# TABLE OF CONTENTS

Section 1: Background ................................................................................................................. 1  
1.1 Legislation and By-Laws....................................................................................................... 1  
1.2 Short history of Campion .................................................................................................... 1  
1.3 Enabling Legislation ........................................................................................................... 2  
1.4 Relationship with Ministry ............................................................................................... 2  
Section 2: Strategic Framework ................................................................................................. 4  
2.1 Mission and Philosophy of the College ............................................................................... 4  
2.2 Strategic Direction ............................................................................................................ 4  
2.3 Vision Statement ............................................................................................................... 4  
Section 3: Board Operational Policies and Procedures .............................................................. 5  
3.1 Terms of Reference for the Board of Regents ................................................................. 5  
3.1.1 Relationship between the Board of Regents and the Corporation of Owners ............... 7  
3.2 Terms of Reference for the Chair .................................................................................... 7  
3.3 Mandate for the President ............................................................................................... 9  
3.3.1 President’s Annual Objectives/Assessment of President’s Performance ..................... 13  
3.4 Election of the Chair and the Vice-Chair/Role of the Past Chair .................................. 13  
3.5 Conduct of Meetings ...................................................................................................... 14  
3.5.1 Quorum ..................................................................................................................... 15  
3.5.2 Calling of Meetings .................................................................................................... 15  
3.5.3 Notice of Meetings ..................................................................................................... 15  
3.5.4 Number of Meetings ................................................................................................. 15  
3.5.5 Meetings by Telephone or other communications facilities .................................... 16  
3.5.6 Chair of Meetings ..................................................................................................... 16  
3.5.7 Votes to Govern ......................................................................................................... 16  
3.5.8 Open and Closed Meetings ....................................................................................... 16  
3.5.9 Rules Governing Meetings ....................................................................................... 18  
3.5.10 Distribution of Agenda Material and Minutes ......................................................... 18  
3.5.11 Format for Agenda and Agenda Items .................................................................... 19  
3.5.12 Receiving Delegations at Meetings ......................................................................... 19
6.1.6.2 Audit Policy Appointment of External Auditors ........................................74
6.1.7 Investment Policy ..........................................................................................75
6.1.8 Fund-Raising Policy .......................................................................................87
6.1.9 Endowment Policy .........................................................................................90
6.1.10 Risk Management Policy ............................................................................94
6.1.11 Asset Capitalization Guideline Policy .........................................................98
6.1.12 Procurement & Solicitation of Competitive Bids .........................................99
6.2 Students ...........................................................................................................102
   6.2.1 Student Participation in College Decision Making ........................................102
6.3 “Force Majeure” Statement ..............................................................................103
Section 7: Human Resources ..............................................................................103
   7.1 Appointment of the President .......................................................................103
      7.1.1 Review of the President for Renewal ....................................................105
   7.2 Procedure for the Appointment of the Dean ...............................................106
      7.2.1 Responsibilities of the Dean ................................................................108
   7.3 Recruitment of the Executive Director, Administration & Finance ..............109
      7.3.1 Responsibilities of the Executive Director, Administration & Finance .110
Section 10: Appendices .......................................................................................113
   10.1 Board Members and Committee Lists .......................................................113
   10.2 Campion College Contact Information and Organizational Structure ..113
   10.3 Other Reports ............................................................................................114
Section 1: Background

1.1 Legislation and By-Laws
Date initially approved: 1917
Date revised: May 25, 2009, June 28, 2017

<see legislation>

1.2 Short history of Campion
Date initially approved:
Date revised: 90th Anniversary (October 2008)

Campion College, Regina, Saskatchewan, is a federated, Catholic college of the University of Regina. It is an undergraduate liberal arts college offering courses leading to a bachelor's degree in the arts, sciences and fine arts. The College has a staff and faculty of its own, and many facilities, including classrooms, administrative and faculty offices, a chapel, a library, an auditorium, a cafeteria, lounges and common areas.

Campion College owes its existence to the determination and zeal of The Reverend O. E. Mathieu, D.D., who was appointed bishop of the new diocese of Regina in 1911 and later in 1915, the first archbishop. It was his desire to establish a Catholic college in Regina to serve the educational needs of Catholic youth in Saskatchewan. In his effort, Mathieu was assisted by George Daly, C.Ss.R., rector of Holy Rosary Cathedral. Father Daly contacted G. Fere, S.J., then rector of St. Boniface College, and suggested that the Jesuits come to Regina to institute a Catholic college and high school. Father Fere came to Regina in 1917, and pleased with Father Daly's plans, recommended the proposition to J. M. Filion, S.J., Provincial of the Canadian Jesuits.

By a special Act of the Legislature of the Province of Saskatchewan, 15 December 1917, Campion College was constituted under the name of “The Catholic College of Regina" and given power 'to establish, maintain and conduct at the city of Regina a college and school where students may obtain a liberal education in the arts and sciences'.

In September 1918, the College was opened with one priest, one scholastic, one lay brother and six students. By the end of the first scholastic year the number of students had risen to forty-two. This growth necessitated moving to
larger quarters; two buildings on the southwest corner of Argyle Street and
Eighth Avenue were chosen. These were soon too small, and in 1921 a fund-
raising drive allowed for the purchase of property south of the Provincial
Legislative building. Here a three-story brick college was built.

During 1923 Campion was recognized as a junior college of the University of
Saskatchewan and permitted to institute classes at the Second Arts level. In
1964 Campion was granted federation with the Regina campus of the
University of Saskatchewan, a relationship which provided students with an
opportunity to enjoy the extensive resources of the university’s campus as well
as the unique qualities and personal attention which a small college could
offer. A new college building was opened on the university’s campus in 1968.
The College grew to be both a recognized and respected institution of higher
learning set within a Roman Catholic atmosphere. The former college
building became solely Campion High School and remained so until its final
graduation in May 1975.

Today, Campion continues to offer programs in Arts, Science, and Fine Arts in
partnership with the University of Regina, with approximately 1,000 university
students enrolled through the College.

1.3 Enabling Legislation

Date initially approved: June 28, 2017

The Board will review the College’s enabling legislation, An Act to
Incorporate the Catholic College of Regina in 2017-18 and at least every
three years thereafter.

The purpose of the review will be to ensure the College is complying with the
provisions of the Act and to determine whether amendments to the Act are
required to ensure the College is able to meet its mission statement and
obligations imposed by the Ministry of Advanced Education.

The Board Chair will be the liaison with a member of the Legislature if it is
necessary to seek amendments to the Act.

1.4 Relationship with Ministry

Date initially approved: June 28, 2017

The College acknowledges that it receives most of its funding from the
Government of Saskatchewan and as a result the College is a steward of
public funds. The College will enter into appropriate agreements as required
by the Ministry of Advanced Education to provide the Ministry with assurances that public funds are being spent properly.

The College views the Ministry of Advanced Education as a valued partner in its efforts to provide a Jesuit liberal arts education dedicated to the development of the whole person.

The College will use its relationship with the Ministry of Advanced Education to advocate on behalf of students, faculty, and the efficacy of Jesuit Liberal Arts Education in Saskatchewan society.

Because of the importance of this relationship, the President and the Board Chair are considered the primary contacts on behalf of the College when communicating with the Minister and the Deputy Minister. The Executive Director, Administration & Finance, will also take a lead role in communicating with the Ministry with respect to financial matters affecting the College.
Section 2: Strategic Framework

2.1 Mission and Philosophy of the College

Date initially approved: March 14, 1990
Date revised: October 14, 2009

Mission Statement: Campion College is a Jesuit Catholic community of learning, federated with the University of Regina. It provides a liberal arts education dedicated to the development of the whole person—intellectually, spiritually, socially—for service within society.

Philosophy: The Jesuit philosophy of “Cura Personalis” or “Care for the Whole Person” is reflected in the College's encouragement of students to pursue a well-rounded approach to their development.

2.2 Strategic Direction

<link to strategic plan>

2.3 Vision Statement

Date initially approved: May 26, 2011

"Value-driven leaders for justice in faith."
Section 3: Board Operational Policies and Procedures

When exercising their powers and discharging their duties every Board member and officer of the College shall:

a) act honestly and in good faith with the view of the best interests of the College;
b) exercise due care, diligence and skill that a reasonably prudent person would in comparable circumstances; and
c) uphold the values of integrity, compassion, justice and understanding.

3.1 Terms of Reference for the Board of Regents

Date initially approved: March 12, 2008

Members of the Board of Regents Campion College are appointed or elected according to the General By-Law No. 4/47 1.01 and 1.02. The Board consists of:

- The President of the College, ex officio,
- The President of Campion College Students’ Union or designee, ex officio,
- The Dean of the College, ex officio,
- The Executive Director, Administration & Finance of the College, ex officio,
- One member of the faculty and one member of the staff of the College,
- Three members of the Society of Jesus,
- One member appointed by the Archbishop of the Archdiocese of Regina,
- Seven members elected by the members of the College,
- The Past Chair of the Board of Regents, ex officio, for a period of one year in the event of serving two consecutive terms as described in 2.02.

The Secretary of the Board is appointed by the Board and is the Secretary to the President

Duties

The management, administration, and control of the property, revenues, business, appointments and affairs of the College are vested in the Board in a manner consistent with the mission of the College. The Board is the trustee of the College and is the final centre of authority and accountability pertaining to those matters found within the Legislation and the By-Laws. Board
members work with the Chair and the President to ensure that the Board functions effectively and meets its obligations and responsibilities.

Board Governance and Operations

- To consider the best interests of the College above those of any interest or external constituency or individual.
- To defend the autonomy and independent nature of the College and its federated relationship.
- To maintain the highest ethical standards and never allow any personal conflict of interest to exist undeclared and unmanaged.
- To be aware of the difference between matters of broad policy (Board responsibility) and matters of administration (President’s responsibility).
- To assess regularly the performance of the Board and its members and to identify skills needed on the Board and candidates who could bring those skills.

Executive Oversight

- In a collaborative manner with the Corporation of Owners and subject to the approval of Corporation of Owners and by two-thirds majority, appoint the President of the College.
- In a collaborative manner with the Corporation of Owners and subject to the approval of the Corporation of Owners, appoint the Dean of the college on the recommendation of the President of the College.
- To monitor and assess the President’s performance.

Resource Management

- To provide for the management, administration and control of the business, appointments, and the affairs of the College according to Legislation and By-Laws of the College.

Strategic Direction and Support

- To provide stewardship and ensure that the College’s actions support the vision, mission and goals of the College as a Catholic community of learning in the Jesuit tradition, providing a liberal arts education dedicated to the development of the whole person – intellectually, spiritually, and socially – for service within contemporary society.
- To recognize that although the vision and mission of the College may not be unique, the approach to learning in the Jesuit philosophy of “Cura Personalis” or “Care of the Whole Person” and the call to do
“More” in contemporary society as empowered by Christ distinguishes the College within the University setting.

- To provide oversight, approval and participation in the strategic direction and plans of the College.
- To support and monitor the implementation of the strategic plan and call for action as required.

Communication

- To foster openness and trust among the members of the Board, administration, faculty, staff, students, the Catholic community, other faith communities, the University of Regina, the provincial government and the public at large.
- To seek to be informed about the College and its role within the broader community.
- To express freely one’s position on Board matters, but to support Board policies and programs once established.
- To promote and advocate on behalf of the College by communicating to the wider community about the College’s vision, mission, culture and strategic direction.
- To recognize that the President is the primary spokesperson for the College and that the Board Chair speaks on behalf of the Board.

3.1.1 Relationship between the Board of Regents and the Corporation of Owners

- The Corporation of Owners acts as the ultimate keeper of the vision of the College in its expressed responsibility to the Archdiocese of Regina and the Jesuit Provincial; in this regard the Corporation of Owners approves the appointment of Board members, the President, the Dean, and may act as a final arbiter regarding issues that cannot be resolved at the Board of Regents' level. However, this latter is expected to occur rarely if at all.
- A special collaborative relationship is maintained with the Corporation of Owners based on respect for tradition while together forging the future of the College.

3.2 Terms of Reference for the Chair

Date initially approved: March 12, 2008
The Chair of the Board must be a member of the Board, is elected at the Annual Meeting of the Board for a period of two years, each term of office is renewable for another two years by election. (By-Law 1.12)

The duties of the Chair are found in By-Law 1.16 and include:

a) cause notice to be given of all meetings;
b) cause an accurate and complete record to be kept of the minutes of all meetings and all transactions of the Board;
c) ensure safe-keeping of all official documents of the Board;
d) cause all correspondence to be attended to;
e) carry out such other duties as may be assigned by the Board.

