



Your Anglophone CEGEP in the Outaouais
Annual Report 2013 - 2014



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Message from the Board Chair



Approaching the end of my mandate as a member and Chair of the Board of Governors, it is understandable to look back with justifiable pride on the accomplishments and notable progress achieved by our students, staff, faculty and administration in meeting the objectives of the Cégep Heritage College multi-year strategic plan. The past several years have provided me the enviable privilege of meeting and working with these great people who constitute our College community, but also to reach out to those throughout the Outaouais region who are becoming increasingly aware of the valuable influence our College exerts in the social, economic and political context beyond the City of Gatineau and the immediate surrounding area.

The 2013-2014 Annual Report provides a concrete expression of the energy and dedication of this contribution. We have been fortunate in the executive leadership exercised by Claude Chenier, Louise Brunet, and Michael Randall: the three Directors-General with whom it has been my pleasure to serve. Similarly, we owe a debt of gratitude to those who have conscientiously volunteered their time and talents as Board members.

The challenges we face in difficult economic circumstances, limited physical space, and increasing enrolments will require even greater attention in the years ahead. With this in mind, the first major fund raising campaign in our twenty-five year history is soliciting financial support from the entire geographic area addressed by the College mission. It is my sincere hope that the wider community will match the generosity of those who already promote the uniqueness that is the fundamental characteristic of Cégep Heritage College.

A handwritten signature in black ink, reading "Kenneth F. Brown". The signature is fluid and cursive, with the first name and last name clearly legible.

Chair of the Board of Governors

Message from the Director General



It is with pride that I submit to the Board of Governors the 2013-2014 Annual Report of Cégep Heritage College.

This past year has been particularly special at Heritage as we celebrated our first quarter century as an autonomous CEGEP. Twenty-fifth anniversary themed events were held throughout the year and culminated with our graduation ceremonies in June. While looking back with pride on our past, we also move forward into the future with great optimism.

Once again, our enrolment has continued to increase to a total of 1104 validated full-time students in regular education in the fall. Continuing Education has also maintained a solid base of 433 students over the year. This increase in the number of students does bring some challenges, be it for special needs students, scheduling of classes, or allocation of spaces for both classes and student activities. The Outaouais region as a whole continues to predict steady population growth, and as a result, we expect that Heritage will continue to grow as well. In the past year, the College has worked closely with the Ministry to obtain funding for additional space, and we are confident that these efforts will produce positive results.

The Ministry did allocate some additional financing for the second phase of the implementation of our two new programs, which were authorized in 2009: Hotel and Restaurant Management, and Tourism. As a result, the College was able to complete the addition of a new wing to house a kitchen for the Hotel and Restaurant Management program, an interactive classroom accessible to all programs, and archiving storage. This new wing was inaugurated on February 24, 2014.

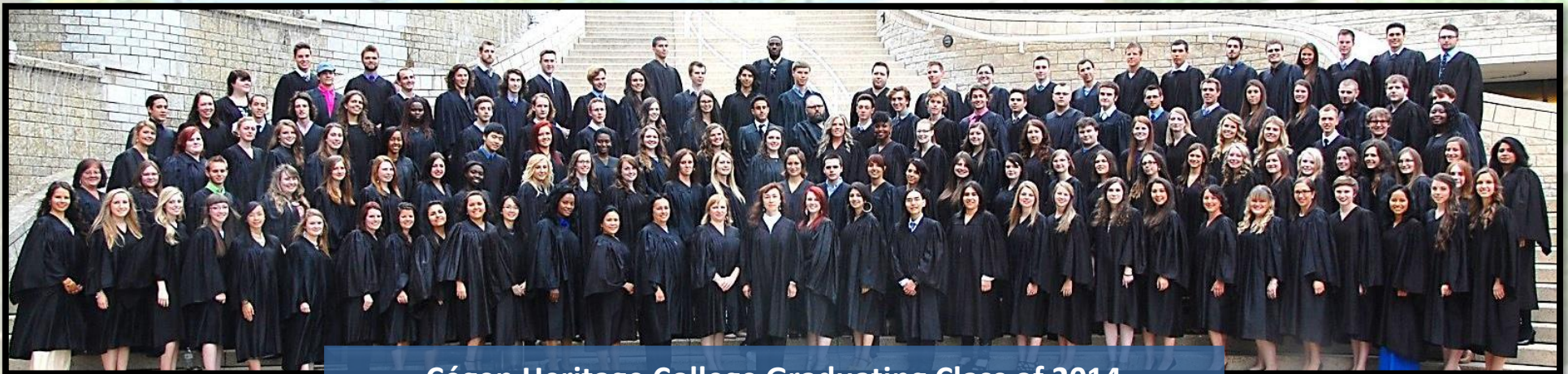
Planning and initial preparatory work led to the creation of The Heritage College Foundation. The Foundation announced that it would launch a major fundraising campaign at the beginning of the new school year with the goal of raising \$1 million over the next five years, to aid in student perseverance, improve support to students with special needs and to enhance teaching technologies and equipment.

The CEEC (*Commission d'évaluation de l'enseignement collégial*) visited the College in April to evaluate our mid-term Strategic Plan report as well as the implementation of our IPESA (Institutional Policy on the Evaluation of Student learning). Although we have not yet received the final written evaluation from la Commission, we are confident that we will have addressed their main concerns.

I would like to extend my sincere thanks to the Chairman Kenneth-Roy Bonin and to all members of the Board of Governors for their continued support. The College is also grateful for the hard work and dedication of our faculty and non-teaching personnel, without whom the success of our students would not be possible. I would also like to acknowledge the important contributions of our Marketing/Communications Manager, Mme Lise Desjardins, in the creation of this report.

M. J. Randall

Michael Randall
Director General



Cégep Heritage College Graduating Class of 2014

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 2013-2014 Senior Management Team



From left to right – top row: Michel Hétu (Dir. Financial Services), Michael Randall (Director General). **Front row:** Maurice Lafleur (Associate Academic Dean), Michèle Charlebois (Dir. Human Resources), Donald Marleau (Dir. Building Services and IT). **Not on photo:** Deborah Valdez (Dir. Student Services).

