

The **Cégep Heritage College Foundation** was established in 2013 as a registered charitable organization. Through fundraising activities, the Foundation contributes to the College’s mission to meet the needs and aspirations of its students. This is achieved by supporting the College as it responds to the steadily increasing demands for its services. Through a range of programs and activities, the Foundation enables youth to successfully complete their studies while they prepare to assume their roles in the workplace. Foundation leadership takes many forms including awarding bursaries, recognition and celebration of engagement, fostering and celebrating resilience and perseverance and providing funds in crisis situations.

**The Heritage College Mission**

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

**The Heritage Experience**

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

**The Heritage Promise**

Heritage College graduates will: respect human diversity; participate in their community; demonstrate leadership skills; value working with others; behave ethically and safeguard the environment.

**OVERVIEW**

The Board of Directors, acting as a fiduciary of Foundation funds, governs by providing ethical leadership, safeguards the Foundation’s charitable status, plans for continuity and provides direction for operations and Foundation student assistance.

**THE QUALIFICATIONS, ETHICS & CORE COMPETENCIES**

Director shall act honestly and in good faith and must exercise the care, diligence and skill that a reasonably prudent person would exercise. Accordingly, Directors must demonstrate an unconflicted loyalty to the interests of the Foundation, which supersedes their professional and personal interests.

Directors demonstrate commitment to the cause of our Foundation, its vision, mission and values.

The core competencies, experience and expertise sought to be reflected in the Board as a whole are:

- Governance as a Director, administrator, or volunteer leader;
- Strategic and/or business planning;
- Management and/or Human Resources Management;
- Political strategy;
- Technology and digitization;
- Legal and/or risk management;
- Grant seeking and/or fundraising;  
Financial Administration in areas of (accounting, investment and audit);
- Communication, Marketing, Public relations and public speaking; and
- Leadership skills in the not-for-profit or the registered charity sector; and
- Policy development and administration.

## **BOARD COMPOSITION AND TERMS**

Directors are recruited based upon their passion for student success, their skill set and their demonstrated ability to contribute significantly to the leadership and to fulfill their statutory fiduciary responsibilities.

The Foundation strives to maintain a board with a diverse range of skills and experience, that represents diverse backgrounds and personal characteristics such as gender, age and geographical representation. The Foundation aims to have more than half of its Directors representing the community with the balance being comprised of College personnel and students. The Foundation may choose to reserve seats for prospective participants.

Although not legislated, a varied representation is sought:

- Representative from the College Board of Governors/Directors;
- Representative from the Foundation's Community Committee (parent, alumni, retiree);
- Representative from the Campaign Committee;
- Representative from the Endowment Fund;
- Representative from the Development Fund;
- Representative from the Heritage Faculty Association;
- Representative from regions;

- Representative from the English education network
- Representative from the Student Association;
- Representatives from Private Enterprise (2-4).

## TIME COMMITMENT

Directors are asked to reserve an average of 1.5 hours per month to carry out Foundation duties. Not calculated above is preparation of meeting and committee work. Meetings of the Board of Directors are normally held every two months. Executive/Governance meetings are generally held monthly.

## TERM

Directors are elected for one and two-year renewable terms.

## MEETING SCHEDULES

The Foundation and Executive Committee Meetings are generally held at end of day, at a day and time agreed to by the majority of the members.

## NOMINATION PROCEDURE

On or before the prescribed submission date, candidates are invited to complete the **Candidate Nomination Form** and deliver it to the Foundation office in person or electronically along with the **Background and Experience Summary Form**. In lieu of providing the background form, candidates may choose to attach a CV, profile or biography.

Understanding aspirations and related experience will assist the Nomination Committee to evaluate candidacies based on skill set and experience to recommend appointments that best match current and upcoming vacancies.

The Foundation's Nomination Committee reviews all nominations to the Board and prepares a slate of recommended candidates which it submits to the Board of Directors Meeting. Nominations are confirmed each year at a general meeting of members.

The Board shall revise election procedures from time to time as the need arises.

**BOARD OF DIRECTORS**  
**ROLES AND RESPONSIBILITIES**

*(Approved Sept. 23, 2020)*

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As a steward of the Foundation, a Director acts as fiduciary of the Foundation's funds, engages in the creation and oversight of long-term strategies, participates in committees to assist in carrying out Foundation's objectives, contributes to volunteer recruitment, approves policies and procedures and oversees management of the affairs of the Foundation. Directors may be invited to represent the Foundation at special events and official functions held by the Foundation and College.

**General Role of the Board of Directors:**

- Act as fiduciary;
- Maintain authority over, and responsibility for, the systems and structures employed by Cégep Heritage College Foundation to direct and manage its general operations;
- Contribute to the continued development of policies and procedures that guide the Foundation's growth, and provide direction for management and committees;
- Ensure that longer-term strategic plans and annual operating plans for Cégep Heritage College Foundation are in place;
- Ensure that there are sufficient and appropriate human and financial resources for Cégep Heritage College Foundation to accomplish its work;
- Fulfill all legal requirements that pertain to Directors, including avoidance of conflict of interest;
- Remain attentive to the evolving needs of Cégep Heritage College, its Foundation and its students' needs; and
- Operate as a unified body, speaking with one voice through formal motions adopted at its meetings.

**General Responsibilities of Directors of the Board:**

- Act reasonably, prudently, in good faith and with a view to the best interests of Foundation;

- Place the interests of Foundation first and not use one's position as a Director to further private interests or the interest of an institution or a group the Director may also represent;
- Act within the scope of the governing policies of the Foundation and within the scope of other laws, rules and regulations that apply;
- Keep Foundation business private and not discuss certain matters with people outside of Foundation unless with prior approval of the Chair;
- Support the decisions of the Board, even if one may not personally agree with the decisions and might not have voted to support the decisions;
- Participate actively on a designated committee as appointed by the Board;
- Show solidarity and leadership, by example, within one's means;
- As a Foundation Ambassador, participate in fundraising initiatives;
- Keep all appropriate individuals and committees informed as required through normal reporting and communication channels;
- Promote a positive and professional public image;
- Perform such other duties, as may from time to time, be established by the Board;

#### **Other Responsibilities:**

Other Responsibilities of the Board of Directors include external Relations, and volunteer recruitment. Directors may also solicit or receive legacies as well as gifts of any kind that are in accordance with the conditions that are set for the development of the Foundation's objectives.

**Good governance requires that the Board adhere to the following principles of governance:**

- Recognizing high standards of ethical behaviour as a core principle in all governance activities;
- Demonstrating commitment to the cause, our Foundation's vision, mission, values and strategic plan;
- Promoting clarity of roles and responsibilities within Cégep Heritage College Foundation's governance structure;
- Providing for continuity by crafting long-term strategies, ensuring financial health and appropriate human resources; and
- Being transparent and accountable for outcomes and results.

## SAMPLE OF FOUNDATION COMMITTEES

Executive Governance Committee  
Campaign Committee  
Heritage Community Committee  
Funds and Bursaries Committee  
Nomination Committee