Interpretation of other duties assigned by the Board

General

- The Chair’s primary role is managing the affairs of the Board including ensuring that the Board is organized properly, functions effectively, and meets its obligations and responsibilities.
- The Chair works with the President to ensure effective relations with Board members, stakeholders, and the public.
- The Chair maintains regular communications with the Board Secretary and interacts with members of senior administration of the college on a need basis.

Works with Management

- Acts as the principal sounding board and confidant for the President, including helping to define issues, review strategies, maintain accountability and build relationships.
- Works closely with the President to ensure that management strategies, plans and performance are appropriately represented to the Board.
- Where appropriate, assists in representing the College.
- Ensures that the President is aware of concerns of the Board, stakeholders and the public.
- Leads the Board in monitoring and evaluating the performance of the President; ensures the accountability of the President; and ensures implementation of management succession and development plans by the President.

Managing the Board

- Presides at all meetings of the Board.
• Ensures that the Board is alert to its obligations to the College, management, stakeholders, and pursuant to law.
• Establishes the frequency of the meetings and reviews such frequency from time to time, as considered appropriate, or as requested by the Board.
• Ensures the coordination of the agenda, information packages, and related events for Board meetings in conjunction with the President and Board Secretary.
• Ensures that the Board receives adequate and regular up-dates from the President on issues important to the welfare and future of the College.
• Recommends through the Executive Committee to the Board for approval, the appointment of Committee Chairs, as well as review of the need for, the performance and suitability of those committees.
• Assigns an experienced Board member as a mentor for each new Board member.

Relations with Stakeholders and the Public

• In conjunction with the President, the Chair ensures that the College’s management and, where applicable, the Board are appropriately represented at official functions and meetings with major stakeholders.
• Undertakes public service activities, as requested by the President and relevant committees, in connection with the College’s mission and goals.

### 3.3 Mandate for the President

**Date initially approved: 1986**  
**Date revised: 2000; June 2003; March 29, 2012**

1. **GENERAL STATEMENT**

The President is the College’s chief administrative officer. The President’s principal responsibilities shall include:

a) the promotion of excellence in education within a Catholic and Jesuit context;

b) the development of detailed objectives, policies, procedures, programmes, budgets and other plans that will serve to guide the College in reaching its academic, religious, cultural and community-related objectives;

c) the counseling, direction and motivation of faculty and staff;
d) the exercise of both positive and remedial control through a process of evaluating progress against plans.

2. BASIC FUNCTIONS

The President shall promote unity among the faculty, staff, students and alumni and be responsible for the effective operation and growth of the College. As well, the President shall provide advice and recommendations relating to the general direction of all academic studies, business, operations or other affairs of the College as a whole.

3. RESPONSIBILITY AND AUTHORITY

Within the limitations of the overall objectives and policies established or authorized by the Corporation of Owners, the President is responsible for, and has commensurate authority for accomplishing the duties set forth below. The President may delegate to faculty and staff portions of this responsibility, together with the proportionate authority for their fulfillment consistent with sound operations and authorized policies and procedures, but may not delegate or relinquish overall responsibility for results, or any portion of this accountability.

The President’s detailed responsibilities and duties are contained in the following statement: The President shall

a) keep the Corporation and the Board of Regents fully informed of the conditions of the College’s activities and business and of all important factors influencing it, of performance against objectives and of progress toward the fulfillment of plans;

b) seek and receive authorization, decisions, advice or guidance on matters brought to the Corporation’s or the Board’s attention;

c) see to the execution of all decisions of the Corporation or the Board;

d) see to the development and establishment of specific academic and operating policies, procedures and programmes to implement and support the general policies of the Corporation and the Board;

e) develop and recommend to the Board long-range plans and programmes for the College’s affairs which take full advantage of the long range potentialities of the College’s purposes and are consistent with the College’s overall objectives;

f) implement these plans and programmes, assess the results of performance against measurable objectives and initiate corrective action where and when necessary;

g) develop a risk management program and monitor progress;
h) provide an environment for the optimum performance of faculty, staff and others throughout the College’s organization by ensuring that the College is staffed with competent people, that supervisory personnel are delegated authority commensurate with their responsibilities, that appropriate limitations on their authority are defined and understood with respect to policies, practices, commitments, expenditures and action respecting faculty, staff, students and other personnel, that effective programmes are conducted and policies implemented with the objective of improving and upgrading faculty and staff performance and that personnel are continually being developed so that qualified successors are available for key positions when needed;

i) undertake the appointment, promotion, retirement or release of faculty and staff;

j) ensure the College’s ministry to students in their intellectual, cultural, spiritual, and social development;

k) direct the growth of the College in such key areas as community development and public relations, operating efficiency, academic enhancement, innovation, physical and financial resources;

l) authorize standards of performance for faculty and staff, see to the measurement of such performance and insure that corrective action is initiated where necessary or desirable;

m) act as the representative of the College at negotiations with the University, the Government and other bodies with which the College deals;

n) execute such contracts and commitments for the purpose of carrying on the College’s business and affairs in the normal course as may be required by the Corporation or the Board or by established policies, within the limits of authority delegated to the President;

o) recommend budgetary, extra-budgetary and major capital expenditure programmes and, when approved by the Board of Regents, administer the funds allotted;

p) direct the development, authorization and establishment of an appropriate budgetary procedure and control system for use by the College, and ensure that the system is properly administered and that its use is extended throughout all parts of the College;

q) prepare and submit a consolidated annual budget for the review and approval of the Board and administer the operations of the College in accordance with this budget;

r) organize, supervise, co-ordinate and direct the provision of accounting and statistical services for the recording of transactions of concern to the College to meet the legal requirements of the College, University and the Government and the needs of the university community;

s) ensure that all funds, physical assets and other property of the College are appropriately safeguarded and administered;
t) organize, supervise, co-ordinate and direct the delivery and publicity of academic studies in keeping with the objectives of the College in order to increase public awareness of the academic programmes of the College;

u) direct the development and delivery of plans and programmes for academic study, approve the plans so developed, endeavouring to ensure that planned objectives are realistic, and direct the implementation of these plans and programmes, taking action when necessary to ensure that they achieve the objectives for which they were designed;

v) institute and implement a comprehensive and continuing programme of community development to enhance the relationship between the community and the College, one that promotes good relationships with Archdiocesan organizations, as well as other social and cultural bodies;

w) supervise and co-ordinate the initiation and development of advertising, promotional and fund-raising programmes designed to achieve and facilitate the objectives of the College;

x) attend to the College building in its maintenance and character;

y) teach regularly in the area of expertise;

z) perform other duties as directed or deemed necessary.

4. RELATIONSHIPS

The President observes and conducts the following relationships:

a) The Corporation and the Board of Regents
   i. The President is accountable to the Corporation and the Board for the administration of the College and for the proper interpretation and fulfillment of his functions, responsibilities and authority and relationships pertaining to the office;
   ii. The President shall attend meetings of the Board of Regents, except when directed otherwise.

b) Heads of Sections within the College
   i. The President shall co-ordinate the activities of these individuals, see that they are given appropriate guidance throughout the College in their respective functional areas, secure their advice and assistance in formulating overall objectives, plans and programmes and stand ready at all times to render them advice and support.

c) University and Federated Colleges
i. The President shall conduct such relationships with the University and the Colleges and with their representatives as are necessary or desirable in the best interests of the College.

d) The Church
   i. The President shall conduct such relationships with the organizations of the Catholic Church as are necessary or desirable in the best interests of the College.

e) Government and Community
   i. The President shall conduct such relationships with representatives of government as are necessary or desirable in the best interests of the College, and
   ii. engage in such other outside activities as are advantageous in fulfilling the obligations of the College as a member of the Community.

f) Others
   i. The President shall conduct such other relationships as may be deemed advisable in the best interests of the College and its stated objectives.

### 3.3.1 President's Annual Objectives/Assessment of President's Performance

Date initially approved: June 28, 2017

In order to ensure accountability, the Board shall
- ensure the preparation of audited financial statements;
- prepare a strategic plan;
- review and if necessary revise the strategic plan annually;
- ensure the preparation of an annual report reporting on the implementation of the strategic plan;
- prepare a performance scorecard outlining specific targets within each goal of the strategic plan;
- monitor achievement of the scorecard’s targets at each regular board meeting.

### 3.4 Election of the Chair and the Vice-Chair/Role of the Past Chair

Date initially approved: May 14, 2008
Date revised: December 10, 2008
The Chair and Vice-Chair shall be elected as officers of the Board at an Annual Meeting of the Board. The Chair and Vice-Chair are required to be members of the Board.

- Terms of office for the Chair: two (2) years and shall be renewable for an additional two years.
- Terms of office for the Vice-Chair: One (1) year, and may be re-elected for two additional one year terms.

The Past Chair is a member of the Board or an ex officio member, for a period of one year in the event of serving two consecutive terms as described in By Law 1.02

**Interpretation**

The intention of this By-Law is not only to ensure the election of officers of the Board, but also to enable preparation for the person assuming the Chair, consistency and continuity in deliberations, and support to the Chair.

a) Chair: Carries out the role as identified in 3.2
   b) Vice-Chair: Elected for one year prior to assuming the Chair (Note: The Vice-Chair does not automatically assume the Chair as the Chair is a Board elected position; however the Vice-Chair is in a sound position to assume the Chair as he/she has had the benefit of preparation). In addition the Vice-Chair could:
      i. Coordinate the Governance matters of the Board.
      ii. Be a member of the Executive Committee.
      iii. Act in the absence of the Chair.
   c) Immediate Past Chair sits for one year following his/her tenure as Chair and serves the vital role in providing consistency, mentoring and advice to the Chair. As well he/she could:
      i. Be a member of the Executive Committee.
      ii. Coordinate the strategic planning requirements of the Board.
      iii. Serve as a member of the Nominating Committee. In the event that the immediate Past Chair is no longer a member of the Board because his/her term has expired, the Past Chair would be invited by the Board to be a member of the Board in an ex officio capacity.

### 3.5 Conduct of Meetings

Date initially approved: December 10, 2008  
Date revised: October 14, 2020
3.5.1 Quorum

By-Law 1.04 states: “A quorum for the transactions of business at any meeting of the Board shall be a simple majority of members present in person or in accordance with By-Law 1.11” (By-Law 1.11 refers to meetings by telephone see 3.5.5 below).

3.5.2 Calling of Meetings

By-Law 1.08 states “Meetings of the Board shall be held from time to time and at such place in the Province of Saskatchewan as the Board or a quorum of the Regents may determine and may be called from time to time by the Chair or a majority of the Board.”

3.5.3 Notice of Meetings

By-Law 1.09 states “Notice of the time and place of each meeting of the Board shall be given in the manner provided in Section (3 - see 3.01) to each Regent not less than five (5) days before the meeting is to take place. A meeting of the Board may be held without formal notice if all the members of the Board are present thereat or those absent have waived notice of such meeting identified by their assent thereto in writing before or after the meeting.”

By-Law 3.01 Method of giving notice: Any notice to be given under this By-Law shall be sufficiently given if delivered personally to the person to whom it is to be given or if delivered to his recorded address or if mailed to him at his recorded address by prepaid ordinary or air mail or if sent to him at his recorded address by any means of prepaid transmitted or recorded communication. A notice so delivered shall be deemed to have been given when it is delivered personally or to the recorded address as aforesaid: a notice so mailed shall be deemed to have been given when deposited in a post office or public letter box; and a notice so sent by any means of transmitted or recorded communication shall be deemed to have been given when dispatched or delivered to the appropriate communication company or agency or its representative for dispatch. The recorded address of any member, Regent or officer, shall be kept by the Chair of the Board and may be changed in accordance with any information believed by him to be reliable.

Policy Interpretation: A “recorded address” also includes an email address and “notice sent by any means of transmitted or recorded communication” includes notice via email.
3.5.4 Number of Meetings
By-Law 1.10 states: “The Board shall meet in May of each and every year and shall in addition meet a minimum of three (3) times in each year.

Policy Interpretation: In accordance with 3.5.2 above regular meetings of the Board shall be held on a designated day of the designated month. The Board shall meet a minimum of four (4) times per year, typically the second week of October, December, February, and May.