Cégep Heritage College 2013-2014 Board of Governors and Management Committees

2013-2014 Board of Governors



Left to right top row: Robert Cousineau (Teacher), Murielle Laberge (Universities), Catherine Njue (Parent), Gail Sullivan (Vice-Chair - Labour Market), James Shea (Schoolboards).
Bottom row: Kaye Chaffers (Parent), Roy Bonin (Board Chair), Michael Randall (Director General), Larry Greene (Regional Enterprises), Alexina Picard (Pre-U Program Graduate),
Not on photo: Michèle Charlebois (Director Human Resources), Gabriel Kim (Pre-U Program Student), Nisreen Elias (Career Program Student), Jeannine Lafrenière (Professional Staff), Rose-Marie Leclerc (Support Staff), Robert Mayrand (Socio-Economic), Sean Scott (Teacher), Michelle Wistaff (Career Program Graduate).

2013-2014 Executive Committee



From left to right back row: Catherine Njue (Parent), Michael Randall (Director General). **Front row:** Roy Bonin (Board Chair), Gail Sullivan (Board Vice-Chair). **Not on photo:** Sean Scott (Teacher).

2013-2014 Academic Senate



Left to right back row: Judy Mueller, Poppy Adamantidis, Mark Molnar, Deborah Valdez, Shazia Syed, Carol Doody, Kelly McMahon, Celina Fleury, Kathy Cumming.
Front row: Lee Anne Johnston, Jo Anne Werner, Maurice Lafleur. **Not on photo:** Tim Fairbairn, Patrick Moran, Calvin Philippe Wren.

Strategic Plan Year 4 – Assessment Summary

The following is a summary of what was accomplished during the fourth year of our 2010-2014 Strategic Plan. It should be noted that the Strategic Plan has been extended to 2016.

Orientation 1: Improve Student Success

- The success rate for students in regular education was an average 86% compared to 84% in 2012. More specifically, the success rate for students in pre-university programs was 89% in comparison to 83% in 2012, and for career programs 79% in comparison to 87%.
- Third semester retention for the 2012 cohort stands at 69.9% for all students.
- The retention rate for AECs (*Attestation d'études collégiales*) was 85% based on the number of students registered in the first semester.
- The overall average for AEC graduation rates remains at around 60%. Although some AEC programs face challenges in this area, others are performing much better. For example, the graduation rate of Management of the Farm Enterprise is at 71%, and Bilingual Office Administration is at 87%. We continue to work with our AEC programs to improve our graduation rates.
- A cohort of 20 students was initiated at the Pontiac campus in Nursing (DEC).

Orientation 2: Respond to the Demands of the Outaouais Global Market

- For the second time, an AEC in ECCE (Early Childhood Care and Education) was offered in our Pontiac Continuing Education campus in Campbell's Bay, along

with an AEC in agriculture (Management of the Farm Enterprise).

- Six AEC programs were offered at the Gatineau campus: Microsoft Network and Security Administrator, Web and Desktop Programming, Bilingual Office Administration, Bilingual Events and Conference Coordinator, and Accounting Principles and Software Applications.
- For the fourth year in a row, a humanitarian project for the students in the Nursing and ECCE programs was conducted in Guatemala in March.
- The Director General participated in an education fair in Paris, France in February (2014). In addition to the recruitment of French students for the CEGEP network (and Heritage), Montsouris Technical College was also visited to re-enforce our existing cooperation agreement.

Orientation 3: Increase College Visibility and Student Enrolment

- An increase in enrolment was registered again this year with a validated full-time student total at 1104.
- Continuing Education maintained its clientele at 433 students.
- Heritage celebrated its 25th anniversary with themed events throughout the 2013-2014 academic year.
- We made use of both social media as well as print advertising to publicise the College and our program offerings.
- College personnel participated in career fairs and recruitment salons both within the Outaouais as well as the in the Montreal area.

Orientation 4: Ensure a Synergy of Human, Financial and Material Resources to Support the College Mission

- Employee recruitment procedures and processes were revamped and a variety of media was used to publicise job openings.
- “The Heritage College Foundation” came into being in January and prepared for a fall launch of a major fundraising campaign.
- College Professional Development days were held in January and May for faculty and staff, offering a variety of workshops.
- Additional Wi-Fi access points were installed throughout the Gatineau campus building.
- In February, the College inaugurated a new wing at the College including a commercial kitchen and mock hotel for our Hotel and Restaurant Management Program, a designated classroom for Tourism and an interactive teaching classroom available to all programs.



Summary of Activities in Support of Student Success

During the 2013-2014 academic year, the College implemented or continued to provide the following measures in support of Student Success:

Tracking Success Rates

All academic departments are regularly provided with student success statistics for all courses taken at the College. Comparative course success data (from fall 2007 to winter 2012) are also presented to all 12 programs and the 5 general education departments at Coordinators Meetings, Academic Senate and to Senior Management. Our analysis shows that overall, success rates are increasing and we are reaching many of the targets established in the Strategic Plan. For example, in 2010, the College set several targets for all regular education students by 2014. Concerning first semester course success, the target was set at 85% and by 2013, we've reached 86%. With regard to third semester retention, the target was set at 72%, by fall 2011 we'd attained the target, and fall 2012 is at 70%.

Orientation Activities

Time Management Workshops are offered through The Learning Centre (TLC) and are publicized and sent to every student via OMNIVOX each semester. Orientation activities for new and returning Aboriginal students also took place in partnership with the greater Aboriginal communities of Algonquin College, Carleton University, La Cité Collégiale

and the University of Ottawa. Individual coaching is provided for probationary students to sensitize them to career counseling services. In addition, several workshops were held to assist students with career exploration, positive and healthy relationships and to advance student engagement, perseverance, and student success.

Tutoring

Heritage offers extensive tutoring to our students. In the fall, student tutors were provided for the Secondary 5 math upgrade course. In the winter, tutors through the peer tutoring course were provided for Computer Science, ECCE, Electronics, Mathematics, Modern Languages (French and Spanish), New Media and Web Design, Nursing, Science-Biology, Chemistry, Physics, and Visual Arts. General Education tutors were available throughout the year in English, Philosophy and Physical Education. Tutors have also actively supported students in Continuing Education.

