Maisonneuve (Coach's Award). Women's Basketball—Natasha Plaskacz (Most Valuable Player), Amanda Bard (Most improved player), Deanna Valin (Coaches Award), Deanna Valin (Special Academic Merit Award). Mens' Basketball—Keith Wyman (Most Valuable Player), Allan Blackman (Most Improved Player), Tyler Snow (Most Improved Rookie).

- Deanna Valin was named Female Athlete of the Year, and Keith Wyman the Male Athlete of the Year.
- Sophie Vincent was named Best Female Intramural Athlete, and Jordan Murdoch Best Male Intramural Athlete.
- The Science Volunteer Award was attributed to Susan Ge and to Yvonne Tabi Tambong.
- Peer Tutoring Program certificates were awarded to: Gabrielle Bonneville, Matthew Englehardt, Stefany Fraser, Leila Gatera, Susan Ge, Cloe Hunter, Faith Masozera, Maihesuit Minawaer, Samantha Pearson Gagnon, Leslie Savath, Victoria Shepherd, Timothy Spurdle, Jasmine Steadman, Stephanie Sturgess-Smart, Jennifer Sui, Victoria Twolan, Emilie Viau.
- Zacharie Marshall received the Governor General's medal.
- Karissa Larocque received the Imprimerie Grégoire English Achievement award.
- The 2011 Valedictorian was Computer Science Graduate Kevin Brascoupé.



# GRADUATION AND HONOURS STATISTICS

REVENUES AND EXPENSES (Year ending June 30, 2011)		
PROGRAMS	PROGRAM TOTALS	HONOURS GRADUATES
<b>PRE-UNIVERSITY – DIPLOMA (DEC) PROGRAMS</b>		
COMMERCE	12	7
LIBERAL ARTS	7	2
LIBERAL ARTS (WITH MATH)	1	1
SCIENCE	48	28
SOCIAL SCIENCE	41	12
SOCIAL SCIENCE (WITH MATH)	7	5
VISUAL ARTS	4	1
<b>PRE-UNIVERSITY TOTALS</b>	<b>120</b>	<b>56</b>
<b>CAREER – DIPLOMA (DEC) PROGRAMS</b>		
ACCOUNTING AND MANAGEMENT	7	4
COMPUTER SCIENCE	5	2
EARLY CHILDHOOD CARE AND EDUCATION	9	7
ELECTRONICS TECHNOLOGY	6	0
NEW MEDIA AND PUBLICATION DESIGN	9	4
NURSING	21	8
<b>CAREER TOTALS</b>	<b>57</b>	<b>25</b>

PROGRAMS	PROGRAM TOTALS	HONOURS GRADUATES
<b>ATTESTATION (AEC) PROGRAMS</b>		
BEEF CATTLE PRODUCTION	4	3
BILINGUAL OFFICE ADMINISTRATOR	34	28
MICROSOFT NETWORKS 2003 WITH LINUX	13	7
NETWORK SPECIALIST	1	0
WEB AND DESKTOP PROGRAMMING	7	5
<b>ATTESTATION TOTALS</b>	<b>59</b>	<b>43</b>

<b>GRAND TOTAL ALL PROGRAMS</b>	<b>236</b>	<b>124</b>
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# ETHICS AND PROFESSIONAL CONDUCT OF BOARD ADMINISTRATORS

Heritage College Bylaw #6 came into force on January 1, 1998

## Preamble

The present ethics and professional conduct regulations are adopted by virtue of the Act to amend the Act respecting the Ministère du Conseil exécutif and other legislative provisions as regards standards of ethics and professional conduct. These measures complete the ethics and professional conduct regulations already provided for in articles 321 to 330 of the Québec Civil Code and in articles 12 and 20 of the General and Vocational Colleges Act. The legislative provisions of a public nature, in particular articles 12 and 20 of the General and Vocational Colleges Act prevail, in case of conflict, over the provisions of the present bylaw.