3.5.5 Meetings by Telephone or other communications facilities
By-Law 1.11 states “If all the Regents consent, a Regent may participate in a meeting of the Board by means of such telephone or other communications facilities as permit all persons participating in the meeting to hear each other, and a Regent participating in such a meeting by such means is deemed to be present at the meeting. Any such consent shall be effective whether given before or after the meeting to which it relates and may be given with respect to all meetings of the Board held while a Regent holds office.”

As such, the Board of Regents’ meetings and meetings of its various committees may be held with members using teleconference or videoconference facilities following the ability for individual members to be connected and heard.

3.5.6 Chair of Meetings
By-Law 1.18 states “The Chair, or in his absence the Vice-Chair of the Board, shall be Chair of any meeting of Regents; and if no such officer is present, the Regents present shall choose any of their number to be Chair of the meeting.”

3.5.7 Votes to Govern
By-Law 1.19 states “Each member of the Board, with the exception of the Dean and the Executive Director, Administration & Finance, shall have the right to vote on all resolutions put to the members of the Board. Except where otherwise provided, all meetings of the Board every question shall be decided by a simple majority of the votes cast on the question. In case of an equality of votes, the Chair of the meeting shall be entitled to a second or casting vote.”

3.5.8 Open and Closed Meetings
Date initially approved: December 12, 2007
Date revised: May 12, 2010
3.5.8.1 Each Board of Regents meeting shall consist of an open session and where required an in camera session.

3.5.8.2 At the request of any Board member, and in compliance with a simple majority vote of those Board members present, any agenda item may be moved from the open agenda to the in camera agenda, or vice versa.

3.5.8.3 In respect to matters scheduled for Board consideration in the open session, at the request of any Board member, and in compliance with a simple majority vote of those Board members present, any document for consideration by the Board at that meeting may be excluded from access by the public and/or the public media, or the Board may impose such conditions on the release of such documents that the Board may direct.

3.5.8.4 Any document identified on the open Board agenda which is not explicitly protected by the Board pursuant to Section 3.7.3 is accessible by the public and the public media.

3.5.8.5 Meetings will be open to the public for all governance related matters except where those policy matters relate to litigation and personnel issues. Any Board member may request that the Board go in camera but the reason for going in camera must be stated.

3.5.8.6 Authority to go in camera is vested in the Chair unless overridden by a simple majority vote.

3.5.8.7 When the Board goes in camera it may invite anyone it chooses to attend the in camera session.

3.5.8.8 Where possible, announcement of the intention to go in camera should be on the agenda.

3.5.8.9 No right is extended to public observers to actively participate in meetings.

3.5.8.10 No recording devices or cameras are permitted without the permission of the Chair.

3.5.8.11 Minutes will be kept for the open session.

3.5.8.12 Minutes of the open session are available to the public only after they have been approved by the Board of Regents. Upon approval, they will be placed on the College’s website.
3.5.8.13 Minutes shall consist of motions made, topics discussed and reports given without providing details of those discussions or reports.

3.5.8.14 Information on decisions taken by the Board of Regents may be released to the media by the Chair of the Board or under the authority of the President of the College.

3.5.8.15 Board member comments and Board member votes at open meetings shall not be recorded in the minutes unless specifically requested by a Board member. In camera sessions, Board member opinions and votes are to be kept strictly confidential.

3.5.8.16 When a request from a delegation to meet with the Board is approved by the Chair and the President they shall also determine whether the matter is placed on the open agenda or the in camera agenda.

3.5.8.17 The procedure for delegations at Board meetings is set out in Section 3.5.12.

3.5.9 Rules Governing Meetings

By-Law 1.21 (2) states: The rules of Robert’s Rules of Order (latest Canadian revision) shall govern the meetings of the Board, except otherwise stipulated in these By-Laws or as determined by the Board.

3.5.10 Distribution of Agenda Material and Minutes

3.5.10.1 Mailing of Agendas and Notices of Meetings

a) Regular Meetings: Notices of meeting and agenda material for regular meetings should be sent by courier, fax or email a minimum of five (5) calendar days in advance of the meeting.

b) Special Meetings: Notices of meeting and agenda material for special meetings should be sent by courier, fax or email a minimum of two (2) calendar days in advance of the meeting.

c) Emergency Meetings: Notices of meeting for emergency meetings shall be made by telephone, fax or email 24 hours in advance of meeting time. Agenda material for such meetings shall be sent by email or by fax. Such meetings shall be held only under emergency circumstances imposed by time constraints for the rendering of a decision.
3.5.10.2 Agendas and minutes will be distributed to the following:

a) To all Board Members.
b) All other regular attendees of the Board meetings: the Dean and Executive Director, Administration & Finance.
c) Other College personnel as identified as resource people for standing committees of the Board.

3.5.11 Format for Agenda and Agenda Items

Board agendas will include minutes of the previous meeting, reports from Board standing committees, and reports from the Chair, the President, the Dean and all those required to submit reports on behalf of their constituents. Most decisions items and information items will be reported on under the reports from standing committees.

a) The Secretary of the Board will provide formats for summary decision items, information items, and executive reports.
b) The Chair and the President of Campion College Students’ Union may report in writing or verbally.

Every effort will be made to provide the Board with the information essential to its deliberations, with an emphasis on brevity.

3.5.12 Receiving Delegations at Meetings

Decisions on whether or not a delegation shall be permitted to meet with the Board should be determined by the Board Chair and the President. If a delegation is to make a presentation to the Board, it shall normally be done under the following conditions:

a) The material or brief shall be made available for distribution with the regular agenda material for the Board meeting.
b) A specific time limit shall be established, in advance, for the presentation and discussion.
c) Following the presentation and discussion, the delegation will retire and the Board shall make whatever decisions are necessary in absence of the delegation.
d) In emergency situations, the Executive and Governance Committee of the Board shall have the authority to waive any or all of the above conditions.
3.5.13 Absence of the Chair, the Vice-Chair or the Secretary

The By-Laws state: “In the case of the absence of the Chair, Vice-Chair or Secretary, or inability to act of Chair, Vice-Chair or Secretary, or where the Board for any reason deems it necessary, the Board may authorize any other remaining officer or any Regent to carry out all or any powers of such officer for the time being.”

3.6 Academic, Faculty Forum

Date initially approved: January 9, 2008

Policies for the Relationship between the Campion Faculty Forum and the Campion College Board of Regents

3.6.1 The Faculty Forum assists in the academic planning process and other related affairs of the College. It has the duty to discuss and deliberate upon all matters pertaining to the academic and pastoral mission of the College and make whatever recommendations it deems advisable.

3.6.1.1 The Board shall include representation from the Faculty Forum in the process of formulating a long-range plan for the direction of college. [This conforms with the duty of Faculty Forum to deliberate and make recommendations on the academic and pastoral mission of the College.]

3.6.1.2 Reports from the Faculty Forum may be presented from time to time as part of the agenda at regular Board meetings for information. The material or brief shall be submitted to the Board Chair and made available for distribution with the regular agenda material for the Board meeting.

3.6.2 While the faculty representative on the Board is the normal channel of information from and to the Faculty Forum and its members, a delegation from the Faculty Forum, either individually or as representing the Faculty Forum, may be included in the agenda of a Board meeting upon the determination of the President and Board chair. [This is in conformity with the policy for transparency in Board meetings.]

3.6.3 Members of Faculty Forum may be invited to participate on Board committees as the Board finds appropriate. [This conforms with the Faculty Forum’s task to assist in the academic planning process and other related affairs of the College.]

3.6.4 The Faculty Forum shall be involved in the process for the selection of the President of the College:
3.6.4.1 The Board will consult with Faculty Forum in advance of appointing a Search Committee, [This conforms with #4 of the Procedure and Guidelines for the Appointment of the President as approved by the Board on March 13, 1996 and amended on September 27, 2000.].

3.6.4.2 The Search Committee may consult with the faculty about the qualities needed in the new president [This conforms with #8 of the Procedure and Guidelines for the Appointment of the President.].

3.6.4.3 The Board should include a faculty member to be part of the Search Committee [This conforms with #3 of the Procedure and Guidelines for the Appointment of the President.].

3.6.5 The Faculty Forum shall be involved in the process for the appointment of the Executive Director, Administration & Finance:

3.6.5.1 The Board will consult with Faculty Forum in advance of appointing a Search Committee [this conforms with # 2 if the Procedure for the Appointment of Administrative Officers as approved by the Board on May 8, 1996.].

3.6.5.2 The Search Committee will include one faculty member [this conforms with the introduction to the Procedure for the Appointment of Administrative Officers.]

3.7 Release of Information to the Public

Date initially approved: October 8, 2008
Date revised: December 10, 2008

3.7.1 Information on decisions taken by the Board shall be released to the media by the Chair of the Board or under the authority of the President of the College and in conjunction with the Director, Marketing & Communications of the College.

3.7.2 Board Members expression of views on Board decisions and the procedures to reach the decision will not be recorded unless specifically requested by a Board member.

3.7.3 Board deliberations and particulars of votes are confidential.

3.7.4 Public may have access to:
• Board agenda summary but not appendices.
• Minutes of Board meetings once approved.
• Regular reports to the Board.

3.7.5 Any information released to the public on behalf of the Board will be coordinated through the office of the Director, Marketing & Communications of the College.

3.8 The Secretary to the Board

Date initially approved: October 8, 2008

The By-Laws state: Where desirable, the Board may appoint a Secretary who need not be a member of the Board.

The Board appoints the President’s Secretary as Secretary to the Board. The duties of the Secretary include:

a) In consultation with the Chair prepare and distribute agenda and appendices in accordance with 3.5.10 and 3.5.11.

b) Attend all regular meetings of the Board and record the minutes.

c) Prepare a summary of the minutes for the Chair of the Board prior to circulation.

d) Distribute agenda, appendices and Board meeting minutes five (5) days prior to a Board meeting.

e) Under the general oversight of the Chair be custodian of all official documents of the Board.

f) Carry out other duties as may be assigned by the Chair in consultation with the President.

3.9 Annual Reporting

Date initially approved: December 10, 2008

The Annual Meeting of the Board shall be held on the second Wednesday of May each year. The Annual Meeting will include:

a) The appointment of Auditors.

b) Receiving of written Committee Reports summarizing activities of the previous year.

c) Approval of changes to the By-Laws.
3.10 Absence of the President

Date initially approved: December 10, 2008

3.10.1.1 In the case of the foreseen absence of the President from his office for an extended period of time (i.e. out of the province for longer than one week), the President will delegate authorities or responsibilities, in writing, to the Dean, the Executive Director, Administration & Finance, the Assistant Dean, or a tenured faculty member, in that order. If none of these are available, then the President will look to the Registrar or the Director, Marketing & Communications for a replacement.

3.10.1.2 Delegated authorities or responsibilities mean serving as a contact person to handle inquiries or messages to the President’s Office, dealing with matters that require immediate attention (in consultation with the President where possible) and informing correspondents of the necessity for a temporary delay.

3.10.2.1 In the case of absence caused by an unforeseen emergency, the Office of the President will be assumed by the Dean, or by the Executive Director, Administration & Finance in that order. The Board of Regents and the Corporation of Owners will be informed so that they will be able to deal with the appointment of an interim President until the President resumes his duties or a permanent replacement is found.

3.10.2.2 The Corporation of Owners and the Board of Regents will hold a special joint meeting to select an interim President.

3.10.2.3 In the case of the need to replace the President permanently, the normal procedures for appointing a President will be followed. (Board of Regents policy 7.1).

3.11 Absence of the Dean

Date initially approved: February 11, 2009

In the case of the foreseen absence of the Dean from his or her office for a period of time (i.e., out of the city for longer than a week), the Dean will designate his or her authority and responsibilities to the President, the Assistant Dean, or a tenured faculty member, in that order.

The designate will deal with matters that require immediate attention (e.g., approving application forms for Leave of Absence, Travel Allowance, and Academic Professional Allowance; signing markers’ time sheets), and will
attend University or College committee meetings where the Dean’s presence is needed.

In the case of an extended absence for a sabbatical, for medical reasons, or for an unforeseen emergency, the President will appoint an interim Dean.