Faculty Professional Development

Fifteen workshops were presented at College Professional Day (PD) in January 9. Two-thirds were led by our own faculty and staff on a broad range of topics from pedagogical sessions (copyright, Moodle, Active Learning Classroom, etc.) to personal well-being (Taichi, Healthy Eating, mental health, etc.)

On June 2 the keynote address was given by Ronald Smith, Professor Emeritus, Concordia University, on the value of reflective practice in improving relationships. Dr. Smith also led a follow-up workshop. The rest of the sessions were led

by Heritage College staff. Other general PD sessions were also offered to faculty concerning engaging classroom activities, and health and well-being for faculty and their students.

Both PD sessions were well attended and received.

Nursing in the Pontiac

In response to a regional request to address a chronic shortage of nurses at the Pontiac Community Hospital, the College worked with several partners: the *Agence de Santé*, the CSSS, *Emploi Québec*, the Western Québec School Board and the *Ministère des finances et de l'économie*, to secure funding to offer a nursing program in the Pontiac region. By August (2014), Nursing students completed the first year of their DEC program with a retention rate of 65% (13/20).

Science Program

Student success statistics reconfirm the strength of our Science Program. For example, we have a full first semester cohort and first semester success rates for our students were over 98%. Each year, science students showcase their Program Exit Assessment projects at our spring Awards Evening. A great variety of topics are studied and presented from an inter-disciplinary perspective. For more information and some visuals of our Science Program, please visit the program web site: <http://www.cegep-heritage.qc.ca/Programs/Science/science.htm>

Research Activities

Ongoing research and professional development are essential to college teaching, as it enables faculty to keep up with the advancements in their fields of study, but also to better adapt and grow with the pedagogical, technological, cultural and societal changes experienced by their students. The majority of teachers at Cégep Heritage College pursue research and activities in their discipline and/or in education with the classroom in mind, where the student, the teacher, the program, and the College as a whole can benefit. Here are just a few of the projects completed for the academic year 2013-14:

- Joanne Mullaly (NMPD) was nominated by the College for the AQPC Teaching Award (June 2014), and she also graduated with a Masters in College Teaching (MTP, Université de Sherbrooke).
- Laura Massie (ECCE) recently graduated from the Master Teacher Program with a diploma specializing in college teaching. She also completing her research for her M. Ed. In College Teaching (MTP, Université de Sherbrooke).
- Cathy Young (Biology) has worked for the last couple of years with Pearson Education as a reviewer for the first Canadian Edition of Biology. Concepts and Connections (2014) and was recognized as one of the Canadian Reviewers.
- Uta Riccius (Visual Arts) received an Ontario Arts Council Visual Artists: Mid-Career grant in 2014. She also exhibited her work in several group exhibitions in Ontario and Quebec, including one project with our

students, Land /Art /Exploration in Maberly, Ontario (2013).

- Yvonne Wiegers (Visual Arts) also had several solo (Proliferation, Gallery 200) and group exhibitions (Chinatown Remixed, Ottawa) in Ontario.
- Erin Robertson (Visual Arts) was awarded a public art commission that was permanently installed at the Kanata North Recreation Center in September 2014 entitled Chase, a series of bronze sculptures depicting foxes chasing and catching a red ball. Interviews with the artist appeared in Ottawa Magazine and the Ottawa Citizen. Erin was also filmed and interviewed by Elementa productions for a documentary on Ottawa public art.
- Allan McDonald gave the keynote address at John Abbott College's Educational Technology Week (17-21-March 2014): "Re-envisioning Modern Pedagogy: Why I do what I do".
- Gwendolyn Guth gave a paper, "Parentheses, Prolepsis, and the Paradox of Tolerance in "Dance of the Happy Shades" at The Alice Munro Symposium, 9-11 May 2014, Department of English, University of Ottawa.
- Alex Zieba through Mountain Lion Agriculture and based upon the principles of Deliberate Economics, promotes food production and research in Sierra Leone, and creates and sets agricultural policy so as to assist the local farmers network in West Africa.
- Brendan Myers set up a self-publishing imprint named Northwest Passage Books and published a fantasy fiction series. Three mainseries novels: "Fellwater", "Hallowstone", and "Clan Fianna"; along with two spinoff novellas: "The Seekers" and "Jillian Brighton", are part of the series called The Hidden Houses.



Student Success Performance Indicators

Cégep Heritage College's 2010-2014 Strategic Plan identifies the performance indicators to be achieved by the end of academic year 2014 for four Student Success Objectives. At the end of the fourth year of our Strategic Plan the following are the results:

1. Improve First Semester Course Success Rate

Indicator: *That the course success rate for the first semester for cohorts of students from 2010-2014, average 85% for all students in regular education.*

In the fall 2013 the course success rate for the first semester for all students in regular education was 86%.

2. Increase Third Semester Retention Rates

Indicator: *That the rate of re-enrolment for all cohorts of students in the third semester average a minimum of 72%.*

The 3rd semester re-enrolment rate for the Fall 2012 cohort (Population A, same program, same college) was 70%.
The 3rd semester re-enrolment rate for the Fall 2012 cohort across all programs, within the same college is 78%.

3. Improve Graduation On Time Rates

Indicator: *That the rate of graduation within the time provided for students in regular education average 44%.*

The average on time graduation rate for the 2010 cohort of students was 34%.

4. Increase Level 101 French course success rate

Indicator: *That the Level 101 French course success rate be increased to 77% by the end of the 2013-2014 academic year.*

At the end of the 2013-2014 academic year, the level 101 French course success rate was 85%.

Provincial Reinvestment Activities

The *Ministère de l'Enseignement supérieur, de la Recherche et de la Science (MESRS)* allocated a grant to Cégep Heritage College for 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 CEGEP on its territory and support to innovation and regional economic development.

In 2013-2014, the College implemented or continued to provide the following measures in support of these targets.

Computer Services (Targets 1 and 2)

Computer Technician

The computer technician hired during the 2010-2011 academic year continued his activities to increase the quality and reliability of the Information Technology services. This has helped reduce response-time delays in the event of breakdowns, and provided improved data security. This position continued to be essential in 2013-2014 in order to continue to provide adequate services and support to our students and staff in the accomplishment of their daily tasks.