## ARTICLE 1—Purpose

The purpose of the present bylaw is to establish certain standards of ethics and professional conduct applicable to Board administrators of the College, with a view to:

- ensuring public trust in the integrity, impartiality and transparency of the Board of Governors of the College, and
- allowing Board administrators to carry out their mandates and to perform their duties with trust, independence and objectivity for the best achievement of the College mission.

## ARTICLE 2—Application

The present bylaw applies to all Board administrators of Heritage College.

## ARTICLE 3—Provisions

### 3.1 Coverage

Each Board administrator is subject to the regulations of the present bylaw. Moreover, the person who ceases to be a Board administrator is subject to the regulations stipulated in article 4.2 of the present bylaw.

### 3.2 Duties of Board Administrators

A Board administrator shall carry out the duties of office with independence, integrity and reliability to the best interest of the College and the achievement of its mission. A Board administrator shall act with caution, conscientiousness, honesty, loyalty and consistency as would

any reasonable and responsible person in such circumstances.

### 3.3 Remuneration of Board Administrators

A Board administrator is not entitled to any remuneration for the performance of the duties of office. A Board administrator also may not receive any other remuneration from the College, except for the reimbursement of certain expenses authorized by the Board of Governors.

This provision does not have the effect of preventing Board administrator members of staff from receiving the salary and other benefits provided for in their contracts of employment.

### 3.4 Regulations regarding Conflicts of Interest

#### 3.4.1 Situations of Conflicts of Interest for Board Administrators

A situation of conflict of interests is considered to be any real, perceived or potential situation, which is objectively of a nature to compromise, or susceptible of compromising, the independence and the impartiality necessary in the performance of the duties of Board administrator, or on the occasion when a Board administrator uses, or seeks to use, the attributes of the duties of office to take unwarranted advantage or to provide a third person with such unwarranted advantage.

Without restriction to the scope of this definition and only by way of illustration, the following are, or may be considered, situations of conflicts of interest:

- a situation in which a Board administrator has a direct or indirect interest in the deliberations of the Board of Governors;
- a situation in which a Board administrator has a direct or indirect interest in a contract, or a contract being drafted, with the College;
- a situation in which a Board administrator directly or indirectly obtains, or is on the verge of obtaining, a personal or professional advantage resulting from a decision of the College;
- a situation in which a Board administrator accepts a gift or some advantage from an individual or a firm which deals with, or wishes

to deal with, the College, other than customary gifts of minimal value.

### **3.4.2 Situations of Conflicts of Interest for Board Administrator Members of Staff**

In addition to the regulations established in article 3.4.1 of the present bylaw, the Board administrator member of staff is in a situation of conflicts of interest in the cases described in articles 12 and 20.1 of the General and Vocational Colleges Act {Ref. Doc. #B6.1}.

### **3.4.3 Disclosure of Interests**

Within thirty (30) days following the coming into force of the present bylaw or within thirty (30) days of assuming the duties of office, each Board administrator must fill out and submit to the Professional Conduct Consultant a declaration of interests which said Board administrator, to that individual's knowledge, has in any entity doing business or having done business with the College and disclose, if need be, any real, potential or apparent situation of conflict of interest which may be of concern.

This declaration must be reviewed and updated at the beginning of every calendar year by each Board administrator, who is obliged to complete and return to the Professional Conduct Consultant the form designated for this purpose.

In addition to this declaration of interests, the Board administrator must disclose any situation of conflict of interests in the manner and in the cases described in the first paragraph of article 12 of the General and Vocational Colleges Act [see Ref. Doc. #B6.2].

### **3.4.4 Prohibitions**

In addition to the prohibitions for situations of conflicts of interests described in articles 12 and 20 of the General and Vocational Colleges Act, a Board administrator who is in a situation of conflict of interests with respect to an item discussed at the Board of Governors has the obligation to leave the Board meeting to allow the deliberations and the vote to take place in said Board administrator's absence and in the strictest confidentiality.