In the case of the need to replace the Dean permanently, the normal procedures for appointing a Dean will be followed.
Section 4: Board Policies

4.1 Conflict of Interest

Date initially approved: May 9, 2007

Campion College is a federated College of the University of Regina. The Board of Regents serve in a fiduciary capacity, exercising direct stewardship, guiding the College in the pursuit of academic excellence and, therefore, have a responsibility to avoid conflicts of interest in the performance of their duties through disclosure and absenteeism from voting, or such other actions as may be appropriate.

In exercising their powers and discharging their duties, as members of the Board of Regents, Board members shall act honestly and in good faith with a view to the best interests of the College and exercise the care, diligence and skill that a reasonably prudent person would exercise in comparable circumstances.

The purpose of this policy is to establish a mechanism for identifying and addressing conflicts of interests, whether real or perceived, so that the College's interests and reputation will be maintained in the best possible light. Conflicts of interests should be avoided whenever possible.

A conflict of interest exists whenever an individual's private interests interfere or conflict in any way (or even appear to interfere or conflict) with the best interests of the College. A conflict of interest is prohibited as a matter of policy. Conflicts of interest may not always be clear cut. Conflicts of interests may take many forms. Examples include, but are not limited to cases in which a Board member:

- contracts with the College as a supplier of materials, equipment or services or otherwise becomes involved in the College’s business processes for their own personal gain;
- is a party to a decision on the part of the College to enter into a contract that may enhance a family member's financial interests;
- makes extensive use of the College’s or University’s resources to further his or her own personal interests;
- uses information, acquired in the course of the College’s activities that is not in the public domain to advance the Board member’s personal interests;
- accepts gifts, gratuities, or services where acceptance might influence a Board member’s judgment regarding the business of the College.
A Board member shall be required to disclose a conflict of interest where it exists or where it may reasonably be perceived to exist. A trustee who becomes aware of a conflict or potential conflict should, as soon as practicable bring it to the attention of the Chair of the Board. The Chair of the Board, with input from the Board as appropriate, shall determine whether a conflict exists (except in the case of conflicts involving the Chair, where the Executive Committee shall decide). All disclosures of conflict shall be maintained in confidence. The decision on any conflict shall be recorded in the minutes.

Each Board member shall be required, initially upon appointment to the Board of Regents and then upon re-appointment, to acknowledge their agreement to comply with the Conflict of Interest Policy.

Where a potential conflict of interest exists, the Board member shall not participate in any Board decision or process that involves a conflict of interest, but instead shall declare a conflict of interest and then remove themselves from the decision or process in question.

The Policy on Conflict of Interest is adopted for the guidance of the Board of Regents and is to be enforced solely by the Board of Regents.

### 4.2 Board Member Attendance

Date initially approved: December 12, 2007

The Board of Regents of Campion College believe that it is in the best interests of the College that the Board and its committees hold regularly scheduled meetings to facilitate the business of the College. The following sets forth the policy of the Board regarding Board member attendance at meetings of the Board and its Committees.

a) All members of the Board are expected to make every reasonable effort to attend all regularly scheduled Board meetings and meetings of committees on which they serve.

b) Each Board member shall review the agenda and any materials distributed in advance of the Board or Committee meeting and arrive prepared to discuss the business presented. Each Board member should strive to facilitate active and effective participation in the deliberations of the Board and each Committee, as applicable.

c) Board members should provide prior notice to the Chair of the Board or Chair of the Committee, as applicable, if such Board member is unable to attend a Board or Committee meeting.
d) A Board member that misses three (3) consecutive meetings, or misses more than 50% of the regularly scheduled meetings within a twelve month period, without the consent of the Chair shall be deemed to have resigned from the Board.

e) This policy may be reviewed from time to time by the Board as it may determine is in the best interest of the College.

### 4.3 Management and Oversight

Date initially approved: April 9, 2008

**Preamble**

The Campion Board of Regents is responsible not only for the governance of the College, but, in a broad way, for the effectiveness of its management.

4.3.1 Although the daily management responsibility for the College is delegated to its President, the Regents’ responsibility is not diminished. Indeed, the terms of reference for the Board of Regents refer to the provision of oversight, approval and participation in the strategic direction and plans of the College as well as supporting and monitoring the implementation of such a plan.

4.3.2 Therefore, policies governing how the effectiveness of the College is monitored are both necessary and appropriate. Planning as the framework for oversight.

4.3.3 The Regents’ primary tools for discharging its oversight responsibility are the College’s formal long- and short-term plans and related budgets. Accordingly, it is a policy of the Board of Regents that comprehensive discussions with the President (and appropriate officials) relating to strategic and budgetary plans occur well in advance of their implementation.

Among other subjects, the short- and long-term plans shall address:

- The evolution of the College, with respect to student enrolments, course offerings, faculty development and student relations.
- Developmental planning and management, with respect to student recruitment, alumni relations, communications, stakeholder relations and fundraising.
- The evolution of the College’s physical plant.
- Financial and other resource requirements needed to achieve stated objectives.
4.3.4 It is the Regents’ desire that the plan offer a three to five year perspective, and be accompanied by a summary budget. This plan should be extended annually to maintain a rolling three- to five-year planning period.

4.3.5 Each year, as part of its consideration of the College’s budget, the Board of Regents shall review the College’s annual operating plan, which provides more-detailed information on the annual action taken to accomplish the goals and strategies set out in the longer-term plan.

4.3.6 At its periodic meetings, but not less than semi-annually, the Regents shall review with the President the annual plan compared to actual results. Not less than annually, the Regents shall review the long-term plan with the President.

4.4 Noninterference

Date initially approved: April 9, 2008

Recognizing that delegation of authority between the Regents and the President is essential to the effective management of the College, it is the policy of the Board of Regents that no Regent shall interfere with the employment relationship that exists between the President and his/her subordinates. Regents may not give orders to the President’s subordinates, and, except for the purposes of general inquiry or in discharging their responsibilities as committee members or as otherwise authorized by the Board, Regents shall deal with Campion personnel only through the President.

4.5 Prevention of Harassment and Discrimination

Date initially approved: December 10, 2008

A Policy for the Prevention of Harassment and Discrimination

A Jesuit and Catholic institution of higher learning and an academic community in keeping with the norms of the Apostolic Constitution Ex Corde Ecclesiae, Campion College, where possible and appropriate, tries to deepen an understanding of the Roman Catholic tradition, and makes a particular effort to develop a dedication to the service of others, particularly the poor, underprivileged and vulnerable members of society. Campion College, in view of its founding and educational history, recognizes the unique place that members of the Society of Jesus have in carrying forward the mission of the College.
Operating in accordance with the aforementioned characteristics and as an academic institution federated with the University of Regina, Campion College adopts the “Respectful Work and Learning Environment Policy: A Policy for the Prevention of Harassment and Discrimination” of the University of Regina, as updated on December 19, 2006 and approved by the university’s Board of Governors on December 19, 2006 as amended to suit the circumstances of Campion College.

1. Policy Statement

Campion College is committed to creating and maintaining an environment, in which members of the College community can live, work and learn in a collegial climate of mutual respect, free of harassment and discrimination.

Harassment and discrimination are, fundamentally, a selective denial of the basic human right to be treated with dignity and respect. Campion College will not tolerate or condone harassment or discrimination, and will take all reasonably practicable steps to ensure employees or students are not subjected to harassment and discrimination. As defined in this section, this policy protects employees and students from:

- discrimination;
- discriminatory harassment;
- personal harassment.

This policy is the framework for detailed procedures (See Respectful Work and Learning Environment Procedures) designed to provide Campion College employees or students with multiple options for resolving concerns or complaints of harassment and discrimination, including a complaint and investigation process, as well as an array of alternate resolution options.

2. Scope and Application

Employees or students: This policy and the related procedures apply to anyone who is an employee or student of Campion College engaged in duties or activities having a substantial connection to the College, on or off campus.

Third parties, including but not limited to contractors, volunteers and visitors to the College (collectively “third parties”), are expected to conduct themselves in a manner consistent with this policy. Compliance with this policy shall be deemed to be an implied term of all contracts and agreements with the College and is a condition of access to the College.
Discriminatory treatment or harassment of College employees or students by third parties (or their representatives, employees or agents) will constitute a breach of contract, and may result in the suspension of College privileges, such as access to the campus. Employees or students who have been harassed by a third party should report the incident to an appropriate College official. The College cannot control the conduct of third parties; therefore, the provisions of this policy may not apply or be available to resolve complaints regarding acts by third parties. However, when such incidents are brought to the attention of the College, the College will look into the complaint, and where appropriate, and to the extent that it is able, take steps with the third party to reduce the risk to employees or students of being harassed or discriminated against by the third party.

Harassment of third parties: Third parties do not have the ability to lodge complaints and seek redress pursuant to this policy. However, if a third party has been subjected to harassment, discrimination or other inappropriate behaviour on the part of a College employee or student engaged in College-related duties or activities, this should be reported to an appropriate College official. In such cases, the College will take appropriate action to investigate and address behaviour inconsistent with this or other applicable College policies. This may include the College initiating an action under this policy.

Allegations of harassment or discrimination arising during co-op placements, internships, or practica, shall be dealt with cooperatively between the College and the on-site authorities according to College policy and procedures governing such placements.

3. Definitions: Discrimination and Harassment

Discrimination: Whether intentional or unintentional, discrimination is unfair, differential treatment of individuals or groups for which there is no bona fide occupational requirement or bona fide reasonable justification. Discrimination imposes burdens on, or denies opportunities to, individuals or groups because it is not treatment based on actual academic or job performance or any other form of competence.

The Saskatchewan Human Rights Code identifies the grounds of prohibited discrimination: religion, creed, marital status, family status, sex, sexual orientation, mental or physical disability, age, colour, ancestry, nationality, place of origin, race or perceived race and receipt of public assistance. The Occupational Health and Safety Act, 1993 prohibits harassment of employees on substantially similar grounds, as well as on the basis of physical size or weight.
• Direct discrimination is harmful differential treatment based on one’s membership in a group protected by human rights legislation. It occurs, for example, when an employer or academic institution implements a rule, standard, policy, or practice which prima facie (on its face), discriminates on the basis of a prohibited ground.

• Indirect or “adverse impact discrimination” occurs when the application of an apparently neutral rule, standard, policy or practice results in an adverse impact or disproportionate disadvantage for an individual or a group protected under human rights legislation. It is not important whether the rule, standard, policy or practice was intended to be discriminatory; rather, it is the adverse impact that matters in determining whether discrimination occurred.

• Systemic discrimination may be direct and/or indirect; it also has an adverse impact, but typically describes discrimination that is broader in scope. It generally refers to situations where the combined effect of behaviour and attitudes, rules, standards, policies and procedures that are part of the structure of an organization result in a “system” of discrimination creating or perpetuating disadvantages which excludes or affects whole groups of people on the grounds listed under Harassment, number ii below.

Note 1: A discriminatory practice may not fall neatly into a single category, nor is there any requirement to do so.

Note 2: Under some circumstances, discrimination may give rise to a duty to accommodate.

Harassment: The College has a general legal duty to ensure the health, safety and welfare of employees and is specifically required, pursuant to The Occupational Health and Safety Regulations, 1996, to implement a policy to prevent harassment which includes the definition of harassment in s. 2 (l) of The Occupational Health and Safety Act, 1993:

“Harassment” means any objectionable conduct, comment or display by a person that:

i. is directed at a worker;

ii. is made on the basis of race, creed, religion, colour, sex, sexual orientation, marital status, family status, disability, physical size or weight, age, nationality, ancestry or place of origin;

iii. constitutes a threat to the health or safety of the worker.

Note: Occupational Health and Safety legislation applies to employees; however, in addition to the legal obligation to implement
a policy to prevent harassment directed at employees, the College acknowledges an ethical responsibility to ensure the scope of the policy extends to both employees and students.

For purposes of the College’s policy and the related procedures, discriminatory harassment and personal harassment are further defined as follows:

*Discriminatory harassment* is objectionable or offensive conduct, comment, display, communication in any form, behaviour, or practice that is made to one or more individuals by a person who knows, or ought reasonably to know, that the behaviour is unwanted and/or unwelcome, based on the grounds listed under Harassment number ii above, and

a) would reasonably be perceived to demean, humiliate or cause offence;
b) on reasonable grounds, would be perceived as an express or implied promise of reward or threat of reprisal, such as an express or implied term or condition of employment or academic status or accreditation; or that submission to or rejection of such conduct will be used as the basis for decisions affecting an individual’s employment or academic performance, status or accreditation;
c) would reasonably be perceived to constitute a hostile, intimidating, or humiliating environment for working or learning;
d) constitutes a threat to the health or safety of the individual.