Other Computer Services expenses (Target 2)

Funds received were also used to improve Information Technology support to Student Services, the library and audio-visual services by adding or replacing technological equipment.

Student Services (Target 1)

Recreational Technician

The Recreational Technician initiated more cultural and sports activities under the guidance of the Director of Student Services. These activities in 2013-2014 included the following:

- Yoga classes;
- Open mic coffee houses;
- Equipment and management of student's music room and game room;
- Two blood drive clinics;
- Intra-mural activities (e.g. Volleyball, Indoor soccer);
- Weekend cycling excursions and hiking;
- Halloween activities;
- Fundraising activities for charities;
- Suicide prevention workshops;
- Movember activities.

Provincial Reinvestment Funds	
Revenues	
Government grant	\$174,202
Balance from the previous years	14,403
Expenses	
Salaries and social benefits	103,685
Other expenses	84,920
Excess of Revenues over Expenses	\$ 0

Other Student Services expenses (Target 1)

Funds received were also used to improve accessibility, quality of services and success for AccessAbility students (students with special needs).

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* (promotion of a physically active lifestyle), in 2013-2014 the College opted to invest in after hour supervision in the sports wing including the gymnasium and the dance studio to increase access for staff and students.

HEALTHY LIFE STYLE FUND	
Revenues	
Government grant	\$6,250
Expenses	
Other expenses	4,952
Excess of Revenues over Expenses	\$ 1,298



Revenue and Expenses

Revenue			2014	2013
Grants	Govt. of Québec	MESRST	\$16,517,052	\$15,341,513
		MESS	\$297,351	\$227,538
		Other	-	\$13,841
	Other entities		\$17,774	\$24,108
Enrolment and Tuition Fees			\$246,162	\$272,696
Sales of goods and services			\$529,221	\$616,001
Rentals			\$176,402	\$170,079
Capital assets acquired through	Govt. of Québec	MESRST	\$17,622	\$21,146
	Federal Govt		\$160,788	\$155,979
	Other entities		-	\$41,995
Other revenue			\$106,308	\$100,673
Interest Income			-	\$4,018
Total Revenue			\$18,068,680	\$16,989,587

Expenses	2014	2013
Salaries and fringe benefits - teachers	\$ 8,757,195	\$8,023,373
Salaries and fringe benefits – Other staff	\$3,825,596	\$3,707,707
Communication and information	\$390,705	\$359,493
Supplies and equipment	\$550,493	\$529,341
Services, fees and contracts, leases	\$1,516,315	\$1,326,296
Other expenses	\$21,095	\$41,744
Financing costs related to long-term subsidized loans	\$420,524	\$477,856
Interest expense on short-term loans	\$67,008	\$45,930
Amortization of capital assets	\$1,187,281	\$1,181,946
Amortization of other assets	\$12,725	\$12,999
Expenses lower than the criteria used for capitalization	\$384,395	\$440,375
Total Expenses	\$17,133,332	\$16,147,060

Excess (deficiency) of revenue over expenses	\$935,348	\$842,527
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List of Retirees and Human Resources Distribution

List of Retirees 2013-2014	
Employee Name	Category
Lise Bénard	Management Staff
Louise Brunet	
Roland Jugandi	Teaching Staff
Gisèle Langelier	

Human Resources Distribution 2013-2014 (As at June 30, 2014)		
Employee Categories		Total Number
Senior Managers and Managers		12
Teachers	Regular Education	141
	Continuing Education	6
Professionals		12
Support Staff		36
Total		207



Report on the Implementation of the Administrative Expenditures Reduction Plan

The College's implementation of the Reduction Plan as related to Administrative expenditures and Management and staff positions was as follows for the 2013-2014 academic year:

ADMINISTRATIVE EXPENDITURES				
	2011	2012	2013	2015
Target Reduction	\$8,100	\$16,200	\$24,300	\$32,400
Actual Reduction				
Advertising, training and travel	\$18,850	\$22,188	\$20,887	\$29,515
Communications and Information	-	\$2,408	\$2,943	\$3,832
Office Supplies	-	-	-	-
Professional Fees	-	-	-	-
Other Contracts	-	-	\$20,515	\$16,983
Total Actual Reduction	\$18,850	\$24,596	\$44,345	\$50,330

Management and Administrative Staff Reduction Plan

As part of the plan to reduce the Management and Administrative workforce in 2013-2014, Cégep Heritage College submitted a report respecting the objectives of Bylaw 100 as requested by the *Ministère de l'Enseignement supérieur, de la Recherche et de la Science*. In 2013-2014, 2.5 positions were vacated and were not replaced.

College Administration Highlights

The most important achievements for Cégep Heritage College for 2013-2014 were:

New Director General – In January 2014, Louise Brunet, then Cégep Heritage College Director General, retired. Through a thorough selection process managed by the Board of Governors, Mr. Michael Randall, who had been Academic Dean since 2010, was nominated to replace Mme Brunet as Director General.

25th anniversary celebrations – On July 1st, 1988, Heritage College became a fully autonomous CEGEP. 25th anniversary celebrations were kicked-off in June 2013 with a cocktail attended by current management and personnel, retirees, and the College's 1st Director General, Larry Kolesar and 1st Board Chair, Keith Henderson. Throughout 2013-2014, all College events were stamped with the 25th anniversary theme, and in March 2014, a special 4-page Cégep Heritage College 25th anniversary insert was placed in La Revue – a regional community paper.

Construction of Wing C – Heritage had received funding from the Ministry and from Entente Canada-Québec for the implementation of Phase II of our Hotel Management and Tourism programs. In 2013-2014, Heritage used these funds to build the College's new wing 'C' that houses a commercial kitchen that allows students to learn on College premises, as well as a hotel mockup, teachers' office and storage space for both the Hotel management and Tourism programs. The funding received was maximized by the College in order to build an Active Learning Classroom that is available to all programs, and an archives room. The contract for the construction project was signed on July 3rd, 2013, and the official inauguration of the College's new wing was held on February 24th, 2014.