## **ARTICLE 4—Roles and Responsibilities**

### **4.1 Board Administrators**

A Board administrator shall, in the performance of the duties of office:

- conform to the obligations imposed by law, by the constituting act of

the College, or by its bylaws, and act within the limits of the powers of the College;

- avoid situations of conflict where personal interest and the interest of the group or of the person who has elected or named the Board administrator would be in conflict with the obligations of that Board administrator's duties of office;
- act with moderation in any remarks, avoid undermining the reputation of others, and treat other Board administrators with respect;
- not use, for personal profit, or that of a third person, any property of the College;
- not disclose, for personal profit, or that of a third person, privileged or confidential information obtained by reason of the duties of office;
- not abuse the powers of office or unduly profit from the position of Board administrator to take personal advantage;
- not grant, solicit or accept, directly or indirectly, a favour or unwarranted advantage, for personal benefit or for the benefit of a third party;
- not accept any gift, token of hospitality or advantage other than the customary ones or those of minimal value.

### **4.2 Individuals Who Cease to be Board Administrators**

An individual who ceases to be a Board administrator shall, in the year following the end of that individual's mandate as Board administrator:

- not take unwarranted advantage of the former duties of office;
- not act in person or on behalf of others in relation to a procedure, a negotiation or any other operation to which the College is a party. This regulation does not apply to a former Board administrator member of staff of the College with respect to that individual's contract of employment;
- not use confidential or privileged information relating to the College for personal purposes, and not give advice based on information which is not available to the public.

### **4.3 Board Chair**

The Board Chair is responsible for the good functioning of the meetings of the Board of Governors. The Board Chair must resolve any question relating to the right to vote at a meeting of the Board. When a motion is tabled by the assembly, the Board Chair must, after having heard, if

need be, the representations of the Board administrators, decide which members are eligible to deliberate and vote. The Board Chair has the power to request that a person abstain from voting and that a person leave the meeting room of the Board. The decision of the Board Chair is final.

#### 4.4 Professional Conduct Consultant

The Secretary to the Board, or any other person named by the Board, acts as Professional Conduct Consultant. This Consultant is responsible for:

- informing the Board administrators as to the content and the modes of enforcement of the present bylaw;
- advising the Board administrators regarding ethics and professional conduct;
- inquiring promptly into alleged irregularities and reporting to the Board;
- publishing in the annual report of the College the information respecting the present bylaw, as required by the Act.
- In accordance with the present bylaw, the Professional Conduct Consultant informs the Board of any complaint or any other situation of irregularity as well as the results of any investigation.

#### 4.5 Disciplinary Committee

The Board, or a committee appointed by the Board to this end, sits as a Disciplinary Committee and decides on the validity of a complaint and on the appropriate penalty, if need be.

When a breach is alleged to have taken place, the Disciplinary Committee notifies the Board administrator in question of the alleged breach and that said Board administrator may, within 30 days and in writing, submit personal observations to the Disciplinary Committee and request to be heard by the latter relative to the alleged breach and the appropriate sanction.

In the case of an urgent situation requiring a quick intervention, or in the case of an alleged serious offence, be it an alleged breach of a standard of ethics or professional conduct or an alleged criminal or penal offence, a Board administrator may temporarily be released from the duties of office by the Board Chair.

The Disciplinary Committee, upon coming to the conclusion that a Board administrator has infringed against the Act or the present bylaw, imposes the appropriate disciplinary penalty. The possible penalties include

reprimand, suspension or recommendation of dismissal from office.

#### ARTICLE 5—Revision

The present bylaw will be reviewed and, if necessary, revised at least every five (5) years, or when deemed necessary by government requirements or by the Board.

#### GLOSSARY

**Board administrator:** member of the Board of Governors of the College.

#### **Board administrator member of staff:**

the two teachers, the non-teaching professional and the support staff member, respectively elected by their peers as members of the Board of Governors of the College, as well as the Director General and the Academic Dean.

**College:** Cégep Heritage College.

**Office:** the office of Board administrator.

**Interest:** a right, title or legal share in something; participation in something because of responsibility, self-interest, advantage, benefit, liabilities or the like, present or future.

#### **Declaration for 2010-2011**

During 2010-2011, the professional conduct consultant charged with the application of the Code of Ethics and Professional Conduct for the Board of Governors did not receive any complaints or reports of irregularities.





[www.heritageadvantage.ca](http://www.heritageadvantage.ca)

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