*Personal harassment* refers to objectionable and unwanted behaviour with no legitimate purpose that is not based on a prohibited ground, but which constitutes a clear pattern of mistreatment by a person who knows, or ought reasonably to know that the behaviour is unwanted and/or unwelcome, and:

a) would reasonably be perceived to be severe enough to create a hostile, intimidating, or humiliating environment for working or learning; and/or
b) constitutes the abuse of an unequal institutional power relationship; or misuses authority.

Personal harassment is a prohibited ground of discrimination under The Saskatchewan Human Rights Code, and is covered in occupational health and safety legislation. Personal harassment is against the law; as well, it is inconsistent with the College’s commitment to a creating a respectful work and learning environment.
4. Resolution Options

Harassment and discrimination can be, or become, behaviour toward the extreme end of the continuum of conflict. Prompt action and early resolution efforts initiated by the impacted employee or student, can be very effective to stop inappropriate, disrespectful behaviour at the low end of the conflict continuum, reducing the risk of objectionable behaviour being repeated, or escalating to a more serious level. Initially, employees or students may choose to handle the matter on their own, or with the support of a friend or co-worker. At the local level, employees or students may choose to seek the assistance of a manager, professor, coach or other person in authority. Employees or students, as well as those who may assist them, can also seek guidance (coaching) from the Respectful Workplace Consultant at the university.

Procedures related to this policy provide employees and students with multiple options for the resolution of concerns/complaints of harassment and discrimination, including the formal complaint/investigation process and an array of alternative self-managed and assisted resolution options.

Any member of the College community who believes he or she has experienced discrimination or harassment may bring it to the attention of the College by contacting the university’s Respectful Workplace Consultant or any employee of the College who can assist the employee or student experiencing harassment or discrimination to choose the most appropriate course of action.

Note: Any person receiving a concern or complaint or potential complaint of harassment or discrimination should consult the university’s Respectful Workplace Consultant before advising an employee or student experiencing harassment or discrimination about their rights and/or options.

The Respectful Workplace Consultant is designated to receive formal complaints of discrimination and harassment. Formal action is initiated by submitting a written complaint and request for an investigation or a request for alternative resolution to the Respectful Workplace Consultant. When a complaint has been initiated and an investigation is appropriate, the College will act promptly to investigate the allegation(s) in accordance with the principles of natural justice and procedural fairness. Following the investigation, the complainant and the respondent will be informed in writing of the results of the investigation and provided with an opportunity to respond. When a complaint has been substantiated, appropriate corrective action will be taken. Corrective action may include a wide range of
preventative, remedial and/or disciplinary measures, up to and including dismissal or expulsion.

5. Using the Policy and Procedures

Members of the College community are strongly encouraged to use this policy and the related procedures to address concerns and complaints of harassment and discrimination; it is important to note, however, that the resolution options described in the procedures are in addition to, and not in substitution for, other internal or external options or other legal rights. Nothing in this policy is intended to discourage, prevent or preclude an individual from filing a grievance through the applicable Collective Agreement, initiating legal action (civil or criminal) or exercising any other legal rights, including:

- filing a complaint with the Saskatchewan Human Rights Commission. See sections 10, 16, 17, 18, 27 and 31 of the Saskatchewan Human Rights Code regarding discriminatory practices;
- referring a complaint to the Occupational Health and Safety Division of Saskatchewan Labour for resolution by an Occupational Health Officer. See sections 3 and 4 of The Occupational Health and Safety Act, 1993, and section 36 of The Occupational Health and Safety Regulations, 1996. The College is committed to upholding fundamental human rights including freedom of association, freedom of conscience, opinion and belief and freedom of thought, inquiry, and expression. Nothing in this policy is to be interpreted, administered or applied in a way that infringes upon academic freedom, or conduct between individuals that is based on mutual consent.

This policy shall not be interpreted, administered, or applied in such a way as to detract from the rights and obligations of the President, Dean, and Executive Director, Administration & Finance, or others with the authority to make personnel decisions, to make day-to-day management decisions or to take other supervisory actions affecting employees or students, including discipline, provided that the purpose of management and supervisory decisions is not to discriminate against the employee or student on the basis of a prohibited ground or does not constitute an abuse of unequal institutional power or authority.

6. Confidentiality

The College will not disclose the name of a complainant or an alleged harasser or any other details tending to identify the parties, except where:
• required for the investigation and resolution of a complaint and taking corrective action (preventative, remedial and/or disciplinary);
• required by law;
• an employee or student is at risk.

7. Rights and Responsibilities

Employees and students have the right to live, work and learn in an environment free from harassment and discrimination, and a corresponding responsibility not to cause or participate in harassment or discriminatory practices. A student or employee who believes that he or she has been subjected to harassment or discrimination has the right bring the matter to the attention of the College and to take action to redress harassment or discrimination, without fear of retaliation, provided the complaint is made in good faith. He or she has the right to have concerns addressed promptly, fairly and in confidence. The party against whom a complaint is made (the respondent) has the right to know the allegations in sufficient detail to be able to respond effectively and to be allowed a reasonable time within which to respond. Both complainants and respondents are entitled to fair treatment and due process. Both parties are entitled to be accompanied by a support person of their choice during the process. Additional procedural rights and responsibilities applicable to both parties are identified throughout the Respectful Work and Learning Environment Procedures.

The College will

• ensure compliance with human rights and occupational health and safety laws to prevent harassment and provide a safe and healthy work environment in which members of the College community are not subjected to discrimination or harassment;
• ensure the management support and leadership necessary to provide a safe and healthy work and learning environment free of discrimination and harassment;
• ensure that adequate resources are available to support the implementation of this policy;
• commit to, promote and support the implementation of Harassment & Discrimination Prevention Program(s), educational/awareness and training opportunities for faculty, staff and students in conjunction with the University of Regina and;
• review the policy every three (3) years so that it reflects updated policy at the University of Regina.

Members of the College Community will
• conduct themselves in an appropriate and responsible manner, treating others fairly, and with dignity and respect;
• ensure that their comments, conduct or displays are not disrespectful or offensive by being attuned to the reactions of others. Both working and learning can best be accomplished in a climate of understanding and mutual respect, and each member of the College community is responsible for helping to create a respectful environment free of harassment and discrimination;
• harassment and discrimination can occur even where there is no intention to harass or offend another. Every member of the College community must take care to ensure that his or her comments, conduct or displays are not offensive to others;
• no member of the College community shall cause or participate in discriminatory practices or harassment;
• every member of the College community contributes to a respectful environment by demonstrating respect and humanity by not engaging in, allowing, condoning or ignoring behaviours inconsistent with the law or this policy.

The President, Dean, Executive Director, Administration & Finance will

• demonstrate the leadership necessary to promote, establish and maintain a safe and healthy work environment free of discrimination and/or harassment;
• be positive role models. Set a good example by treating others fairly, and with dignity and respect;
• be well informed about this policy and the related procedures;
• support and promote this policy and procedures by including education and learning opportunities about harassment and discrimination as part of regular meeting agendas;
• ensure that employees within the scope of their responsibility are informed about this policy and the procedures, with the assurance that:
  o they have the right to bring harassment concerns forward without fear of reprisal;
  o their concerns will be addressed in a confidential and professional manner;
  o prompt and appropriate action will be taken to address their concerns.
• be on the alert for warning signs of discrimination or harassment and take timely, appropriate action;
• be responsive and supportive to those who come forward with concerns or complaints of discrimination or harassment, taking all
complaints seriously and ensuring complaints are handled promptly and effectively;

- act promptly to notify and consult the university’s Respectful Workplace Consultant, even when an issue is to be resolved locally;
- ensure the person making the complaint is protected from reprisal or retaliation;
- maintain confidentiality and ensure those involved in the concern or complaint are made aware of their responsibility for maintaining confidentiality;
- constructively participate in processes aimed at resolving complaints of discrimination and harassment and implementing appropriate remedial, preventative and/or corrective action to prevent discrimination and harassment from occurring, continuing or reoccurring, whether or not a complaint has been lodged;
- implement all necessary measures to maintain and/or restore the health of the administrative unit.

4.6 Board Performance Evaluation
Date initially approved: February 11, 2009

It shall be the responsibility of the Board of Regents to review annually the progress of the Board on its work plan, objectives and effectiveness as a whole, and to take any steps for improvement in its governance practices suggested by such review.

4.7 Sexual Assault-and-Violence
Date initially approved: June 29, 2016

This policy of Campion is intended to align with the policy of the University of Regina. Campion will work with the University to ensure that any jurisdictional disputes arising from their respective sexual assault and violence policies are resolved. This document sets out Campion’s policy on and response protocol for allegations of sexual assault and violence. This policy ensures that those who report sexual assault and violence are given the opportunity to be heard and to have their rights and medical needs respected. The processes are intended to protect the rights of survivors and hold accountable those who have committed an act of sexual assault and violence.

All members of the Campion community have the right to work, teach and study in an environment that is free from any form of sexual assault and violence. Campion recognizes that all members of the Campion community have an interest in ensuring that no one experiences or is exposed to sexual
assault or violence. Campion also recognizes that all persons have an inherent right to exercise control over their own bodies, and to engage only in sexual activity in which they consent to engage.

Sexual assault and violence is a criminal offence. It violates the integrity and dignity of a person and it can have serious negative impacts on physical, mental, emotional and spiritual wellbeing. Campion does not tolerate behaviour which contributes to a hostile, inequitable and/or unsafe living, learning or working environment. Campion expects all members of the Campion community to abide by all laws related to sexual assault and violence.

This policy applies to all members of the Campion community. It applies whether the sexual assault and violence is alleged to have occurred on or off Campion property or at a Campion event. It applies if either the complainant or respondent (or both of them) are any of the following:

- students;
- staff;
- faculty;
- volunteers;
- administrators;
- members of the Board of Regents;
- Campion visitors;
- Campion contractors; and
- employees of organizations representing Campion employees when on Campion property or while acting in a capacity defined by their relationship to Campion.

Sexual harassment is addressed in the Respectful Workplace Policy applicable to Campion.

An investigation under this policy and the processes will neither replace nor impede a criminal investigation of sexual assault and violence. All persons have the right to pursue legal avenues whether or not they choose to proceed under this policy. All persons also have the right to forego criminal and Campion reporting avenues, opting to choose confidential disclosure to a counselor for ongoing support. Criminal processes and findings in respect of the alleged sexual assault and violence do not limit or prohibit the ability of Campion to act under this policy and its associated processes, as well as other policies and procedures of the non-academic discipline system.
Definitions

Consent is as defined in the Criminal Code as:
The voluntary agreement to engage in the sexual activity in question. No consent is obtained, where:

i. the agreement is expressed by the words or conduct of a person other than the complainant;
ii. the complainant is incapable of consenting to the activity;
iii. the accused induces the complainant to engage in the activity by abusing a position of trust, power or authority;
iv. the complainant expresses, by words or conduct, a lack of agreement to engage in the activity; or
v. the complainant, having consented to engage in sexual activity, expresses, by words or conduct, a lack of agreement to continue to engage in the activity.

An attempt or threat, by an act or a gesture, to apply force to another person, if he has, or causes that other person to believe on reasonable grounds that he has, present ability to effect his purpose can amount to an assault or sexual assault. The age of consent in the Criminal Code is 16 years old. Any child under 12 is never able to give consent. To clarify, the Criminal Code definition set out above for the purposes of this policy, with respect to consent:

- Silence or non-communication must never be interpreted as consent and a person in a state of diminished judgment cannot consent.
- A person is incapable of giving consent if they are asleep, unconscious or otherwise unable to communicate.
- A person who has been threatened or coerced (i.e. is not agreeing voluntarily) into engaging in the sexual activity is not consenting to it.
- A person who is drugged is unable to consent.
- A person is unable to give consent when they are impaired and under the influence of alcohol and/or drugs. Similarly, impaired judgment that leads an assailant to think or believe there was consent is not excuse for a sexual assault and violence.
- A person may be unable to give consent if they have a mental disability.
- The fact that consent was given in the past to a sexual or dating relationship does not mean that consent is deemed to exist for all future sexual activity.
- A person can withdraw consent at any time during the course of a sexual encounter.