2010-2016 Strategic Plan mid-term evaluation by the Commission d'Évaluation de l'Enseignement Collégial (CEEC) – Heritage's mid-term evaluation of its 2010-2014 Strategic Plan was approved by the Board of Governors early in September 2013 – the Board approved the extension of the Strategic Plan for another two years until June 30 2016. The mid-term evaluation report was submitted to the CEEC in October 2013, and the CEEC visited the College in April 2014 to meet with Senior Management, the Board of Governors, Faculty and other stakeholders concerning the implementation of the Strategic Plan. The College is expecting the CEEC'S report on the effectiveness of the College's strategic plan in the fall of 2014.

In September 2013:

- Amendments to Bylaw 3 concerning Attestation of College Studies were approved by the Board.
- The Final Report of the Standing Committee to Evaluate the Achievements of the Director General for 2012-2013 was presented to the Board members for information.
- The 2010-2014 Strategic Plan Mid-Term Evaluation Report was approved.
- The Final Report on the 2012-2013 Administrative Work Plan was presented for information.
- The 2013-2014 College Priorities were approved.
- The 2013-2014 Administrative Work Plan and Board Work Plan were presented.
- The 2012-2013 Academic Senate Annual Report and 2013-2014 Work Plan were presented.

In October 2013:

- Amendments to the 2014-2017 Nursing Program Profile for the Fall and Winter cohorts were adopted.
- The IPESA (Evaluation Student Achievement) Self Evaluation Report was adopted.
- The Bank of Complementary Course was approved.

In November 2013:

- The Board of Governors authorized the College to move ahead with Phases III and IV of the 5-year major fundraising campaign, with the objective to raise \$1 000 000 over 5 years.
- In the context of the OIIQ (*Ordre des infirmières et infirmiers du Québec*) demanding that a BA be mandatory for entry into the Nursing profession, the Board adopted a motion to maintain the DEC to ensure that Nursing technicians can continue to respond to the needs of the population, and to recommend that a full study of the requirements of all of the jobs in the nursing services chain be undertaken.
- The mandate of the external auditors was renewed for a third mandate of 1 year.
- The new Cégep Heritage College Conservation Calendar was approved prior to being sent to *Banque et archives nationales du Québec* (BANQ) for review and approval.
- The 2012-2013 Annual Report was approved.

In February 2014:

- The signatories for the College's financial institutions were approved.
- The Board approved the Academic Dean Selection Committee Composition, Search Criteria and Job Posting.
- Amendments to the Hotel Management program profile were adopted.

- A review of the Budget Forecast was presented for information.
- Mid-year reports for both the Strategic Action Plan and Administrative Work Plan were presented for information.

In April 2014:

- Due to the provincial election, a revised Academic Calendar was adopted by the Board.
- Amendments to Bylaw 2 Collection of Student Fees - Reference Document *List of Programs and Courses with Fees* were adopted.
- Due to the resignation of a Board member a new member was nominated by the Board to the DG Evaluation Committee.
- Amendments to Policy 8 Conditions for Admission to DEC programs were adopted.
- In response to a request from the *Fédération des cégeps*, the College developed an *avis* concerning the introduction of a National History Course that would replace one of the two complementary courses currently offered. The *avis* was presented to the Board for information.

In May 2014:

- The 2014-2015 Capital and Operational Budgets were approved.
- The Annual and 3-year IT Plans (*Ressources informationnelles*) were adopted as well as the Report on the effectiveness of IT projects greater than \$100,000 (*État de santé des projets en Ressources informationnelles*).
- The Academic Dean Selection Committee presented its Nominee Report. The Board approved the appointment of the new Academic Dean and the working conditions, and agreed to allow the DG to negotiate the terms of the employment contract in accordance with article 3.3.1 of Cégep Heritage College Policy# 3, and authorized the Board Chair and DG to sign this contract.

In June 2014:

- A Board member representing the Board of Governors on the Foundation Board of Directors presented the goals and plans for the Foundations' Capital campaign and the need for the Board and the College community to rally behind the campaign to ensure its success.
- Plans for the re-organization of the Continuing Education department were presented.
- The new Policy 42 concerning the Contract Rules Compliance Monitor was adopted.
- The renewal of the Omnivox and Clara Pédagogie Skytech contracts (both over \$100,000) were adopted.
- The Board and Executive Committee 2014-2015 calendar was deposited.
- The Bylaw and Policy Review Committee 2014-2015 calendar was presented.
- The Staffing Plan for Non-Teaching Personnel was deposited as was the List of 2014-2015 Department Coordinators.
- The Board adopted the nominations of College Administration personnel to the Academic Senate.
- Elections were held for the Chair and Vice-Chair and for the completion of the Executive Committee.
- Appointments to the Audit Committee, to the Committee for the Evaluation of the Director General, and to the Bylaw and Policy Review Committee were approved.
- A verbal report on the evaluation of the achievements of the Director General for the 1st 6 months of 2013-2014 was presented.
- The Goals and Objectives of the Director General for 2014-2015 were approved.