Policy
Campion should be a safe and positive space where members of the Campion community feel able to work, teach, live, learn and express themselves in an environment free from all forms of sexual assault and violence. In furtherance of this objective Campion will provide primary prevention activities focused on education and communication, as well as secondary prevention in the form of early response.

All reported incidents of sexual assault and violence will be investigated to the best of the administration’s ability and in a manner that ensures due process and natural justice. Campion strives to create an environment in which reporting sexual assault and violence is as safe and as comfortable as possible. While reporting a sexual assault and violence may be difficult for an individual, Campion aims to foster an environment in which no one feels uncomfortable about making a report in good faith about a sexual assault and violence that they have experienced or witnessed.

Campion recognizes that sexual assault and violence can occur between individuals regardless of sexual orientation, gender, and gender identity or relationship status. It is also recognized that individuals who have experienced sexual assault and violence may experience emotional, physical, academic or other difficulties.

Campion is committed to:

- treating individuals who disclose a sexual assault and violence with compassion, recognizing that there is no right way to survive sexual violence and that this means that, more than anything, survivors need to be supported and might require different services, resources, and supports at different stages of their recovery process;
- assisting those who have experienced sexual assault and violence by providing information and support, including provision of and/or referral to counseling and medical care, and appropriate academic and other accommodation;
- assisting those who have experienced sexual assault and violence regarding their rights to proceed either under this policy or through the criminal justice system, or through both mechanisms, or through neither;
- ensuring that those who disclose that they have been sexually assaulted are heard, and that their rights are respected throughout the process of disclosure, investigation and institutional response;
- ensuring that complainants and respondents will be dealt with in a timely fashion including by providing them as soon as reasonably possible with the time frame outlining when the appropriate steps that will be taken to address the complaint;
ensuring that survivors of sexual assault and violence can choose to participate in the continuum of recovery, investigation, and disciplinary processes with the accused at any level at which they feel comfortable (this could mean with the accused present or not);

ensuring that on-campus (internal) investigation processes are available for those survivors who choose not to make a report to the police;

engaging in appropriate procedures for investigation and adjudication of an alleged sexual assault and violence which are in accordance with Campion policies and standards, and that ensure fairness, due process and natural justice;

coordination and communication across Campion departments and a support team responsible for responding to sexual assault and violence on campus;

engaging in public education and prevention activities including providing appropriate education and training to Campion community about responding to the disclosure of sexual assault and violence;

providing information to Campion community about sexual assault and violence on campus through the coordinated collection of data and, from time to time, making announcements that explain that an incident has occurred and that emphasize safety;

contributing to the creation of a campus atmosphere in which sexual assault and violence is not tolerated; and,

monitoring and updating policies and protocols.

Campion also has an obligation to the Campion community to protect it from harm. As such, Campion reserves the right to initiate an internal investigation and/or inform the police of the need for a criminal investigation, even without the consent of the survivor, if Campion believes that the safety of the Campion community is at risk.

Roles and Responsibilities

Campus Security will serve as the office of record for maintaining confidential reports of sexual assault and violence and, in consultation with Health, Safety and Environment, will track, report on and institute prevention measures, as appropriate.

- Reports will not include personal identification information, other than as required or permitted under this policy or The Local Authority Freedom of Information and Protection of Privacy Act.
• Reports will include information about time and location of an incident of sexual assault-and-violence, as well as any other pertinent information as expressly permitted by the complainant.

• All records will be stored confidentially and be used only for tracking and reporting incidents, and for improving prevention and protection measures within the Campion community and a support team responsible for responding to sexual assault-and-violence on campus.

Campus Security will further provide education supports to the Campion community in terms of online presence and sexual assault-and-violence reporting processes, training for staff and faculty in sexual assault-and-violence prevention and response, and coordination of training resources. The Regina Police Liaison Officer may be involved in reports of sexual assault at the request of a survivor.

If appropriate, the following bodies at the University may serve as supports for sexual assault and violence incidents at Campion:

**Harassment, Discrimination Prevention & Conflict Resolution Services and Campion College Student Union** may serve as support to survivors for both counseling and formal/informal investigations of sexual assault-and-violence. Student Affairs is further responsible for coordinating prevention and awareness education through general student and residence orientation.

**URSU and its UR Women's Centre and UR Pride Centre** will provide informal counseling and peer support.

**The Student Success Centre and Centre for Student Accessibility** will provide academic support for students who have been affected by sexual assault-and-violence, helping students to navigate academic accommodations and supplemental needs.

**Residence Services** will provide education and awareness training so that all residence advisors, life coordinators and staff are aware of sexual assault-and-violence prevention opportunities and how to appropriately respond to incidents of sexual assault-and-violence that involve residents of and visitors to Campion students in residences.

**The Campion community** will have the opportunity to access training and educational supports in order to better understand how to respond to reports of sexual assault-and-violence made to them and/or that they witness. Members of the Campion community will be provided with resources to guide their responses in the event of someone making a
report to them or in the event that they are sexually assaulted, and to support a culture of sexual assault-and-violence prevention. **Chaplaincy Services** will have the opportunity to provide support to victims.

Investigations will lead to a decision and consequences will follow in those instances where a sexual assault-and-violence is deemed to have occurred. A member of the Campion community who is found to have committed or participated in a sexual assault-and-violence will be subject to the Campion’s administrative processes and discipline systems. Disciplinary action up to and including termination of the member’s position with Campion or, in the case of a student, a penalty (up to and including expulsion and a ban from Campion) as determined under the Regulations Governing Discipline for Academic and Non-Academic Misconduct (Section 5.13 of the Undergraduate Calendar) may be taken.

This Policy and the processes are complementary to, and not substitutes for, the civil and criminal legal systems, including The Saskatchewan Employment Act and the Saskatchewan Human Rights Code.

### 4.7.1 Processes

**Sexual Assault-and-Violence Awareness and Education**

Education of students, staff, and faculty through a variety of venues, learning opportunities, and training resources is essential for enhancing a culture of safety and preventing sexual assault-and-violence. Prevention activities such as a bystander intervention program, working with our communities on education about masculinities, gendered violence and vulnerable populations, and delivering broad-based and targeted education and awareness campaigns (including orientation activities and regular articles in “Student Health 101” and/or similar online resources) are essential for building a respectful working, learning, living environment.

Campion will develop and implement appropriate activities related to education and awareness, training resources, physical space design and coordination, and a culture of safety.

If the University makes training resources available Campion will ensure that such opportunities, assistance and training are communicated within Campion.

**Reporting and Responding to Sexual Assault-and-Violence**
Members of the Campion community should immediately (or at a time when they feel comfortable and safe to do so) report incidents of sexual assault-and-violence to a trusted Campion employee or to Campus Security when they are subject to, witness or have knowledge of a sexual assault-and-violence, or have reason to believe that sexual assault-and-violence has occurred or may occur.

**Reporting Process and Investigations**

A report of sexual assault-and-violence can be made under this policy by any member of the Campion community and relevant third parties (e.g., contractors and visitors). Reports can be filed with Campus Security (and/or the Regina Police Liaison Officer), Counseling Services, or Human Resources.

Campion will seek to achieve procedural fairness in dealing with all reports or allegations of sexual assault-and-violence. It is intended that accused individuals be given reasonable notice, with full detail of the allegations, and are provided with an opportunity to answer the allegations made against them.

At least one staff person in Campus Security will serve to coordinate responses of reports of sexual assault-and-violence making use of a team of experts and a collaborative protocol to best meet the needs of survivors during their recovery process. The lead staff or unit of a support team will be determined on a case-by-case basis, as required for the survivor’s recovery process. Such team may include Campion counselors, University counselors from Harassment, Discrimination Prevention and Conflict Resolutions Services, the Regina Police Service Liaison officer, members of Campus Security, and other experts as required. This same staff person will lead training and resource development opportunities for the Campion community.

**4.7.2 Interim Measures**

Depending on the circumstances, interim measures may be taken while an allegation of sexual assault-and-violence is being investigated, including “no contact” undertakings with the alleged assailant, on or off-campus safety planning, class scheduling and other academic accommodations, and/or workplace accommodations.

Campion may impose or facilitate interim measures to restrict access to some Campion facilities by the alleged assailant where Campion determines there may be a safety risk. If either the complainant or the respondent is a student living in residence, Campion may take immediate steps to protect the survivor and potential witnesses, the Campion community, or any of its
members. For instance, the Campion may deem it necessary to provide the complainant and/or the respondent with alternative housing assignments during an investigation.

If either the complainant or respondent is an employee of the Campion, Campion may impose or facilitate interim measures such as moving the respondent to a different department or placing the respondent on an administrative leave of absence pending resolution of the complaint. For academic staff, the Dean may need to impose appropriate interim measures. Further, support from Campion Faculty Association and Employee Assistance Plans may be available.

Campion is committed to protecting student complainants in the event they share classes with a respondent to ensure the reporting process and steps taken under this policy do not affect their education at Campion. Workplace accommodation will be made for staff and faculty complainants in a manner that ensures that wages and job security are not disrupted due to reporting sexual assault and violence.

**Right to Withdraw a Reported Incident**

At any time in the process, someone making a report has the right to withdraw from that process without consequences to their Campion status and activities. However, Campion may continue to act on the issue identified in the report in order to comply with its obligation under this policy and/or its legal obligations. In the event Campion is required by law to report the allegation of sexual assault-and-violence to legal authorities (such as Social Services or the police) the person submitting the report will be advised of this requirement.

**Protection from Reprisals, Retaliation or Threats**

It is contrary to this policy for anyone to retaliate, engage in reprisals or threaten to retaliate against a person filing a report or other individual for:

- having pursued rights under this policy, the Criminal Code, or any other law;
- having participated or co-operated in an investigation under this policy, the Criminal Code or any other law; or
- having been associated with someone who has pursued rights under this policy, the Criminal Code, or any other law.

Anyone engaged in such conduct may be subject to sanctions and/or discipline.
False Statements and Accusations
Any person who knowingly makes a false accusation or knowingly makes a misleading statement in connection with an investigation under this policy may be subject to disciplinary action.

Confidentiality

Confidentiality is particularly important to those who have disclosed a sexual assault-and-violence. Campion does its best to respect the confidentiality of all persons, including the person submitting the report or making an allegation, the respondent and witnesses.

However, confidentiality cannot be assured in the following circumstances:
- an individual is at imminent risk of self-harm;
- an individual is at imminent risk of harming another;
- there are reasonable grounds to believe that others in the Campion or in the wider community may be at risk of harm; and/or
- subject to Section 12 of The Child and Family Services Act, which states that "every person who has reasonable grounds to believe that a child is in need of protection shall report the information to an officer or peace officer".

In such circumstances, information will be shared only with such persons whose intervention is necessary to prevent harm. The names of those involved will not be released to the public.

Where Campion becomes aware of an allegation of sexual assault-and-violence by a member of the Campion community against another member of the Campion community, Campion administrators, including Campus Security, will be informed about the reported incident on a "need to know" and confidential basis.

Section 5: Board Committees

5.1 Committee Structure

Date initially approved: April 1987
Date revised:

General Guidelines

There are two kinds of committees attached to the Campion College Board of Regents:
1. Standing Committees which serve on an ongoing basis.
2. Ad Hoc Committees which are established to address a specific mandate.

The Responsibility of the Board to Committees is to:

1. Name a Chair.
2. Establish Terms of Reference.

**Ad Hoc Committees**

The Board will, in addition to the above:

1. Decide on the recommendations of the committee.
2. Establish specific timelines, and
3. Appoint a Chair.

**Requirements of a Chair**

Chairs of a Committee will:

1. Be members of the Board of Regents, or
2. In instances where the Chair is not a member of the Board, the Chair shall serve on an *ex officio* basis for the duration.

### 5.2 Standing Committees and their Terms of Reference

#### 5.2.1 Executive Committee

Date initially approved: 
Date revised: May 14, 2008

**Chair:** Chair of the Board of Regents

**Members:** Chair, Vice-Chair, Past-Chair, President, Secretary  
*Ex Officio:* Corporation of Owners Chair

**Term of Office:** Chair appointed for two years; Vice-Chair appointed for a minimum of one year; Past-Chair appointed for one year.
Duties:

The major responsibilities of the Executive Committee are to provide executive oversight on behalf of the Board and to support the Board by ensuring that it has effective tools for conducting its business including:

- Recommending an annual process for developing and reviewing the College’s strategic plan.
- Recommending to the Board, after consulting with the Corporation of Owners, objectives for the performance of the President; reviewing at least annually the President’s performance and all policies governing the President; and, making recommendations to the Board concerning the President’s performance and compensation.
- Receiving annual reports from the President with respect to executive priorities.
- Developing and proposing an annual work plan for the Board.
- Periodically reviewing the Board’s committee structure and recommending adjustments where necessary, and recommending the assignment of Board Members to the various committees of the Board.
- Facilitating an annual assessment of the effectiveness of the Board and its committees.
- Conducting exit interviews for retiring members of the Board.
- Periodically reviewing and recommending good governance practices to the Board.
- Acting on behalf of the Board when necessary to deal with emergency issues which may arise between Board meetings and which require action.
- Dealing with duties or matters delegated to it by the Board in the intervals between meetings of the Board.
- Dealing with issues or matters which may arise and for which a specific committee of the Board is unavailable or had not been struck.
- Receiving recommendations, observations or concerns from Board Members.

Reporting:

The Executive Committee shall report to the next regular meeting of the Board for ratification of decisions it makes on behalf of the Board.
5.2.2 Finance and Audit Committee

Date initially approved: April 12, 2006
Date revised: December 12, 2007; December 14, 2011; February 1, 2017

1. Objective

The objective of the Finance and Audit Committee will be to assist the Board in fulfilling its fiduciary responsibilities in regard to overseeing of the financial reporting processes; internal control systems; and coordinating communication between the Board and the external auditors.

2. Composition of Committee

a) The Committee shall ordinarily consist of at least two Board members and the following ex-officio members:
   i. The Chair of the Board.
   ii. The President of Campion College.
   iii. The Chair of the Corporation.

b) The Executive Director, Administration & Finance shall serve as the Secretary to the Committee.

c) The Board shall designate one of the Board members of the Committee to be the Chair of the Committee.

d) The Committee may designate one of its members to be a Vice-Chair of the Committee. The Vice-Chair shall undertake and discharge all duties of the Chair in the absence of the Chair.

3. Duties and Responsibilities of the Committee

a) Review the annual consolidated financial statements and recommend their approval to the Board after discussing with management and the auditors:
   i. Compliance with generally accepted accounting principles.
   ii. Significant accounting judgments, unusual or complex items, accruals and estimates; recent professional pronouncements.
   iii. Significant variances in the financial statements compared to prior periods and budgets.
   iv. Observations on effectiveness of controls and any significant weaknesses or issues noted.
   v. Any material errors detected by the audit, how they were resolved with management and whether they indicate a weakness in the reporting and control system.

b) Review with management and approve the annual audit plan including:
i. The scope of the audit, including areas of audit risk, timetable, deadlines, materiality limits and extent of internal control testing.

ii. Annual fees.

c) Recommend to the Board the annual appointment of auditors (6.1.6.1 and 6.1.6.2).

d) Review on a quarterly basis the College’s financial statements and report highlights to the Board.

e) Review external audit management letters and management responses and monitor that necessary corrective actions have been taken.

f) Review the annual budget, including assumptions, and recommend approval to the Board.

g) Other specific tasks as may be assigned by the Board from time to time (i.e. risk management, policy review)

4. Reporting to the Board

The Committee shall report to the Board with respect to its activities and decisions including:

- the approval of the annual financial statements of the College and attached related auditor’s reports;
- the receipt for review and information of the quarterly financial statements including information and explanation of material variations in revenue, expenditures of operating and capital budgets;
- information and recommendations with respect to issues that in the opinion of the Committee, may pose material risk to the College;
- information from the Auditor on controls or related matters the Chair of the Committee or the Committee may consider prudent or necessary;
- new and/or amendments to Finance and Audit policies.

5.2.3 Governance Committee

Date initially approved: June 28, 2017
(Replaces Nominating Committee – dissolved June 28, 2017)
Date revised: April 10, 2019

1. Purpose

The Governance Committee is responsible for ensuring that Campion College and its Board of Regents develop and implement an effective approach to governance. This will enable the work of Campion College to be carried out, directed and managed with the objective of ensuring compliance with governance practices and sound ethical principles.

The Governance Committee, as delegated by the Board of Regents, shall oversee and provide direction to the Board in four primary areas:
a) Board governance and operations
b) Board appointments and evaluation
c) Human Resources
d) External Relationships

As well, the Committee will be responsible for such other matters that may be assigned to them from time to time. The Committee Chair shall work with the Executive Director, Administration & Finance in planning Committee meetings and agendas.

The work of the governance Committee is subject to approval by the Board of Regents.

2. Composition
Members shall be appointed for one year. Terms may be extended for subsequent years.

Chair: Appointed Board Member

Members: At least two Board Members appointed by the Board, Immediate Past Chair, Executive Director, Administration & Finance, Faculty Representative

Ex Officio: Corporate Board Representative, Board Chair, President of the College

3. Duties and Responsibilities
a) Recommend to the Board of Regents and through the Board to the Corporation of Owners, suitable candidates to fill vacant positions on the Board. The committee will:
   • Seek input from Board members as part of their search and nominate one individual for each vacant position. The Board endorses nominees and recommends them to the Corporation of Owners for final approval and appointment.
   • Operate as a standing committee that searches throughout the year for individuals that meet Board standard characteristics.
   • Ensure the Board has an effective succession plan in place, which will include a needs assessment matrix.
   • Develop and oversee a comprehensive process for the timely orientation of new Board Members.
   • Through the Committee Chair and/or designate(s):
     i. Periodically encourage the Board, faculty and staff to recommend individuals for potential nomination;
ii. Be aware of individuals who have served Campion College as volunteers or have made major funding commitments;

iii. Periodically contact such organizations as parishes, Archdiocese, Catholic School Board, business and community leaders to obtain names of possible nominees.

• Seek nominees that help to ensure a complement of members who display the following characteristics as a whole:
  o Values: integrity, compassion and generosity;
  o Expertise: knowledge of higher education environments, as well as knowledge of or interest in Catholic higher education; governance; legal, fiscal, or personnel management; or specific expertise based on term needs of the Board;
  o Religion: sound grounding in the Catholic tradition, as well as interest in the Society of Jesus, its Ministries, and Ignatian spirituality;
  o Diversity: a balance in age, gender, and race and ethnicity;
  o Background: a mix of corporate, government and community leadership, including contributions to other non-profit Boards.

b) Monitor legislative changes affecting College and Board operations, and research best practices in governance and where appropriate make changes to the Board Governance Manual.

c) Review the governance model of the Board to ensure its continued relevance in the context of the changing environment of corporate governance and the changing environment of post-secondary education in Saskatchewan and make recommendations to the Board on any changes to the governance model.

d) Ensure regular review and updating of the Board Policies including:
   • Policies and procedures by which the Board will operate
   • Board by-laws to ensure their continued adequacy and relevance
   • Roles and responsibilities for the Board Chair, Vice-Chair and Board members, as well as the terms of reference for all standing committees.

e) Monitor board implementation of policy and procedure such that they are followed and/or amended where warranted.

f) Monitor and provide direction regarding the College’s human resource practices and plans, including reviews of reports, surveys, or analyses related to those practices or plans.

g) Develop a lobbying strategy and ensure active lobbying of ministries as well as government and opposition caucus. This strategy should
include the general promotion of the role of liberal arts and universities with municipal, provincial and federal governments.

h) Monitor external threats and opportunities and recommend communications strategies for the Board to:
   • Support Campion in relationship with the U of R, other federated colleges and other Jesuit institutions as well as alumni.
   • Focus positive attention on Campion and increase its profile in the larger community.
   • Promote the mission of Campion.

i) Regularly report to the Board of Regents on committee activities.

4. Renewal

The committee composition and Terms of Reference shall be revisited annually in accordance with the Governance Committee work plan, subject to approval by the Board of Regents.

Section 6: Review and Assessment Functions

6.1 Finance

6.1.1 Financial Overview Report

Date initially approved: February 10, 2010
Date revised: February 8, 2012; November 27, 2013; January 21, 2015

1. Overview

These notes have been prepared using the 2014 – 2015 budget as outlined in Campion College’s monthly financial statements for illustration purposes. 2017-2018 Operational Plan

The College’s annual budget consists of approximately $6.8 million in revenues and a corresponding amount in expenditures. The budget is prepared on a conservative basis and as a minimum targets breakeven. Traditionally the College does not approve a deficit budget.

The primary sources of revenue are operating and capital grants from the Province of Saskatchewan (60%) and student tuition fees (35%). The remaining 5% is a result of investment income, rent and donations.
The primary expenditure categories are salaries and benefits (75%) and operating and maintenance costs associated with the physical facility (15%). The key drivers for salary and benefit costs are the size of the staff complement and the outcome of contract negotiations. The key drivers for the College’s costs associated with its $1.2 million investment in its building include fluctuations in utility costs and the need to make necessary investments in an aging facility.

The key risks associated with revenues are the limited control over the provincial government’s annual funding commitment and the ability to maintain necessary student enrollment relative to the size of the faculty. The key risks associated with expenditures are the matching of faculty and sessional lecturers to the student enrollment; the costs associated with keeping an aging facility functional and operating in a healthy and safe manner; and changes to provincial legislation with respect to standards for health, safety and access requirements related to public facilities.

2. **Statement of Operations** (Income Statement)

2.1 **Revenues**

The primary revenue sources for Campion College include the following:

a) Grants from Province of Saskatchewan – Campion receives two grants from the Province of Saskatchewan, an operating grant (95-98% of granted funds) and a maintenance grant (2-5% of grants funds). Combined these grants represent approximately 60% of annual budgeted revenues. In conjunction with the University of Regina and the other federated colleges Campion College’s management outlines its requirements to the Province of Saskatchewan in the fall and is advised close to the tabling of the Provincial Budget of the grant levels.

b) Student Tuition Fees –. These represent 35% of the annual budgeted revenues. Starting in the 2009 – 2010 academic year the tuition fees are based on 5 year tuition fee sharing arrangement with the University of Regina. This agreement provides Campion College with 10% share of tuition fees for Arts, Science and Fine Arts (Liberal Arts), while in return Campion College agrees to teach 10% of the Liberal Arts classes for the entire University of Regina community.

c) Other Revenue – The College generates revenue from endowment income, rental income, donations, interest and campaign income. The endowment income is related to earnings primarily generated from monies invested through the
Jesuits of Upper Canada (JFUC) (Board policy 6.1.7.1). Rental income is derived from an arrangement with the cafeteria operators, while the other categories of income are derived from interest paid on monies in the bank account, short-term investments and funds derived from supporters of Campion College.

### 2.2 Expenditures

#### a) Salaries and Benefits

There are three primary groups of employees within Campion College. The first is faculty and sessional lecturers whose salary and benefits are established through the collective bargaining agreement negotiated with URFA (University of Regina Faculty Association). There is approximately 50 staff in this group. The second group is support staff whose salaries generally follow the collective bargaining agreements in place at the University of Regina through APT (Administration Professional and Technology) and CUPE (Canadian Union of Public Employees). There are approximately 20 staff in this group. The third group is the College’s senior management group which is comprised of the President, Dean and Executive Director, Administration & Finance. Their salaries generally follow those of the faculty increased by an allowance for the supervision of staff.

The Collective Bargaining Agreement with URFA expired July 1, 2014. The Collective Bargaining Agreement with APT covers the same period as URFA, while the CUPE Agreement expires on December 31, 2015.

#### b) Building Costs

These include capital expenditures utilities, maintenance, annual contribution to a capital fund and a payment to the University of Regina for Infrastructure Costs to pay the College’s share of maintaining the university buildings and grounds.

Capital expenditures are approved by the Board of Regents as part of the annual budget review and approval process. The types of expenditures in this category support the Board’s goal of having an environmentally sustainable institution. The funding source for these expenditures is the “Capital Retention” Fund.