2013-2014 College Life Highlights

- Dr. Anu Sara, Heritage Science professor, as a member of the Health Canada research team who performed research on the role of ionizing radiation in cardiovascular diseases, published an article on the research findings entitled Cardiovascular Changes in Atherosclerotic ApoE-Deficient Mice Exposed to Co60 (γ) Radiation.
- The following faculty received tenure in September: Erin Jamison (Nursing); Laura Massie (Early Childhood Care and Education); Karen Petty (Nursing); Karen Perreault (Nursing); MJ Mc Cann (NewMedia); Patrick Moran (Philosophy/ Humanities).
- Heritage launched its official institutional Facebook page late September.
- Thanks to the support of their Heritage colleagues, families, and friends, the Heritage Heroes and Heroines team participated in their sixth Ovarian Cancer Canada Walk of Hope in September 2013 and raised over \$3,900, which put it in the top ten fundraising teams in the National Capital Region. The walk raises funds for ovarian cancer awareness, support for women and their families, and for research.
- Heritage's Peer Tutor program celebrated its 10th anniversary in November 2013. Heritage is the only CEGEP to offer this internationally recognized program which was instituted by Cathy Young, Heritage biology professor, who continues to nurture the program. Ms Young was recognized as a Master Certified Reviewer by the College Reading and Learning Association (CRLA) International Tutor Training Program Certification (ITTPC) that sets an internationally accepted standard of skills and training for tutors program. She can now review tutoring programs internationally and at all levels as a Certified Master Reviewer.
- Following the November 7th deadly Philippines typhoon, a fundraiser was organized by Maribel Bendebel-Trottier, a Heritage Information Office Administrative Support Agent. On November 30th, with the help of volunteers from outside and with full support from management, faculty, staff and students, fundraising activities were held at the College and \$3,532 was raised. The amount was matched by the Government of Canada and a total of \$7,065 was donated to OXFAM for its Philippines Relief Program. Eric Tamayo, Minister and Consul General of the Philippines Embassy, attended the Saturday activities. Mr. Tamayo wrote Director General Michael Randall to express his appreciation on behalf of the Government of the Philippines.
- Over 400 high school students attended Heritage Day in November and had the opportunity to attend workshops on Heritage programs and meet Heritage teachers and staff.
- An article on Chef Ritesh Purran, Hotel Management Program teacher, appeared in the Fall 2013 edition (the 1st edition) of the Canadian Culinary Federation newsletter that is distributed to over a half million people across Canada.
- On October 27th, the College held its fourth Open House open to the general public.
- November 12th and 13th 2013, the College participated in the fourth *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.
- Heritage participated in the Movember event for the third year to raise money for prostate cancer research.
 - Heritage's Early Childhood Care and Education department (ECCE) partnered with the Western Quebec School Board's School Perseverance Committee and the Outaouais Health and Social Services Network to develop a 0-5 School Readiness Tool Kit. The kits from this collaborative pilot project were distributed to over 200 homes in the Western Quebec School Board district, to families of children enrolling in kindergarten in the fall of 2014. The College's NewMedia and Publication Design program was invited to participate in developing items that were included in these kits and on a logo design..
 - The Heritage 2013 *Centraide* campaign raised \$5,154 thanks to all who donated and actively participated in fundraising activities throughout the College.
 - February 17th to the 21st, Heritage held its Aboriginal Culture Awareness week to celebrate the many Aboriginal cultures in Canada and to raise awareness about aboriginal history, culture and traditions.
 - In February 2014, Director General Michael Randall participated in the Salon "Partir étudier à l'étranger" in Paris, France as well as in an education open house at "le Centre culturel Canadien". Mr. Randall's participation was sponsored by the Québec CEGEP admission services: SRAM, SRACQ and SRASL. Heritage was invited to participate as there has been increasing interest expressed by French students to study in English. Over 200 hundred students and parents came to the kiosk to ask for information on studying in Québec.
 - The College held a press conference on February 24th to mark the official inauguration of its new C Wing. The new Wing was built as part of the implementation of Phase II of the College's two newest programs Hotel Management and Tourism launched in 2010. The construction project included the addition of a state of the art commercial kitchen, a mock hotel, an active learning classroom, a fully-equipped Tourism laboratory and faculty offices, as well as some transformation of existing spaces. The press conference was held in the presence of Maryse Gaudreault, Hull MNA, and of a number of guests from the education network and hospitality industry, the business community, as well as municipal, provincial and federal government partners.
 - Heritage teachers Laura Massie, Cathy Dufour, Jutta Kurtz and Eileen Rose, 15 students plus additional doctors, nurses, a physiotherapist and a general contractor built on the success experienced by the participants in the Guatemala ECCE and Nursing Project over the past 3 years to complete a 4th humanitarian project in Guatemala. Hundreds of children and seniors were assessed and treated by the Heritage nursing team and countless early learning activities were demonstrated, taught and learned by Heritage's early childhood team. Shelves, wood stoves and water filtration systems were purchased and installed in local family homes, hundreds of pairs of shoes and eye glasses were distributed to needy and very appreciative people in several small Mayan villages. No one returned to Canada unchanged and life-long memories were made.
 - The Bacchus Players Drama Club was particularly active in 2013-2014. It held regular improvisation workshops which included training in the art of improvisation to give students a chance to perform and be entertained in a fun and supportive environment. In March 2014, it held an evening

of one-act plays that included “Last Minute Adjustments” (dir. Mara McCallum); “Drugs are Bad” (dir. Peter Blais and Samuel Richard); “Still Life” (dir. David Scricciu and Arnold Downey); and “13 Ways to Screw Up Your College Interview” (dir. Jacob Roberts and Janelle Paquette). What’s more, the Club presented Antigone by Sophocles as its major production in April. Antigone was directed by Jennifer Khouri and assisted by Nick Strachan and Heritage alumnus Kim Sigouin.

- On April 29th, Heritage held its Annual Awards Evening Gala to celebrate outstanding student achievement recognizing the accomplishments of non-graduating students in academic, socio-cultural and sports. The evening also featured an array of talented entertainers among College students and staff and was hosted by 2 engaging MCs: Paul Elliott-Magwood and Elliott Brown.
- The Program Showcases celebrating student success were held in April and May 2014 for the following programs: Accounting and Management Technology, Computer Science, Early Childhood Care and Education, Electronics and Information Technology, Liberal Arts, New Media and Publication Design, Nursing, Science, Social Science and Visual Arts.
- A special Visual Arts alumni art show was held on May 9th as part of the College’s 25th anniversary celebrations. The event included the unveiling of a 25th anniversary mural created by our Visual Arts students.
- Heritage’s 2014 graduation ceremony was held in the Grand Hall of the Canadian Museum of History on June 17th. 260 proud students who graduated from one of the College’s pre-university or career programs or from a Continuing Education program received Diplomas or Attestations of College Studies (DEC or AEC).

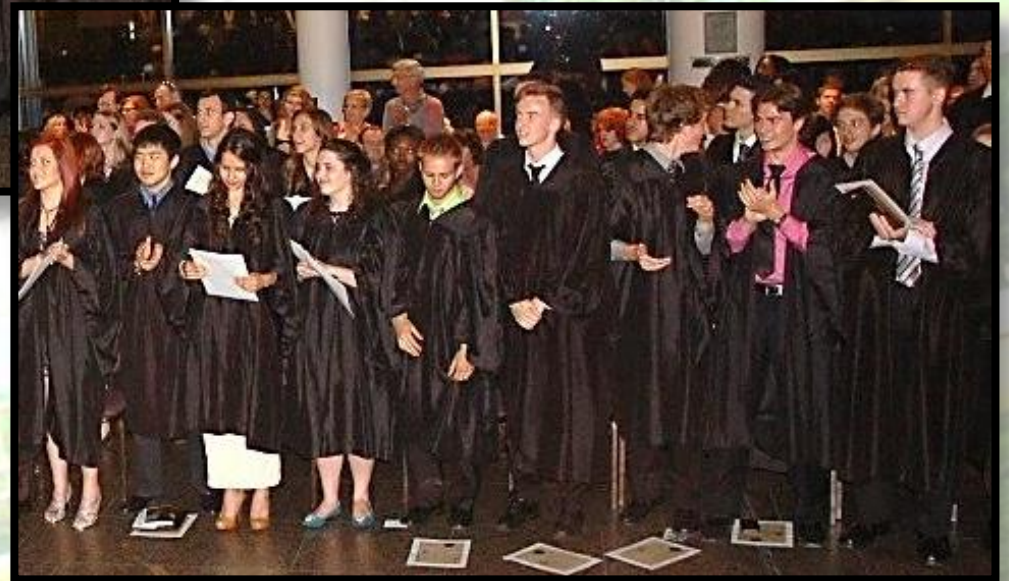


Student Awards

- Nisreen Elias, second-year New Media student, won the Heritage Awards Evening poster design competition.
- **At the April 29th Awards Evening Gala, the following prizes were awarded:**
 - **Academic excellence awards** were given out to the following non-graduating students with the top academic averages in each of their respective programs: Gwang-Yeol Yang (Accounting and Management Technology); Kathy Huang (Social Science – Commerce Profile); Casey Hynes (Computer Science); Linda Morrisette (Early Childhood Care Education); Kordell Dubeau (Electronics Technology); Hannen Sabean (Liberal Arts); Celeste Fortier (Visual Arts); Alexandra Pomeroy (Nursing); Nisreen Elias (New Media); Sirene Bellahnid (Science); Jacqueline Batsinduka (Social Science); Giulia Maggio-Tremblay (Social Science – Math Profile); Mohammed Higgih (Hotel Management); Josée Pilon (Tourism).
 - Special recognition was given to the 2013-2014 **Peer Tutors**. All tutors received a Level 1 accreditation, indicating that they have successfully completed the training and tutoring requirements of the CRLA: Liliana Baillargeon Ramirez, Kaitlin Bertrand, Alexandre Conlon, Arnold Downey, Thomas Ginter-Agreda, Samantha Hébert, Camberly Paredes Hernandez, Olivia Jennings, Darius Klassen, Jason Liang, Mariam Maltseva, Thomas McKenna, Travis Narlock, Vannessa O'Reilly, Alena Piatrova, Jacob Roberts, Katerina Rockwell, Kuan Yu Shih, Marcelle Touma, Emilie Vockeroth, Yasmeen Zoubi.
 - **Alliance Sports-Études certificates** were awarded to: Equestrian rider Emma-Béatrice Ouellet Lizotte; sprint Paddlers Connor Fehr, Thomas Markhauser, Mikeala Loveitt and Madison Mackenzie; women's rugby player Pamphinette Buisa; cross country skiers Aaron Fahey, Nicholas Pigeon and Paul Plac; and squash player Calvin Wren.
 - **The 2014 Sports-Études scholarship** certificate and \$500 cheque was awarded to Chloé Selerier, a biathlon athlete who best exemplified the *Sport-Études* goals of excellence in academics and sports.
 - **The Male and female athletes of the year** awards went to Tate Walker and Pamphinette Buisa.
 - The **Intramural of the year awards** went to Fabio Moniz and Emmanuelle Cotton-Dumouchel.
 - **Sports awards** were given in the following categories: Women's Rugby - Most Valuable Player: Pamphinette Buisa; Most Improved Player: Katrina Michaud; Rookie of the year: Lia Hoyle; Coach's Award: Sierra Picard. Men's Rugby - Most Valuable Player: Jake Schwartz; Most Improved Player: Samuel Landry; Rookie of the Year: Fabio Moniz; Coach's Award: Samuel Cabrillana-Munoz. Women's Basketball - Most Valuable Player: Hodan Ahmed; Rookie of the Year: Maria Caissy; Coach's Award: Lissa Comtois-Silins. Men's Basketball - Most Valuable Player: Soungui Koulamallah; Most Improved Player: Trevor Kearney; Rookie of the Year: Kudiwa Hwacha-Blankson.

- The **Student Association award** was given to Sadaf Noorishad.
- **Students Questing for Unity, Awareness and Diversity (SQUAD) certificates** were awarded to: Carolle-Ann Archipow, Dominique Belisle, Julia Carriere, Brendan Dick, Erin Jefferies, Rebecca Radmore, and Joshua de Sousa Melo and Myriam Tremblay.
- **Drama Club awards** were given to Virginia Larose, Brittany Lowd, Janelle Paquette, Adrian Pyke and Jacob Roberts for their outstanding contribution.
- Jason Liang, Alexandru Moldovvan and Jean-Philippe Thibert won the local component of **Science, on Tourne!**
- **Science Volunteer Awards** were given to Nisreen Elias and Jason Lang for their commitment to improving the quality of student life in the science program.
- **Hotel and Restaurant Management volunteer awards** went to Brittany Lowd, Marie-Christine Poulin and Andres Valderrama.
- The **RHEO** (*Réseau des Hôteliers de l'Outaouais*) **Bursary** was awarded to Hotel and Restaurant Management 2nd year student Nicholas Hotte for his determination, presence and his continuous academic improvement.
- **Special Academic Merit awards** were given to: Whitney Chicoine, Serena Dalton, Megan Knight, Abbigael Loomis, Elyse McBride and Rebecca McClelland.
- At the June 17th graduation ceremony held in the Grand Hall of the National Museum of History, the following awards were presented:
 - **Academic Achievement Awards:** Miriam St. Jean (Liberal Arts); Jason Liang (Science); Virginia Larose (Social Science); Nicholas Russell (Social Science – Commerce profile); Emmanuelle Cotton-Dumouchel (Visual Arts); David Dunn (Accounting and Management Technology); Robbie Elias (Computer Science); Jennie Savath (Early Childhood Care and Education); Joseph-Anthony Dobie (Electronics Technology); Brittany Lowd (Hotel Management); Laura Bertrand (NewMedia and Publication Design); Mercedes Barnes (Nursing); Conrad Mianscum (Tourism); Jacklyn Villeneuve (English); Anabel Atanasova Semerdzhieva (Advanced French); Sarah Aladas (Intermediate French); Darius Klassen (Mathematics); Trevor Kearney (Physical Education); Sarah Aladas (Philosophy); David Dunn (Humanities);
 - **Heritage College Endowment Awards:** Cynthia Paquet (Deanna Wilson Hughes Memorial Award); Calvin Wren (Hugh Pomeroy Memorial Award); Yihenew Hamelmal (Jean Dufresne Memorial Award); Myriam Tremblay (Richard E. Henderson Memorial Award); Jacob Roberts (Robert W. Waddell Memorial Award); Liliya Helie (James M. Graham Memorial Award); Travis Narlock (Barbara Chase / Terrence Keough Essay Award); Jennie Savath (Lawrence Kolesar Award); Arnold Downey (Environmental Protection Scholarship).
 - **Accounting and Management Technology Entrepreneurship Award:** Gavin Scharpe.
 - **Imprimerie Grégoire English Achievement Award:** Yu Kuan.

- **The Governor General's Medal** was awarded to Jennie Savath of the Early Childhood Care and Education program.
- The 2014 graduation keynote speaker was Doug Smith a Canadian retired former professional ice hockey player.
- Jacob Roberts was the 2014 Valedictorian. Jacob graduated with distinction from the Science Program.



Graduation and Honours Statistics

2013-2014 Graduates by Program		
Programs	Program Totals	Honours Graduates
Pre-University – Diploma (DEC) Programs		
Liberal Arts	21	10
Science	41	30
Social Science	70	40
Visual Arts	9	5
Pre-University Totals	141	85
Career – Diploma (DEC) Programs		
Accounting and Management	13	7
Computer Science	7	3
Early Childhood Care and Education	10	6
Electronics and Information Technology	5	3
Hotel Management	2	1
New Media and Publication Design	7	3
Nursing	22	13
Tourism	2	2
Career Totals	68	38

Programs	Program Totals	Honours Graduates
Attestation (AEC) Programs		
Accounting Principles and Software Applications	8	8
Administrative Computer Technician	1	0
Bilingual Events and Conference Coordinator	1	1
Bilingual Office Administration	8	3
Bilingual Office Administrator	1	1
Early Childhood Care and Education	9	9
Management of a Farm Enterprise	5	2
Microsoft and Linux Network Specialist	1	0
Microsoft Networks and Security Administrator	9	3
Web and Desktop Programming	8	5
AEC Program Totals	51	32

Grand Total All Programs	260	155
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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) a situation in which a Board administrator has a direct or indirect interest in the deliberations of the Board of Governors;
- b) a situation in which a Board administrator has a direct or indirect interest in a contract, or a contract being drafted, with the College;
- c) 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;
- d) 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.

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.

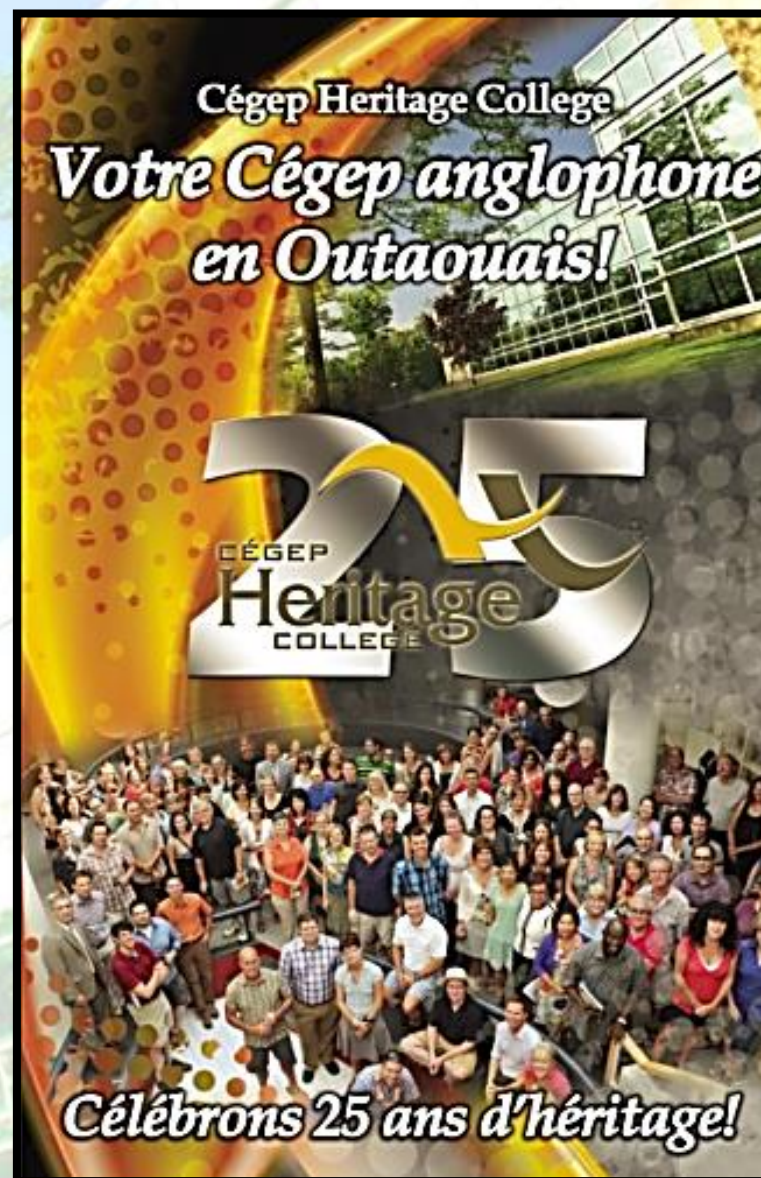
College: Cégep Heritage College.

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 2013-2014

During 2013-2014, 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.





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