Utility and maintenance costs include water, electricity, refuse & disposal, natural gas and building maintenance. Annual costs
are approximately $350,000. The College seeks to contribute $50,000 annually to the “Capital Retention” Fund and through the Infrastructure Services Agreement (2011-1016) 10% of the annual operating grant and 10% of the revenue from the Fee Sharing Agreement is paid to the University for Infrastructure Costs.

c) Grants, Awards, Scholarships – The annual budget is approximately $65,000. The funding for this expenditure category is investment earnings. The award of individual scholarships is coordinated by the College’s “Awards Officer” who applies the criteria. The criteria for scholarships are established either by individual donors (i.e. Hill Scholarship Fund) or by the College’s staff if requested by the donor.

d) Community Engagement – The annual budget includes $10,000 to be used at the discretion of the President for such things as external stakeholders, volunteers and general community support. While the actual expenditures are reviewed by the Executive Director, Administration & Finance, the Board’s control is exercised through ensuring the annual budget is not exceeded.

3. Statement of Financial Position

a) Current Assets:
   - Cash - The primary sources of cash for the College are Province of Saskatchewan operating and capital grants and tuition fees. Secondary sources of cash include endowments and donations. The operating grants are received on a monthly basis; tuition fees are received primarily in September and January; and endowment and donations are received anytime during the year. Normally surplus cash is retained in the College’s bank account and earns interest at the going rate. Funds received for specific purposes (i.e. scholarships) or designated for the “Capital Retention Fund” are normally transferred to the Jesuit Fathers of Upper Canada for investment in accordance with the College’s Investment Policy (6.1.7.1).
   - Temporary Investments-Campion College invests in short-term cashable and guaranteed investment certificates in order to obtain a higher level of interest earned. The College’s investment statement and the responsibilities of the various parties are articulated in The Board of Regents Policy Manual (6.1.7.1).
• Accounts Receivable (Tuition Fees) - Tuition fees are collected by the U of R or by Campion College directly for the U of R, as part of the Fee Sharing Agreement. The University of Regina and Campion complete a settlement process to recognize actual monies received by each institution that incorporates the tuition-sharing agreement. Settlements generally occur towards the end of each semester (i.e. December and April).

• Investments – Campion College utilizes a wide variety of investment vehicles as per Campion College Board of Regents Investment Policy 6.1.7. Currently the investments are held:
  o Jesuit Fathers of English Canada (also referred to as JFUC): the college invests available funds through an investment program managed by the Jesuit Fathers of Upper Canada.
  o RBC Dominion – Campion College established a Faculty Renewal Fund to provide benefits to staff that elected to participate in a voluntary retirement plan. The available monies are invested through Wood Gundy. Actual earnings are distributed to plan members annually. This plan is closed as there is no more staff eligible to participate in this program. Upon a member’s death, the remaining funds allocated to the member revert to the general operations of Campion College. There is an offsetting liability for this investment as the funds are considered to be solely for the benefit of the plan members.

b) Other Assets:

• Accrued pension benefit asset – Campion College participates in two pension plans administered by the University of Regina. To the extent that they impact the College’s Statement of Financial Position these are defined benefit pension plans. The College has a .7% share in the non-academic plan a 2.5% share in the academic plan.

The plans’ financial position is determined by an actuary through an actuarial valuation. A full evaluation, which is required to be completed tri-annually, was last completed as at December 31, 2007, December 30, 2009 and again in April 30, 2011. The intermittent year’s financial position of the plan is determined through an extrapolation of the full valuation. In years where this account is reflected in the asset section of the financial statements it means that the assets of the plan exceed its benefit obligations.
• Property, plant, equipment (tangible assets) – The College has invested approximately $1.2 million in fixed assets (property, plant and equipment). The largest component of this investment is the Campion College building whose capital cost was $2.6 million. The other asset categories are computer equipment, office equipment and library books. These assets are depreciated over their expected useful life which ranges from 3 years (computers) to 10 years (office equipment and library books) to 50 years (Campion College). Additions to the fixed assets are approved through the annual budget process (and College Policy 6.1.11 Asset Capitalization Guideline Policy).

c) Liabilities:
• Early Retirement Program – The basis for this liability is outlined in “Current Assets” “Investments held for early retirement program”. This amount mirrors the balance of the asset account since it belongs to the plan members during their life.

d) Net Assets:
• Net assets invested in tangible capital assets - This represents the net of the College’s gross cost of buildings, computer equipment, office equipment and library collection less accumulated depreciation, rates range from 2% for the building to 33% for computer equipment.
• Unrestricted (General Operating Surplus) - This consists of the accumulated operating surplus from the most recent completed year of operations and the year-to-date surplus for the current year.
• Trust and Endowment – the earnings for these funds are derived from income generated through investments with the Jesuit Fathers of Upper Canada. Funds from this investment are disbursed to Campion College, regardless of actual returns, at the anticipated equivalent rate of return of 5%. This has the effect of smoothing earnings. Specifically these net assets are:
  o Internally restricted surplus – refers to monies that have been set aside for internal purposes (i.e. “Capital Retention”) or College sponsored scholarships (i.e. “Edmund Campion Scholarship Fund”). There is in excess of $2.5 million in internally restricted funds. Currently the balances of the largest funds are “Capital Retention Fund” ($2.2 million), the “Chaplaincy Fund” ($606,000) and “The Edmund Campion Scholarship Fund” ($580,000). The largest internally restricted fund from an outside donor is “The McCusker Fund” ($650,000).
  o Restricted for Endowment Purposes – refers to monies that have been donated by external parties for a specific
purpose (i.e. “Hill Scholarship” or “Mary Volk Memorial Scholarship Fund”). To be considered in this category the restrictions must be formally documented as agreed to by the donor. Campion College has approximately a dozen such funds with a value in excess of $2.2 million. The largest funds in this category are the Hill Scholarship Fund ($700,000) and the M. Volk Memorial Scholarship Fund ($150,000).

4. Financial Governance

a) Finance and Audit Committee
The Board of Regents has established a Finance and Audit Committee. The objective of the Committee is to assist the Board in fulfilling its fiduciary responsibilities in regard to overseeing of financial reporting processes; internal control systems; and coordinating communication between the Board and the external auditors. The Terms of Reference for the Committee are outlined in Board Policy 5.2.2.

b) Budget
The Board of Regents has established a policy (6.1) to deal with the process to be utilized for the development, review and approval of the Campion College annual budget. An important component of the budget review process is to ensure that the appropriate financial resources are allocated to support the College’s strategic priorities.

The strategic priorities are reviewed annually. At present, they are as follows:

- Partnerships – includes establishing a positive relationship with the University of Regina and other Federated Colleges; strong relations with our Catholic education partners; formal relationships with Community Partners.
- Identity – Campion is well known as a great place for students.
- Education – includes an excellent undergraduate education with quality course offerings and quality faculty; and an enriched undergraduate liberal arts education with opportunities for service in the wider community.
- College Culture – includes a welcoming and inspiring environment for all; a strong team who live by our vision, mission and values; high quality responsive student services; an environmentally sustainable community; and strong ties with Society of Jesus in its work.
• Alumni – an active and effective alumni network and support system.
• Facility – includes an environmentally sustainable facility and physical plant and space allocation that supports the strategic direction of the College.
• Accountable Governance and Administration—includes an open and transparent governance and administrative process; an effective governance model which is understood by the Board and College employees; sufficient resources to meet our educational responsibilities; current board legislation, by-laws, policies and procedures; and current administrative policies and procedures.

c) Development – includes sufficient funding to meet our educational responsibilities. Effective scholarship support for Campion students and stakeholders who are engaged with the College’s vision, mission and values.

5. External Auditor
To assist in discharging its fiduciary responsibilities the Board of Regents retains the services of an external auditor. The external auditor is appointed for a three year term subject to a satisfactory annual performance evaluation and confirmation by the Board of Regents. The Board may extend the appointment for a further period not to exceed three years. Policy 6.1.6.1 outlines in greater detail, the roles and responsibilities, services, the appointment process and performance evaluation criteria.

6.1.2 Budget Development and Approval
Date initially approved: February 10, 2010
Date revised: February 8, 2012; January 21, 2015

Budget

1. Purpose

The purpose of this policy is to establish a process for developing and approving the Campion College annual budget.

2. Background

It is a fundamental part of its responsibilities that the Campion Board of Regents consider and approve a comprehensive budget for the College and compare actual and projected revenues and
expenditures with the budgeted figures. The principal purpose of this policy is, therefore, to ensure that Regents receive sufficient information to fulfill their fiduciary responsibilities and satisfy themselves that revenues and expenditures are in line with relevant budget and, if they are not, to ensure that appropriate action is taken to maintain the fiscal integrity of the College.

The Board of Regents’ primary tools for discharging its oversight responsibility are the College’s formal long- and short-term plans and their related budgets. This budgeting policy, therefore, operates in conjunction with Policy 4.3, Management & Oversight.

3. Responsibility

The Executive Director, Administration & Finance is responsible for leading the development of Campion College’s annual budget.

4. Process

a) It is the Regents’ desire that the College’s plan offer a three to five year perspective, and be accompanied by a summary budget. This plan should be extended annually to maintain a rolling three to five-year planning period. Because the College’s fiscal year is May 1 to April 30, it is appropriate for the summary budget and plan to be updated concurrently with the annual budget process. Ideally, the budget and plan should be presented jointly to Regents for consideration.

b) Because the preparation and execution of the financial plan and budget are, appropriately, management’s responsibility, the Regents will not impose a specific process. Management will therefore make Regents aware of its budget and budget monitoring processes through discussions with the Finance and Audit Committee.

c) In developing and executing the College’s budgeting process, management will be guided by the following principles:

   i. The budget shall be developed annually by means of a consultative process, including consultation with the Board of Regents and its Finance and Audit Committee.

   ii. The College’s strategic goals and objectives will underpin the budget process.

   iii. The operating budget shall be balanced.

   iv. Total operating expenditures should be comparable to those at other institutions of a similar size and with a similar range of programs and services.
d) The budget is a plan that is developed based on the conditions of which the Regents and management are aware at the time of preparation. If circumstances arise that require material adjustments to the budget, these will be handled as required by management in consultation with the Finance and Audit Committee.

5. Timing

a) The Executive Director, Administration & Finance will prepare a preliminary budget and rolling three-to-five year summary budget for consideration by the Finance and Audit Committee in March of each year in advance of the fiscal year.

b) The proposed budget, including adjustments made through the review process, shall be reviewed by the Finance and Audit Committee during April preceding the beginning of the upcoming fiscal year.

c) The Campion College Board of Regents shall review and approve the budget at the College’s Annual General Meeting (AGM) in May.

d) At its periodic meetings, but not less than semi-annually, the Finance and Audit Committee shall review with management the annual budget compared to actual results, and will present its findings to the Board of Regents.

6.1.3 Signing Authority

Date initially approved: May 22, 1986
Date revised: May 13, 2009; December 14, 2011; February 8, 2012; January 21, 2015; February 10, 2016

Signing Authority Policy

1. Purpose

   The primary purpose of this policy is to outline the Board of Regent’s approach to the delegation of signing authority with respect to the business operations of Campion College.

2. Background

   Campion College was established by an Act of the Legislature of the Province of Saskatchewan effective December 15, 1917. In conjunction with the Act, Campion College has powers as conferred upon corporations by the laws of Saskatchewan as well as certain other powers (i.e., acquire and dispose of land, invest money, build buildings and borrow money).
To facilitate efficient and effective operations, the Board of Regents delegates certain of its authorities to the management of Campion College, in particular, its approach to signing authorities within the College.

The delegation of authorities is an internal control tool based on appropriate segregation of duties or division of responsibilities. This internal control comprises policies, standards, procedures, and related activities planned, organized, directed, and monitored by management to ensure that public monies are appropriately disbursed and accounted for. Controls are adequate if management has planned and organized in a manner that provides reasonable assurance that related risks will be managed effectively.

3. Board of Regent’s Approach to the Delegation of Signing Authority
The Board of Regent’s recognizes the importance of having a well-documented delegation of signing authorities for the College. Furthermore, it is the Board’s expectation that the President of Campion College has a formally documented delegation of signing authorities in place and is formally communicated to the Board of Regents, through an annual declaration to the Board of Regents, along with the current signing authority document.

The Board of Regents retains authority for governing policies and related deliverables such as the strategic plan, annual budget, and appointment of bankers, lines of credit, investment policies, appointment of auditors, annual financial statements and insurance strategy. The Board of Regents delegates authority to the management of Campion College for day to day business operations such as contracts within budget, cheques, expense claims, and job offers.

4. Delegation of Authority by Authorized Signatories
Authorized signatories for operational and academic affairs follow:

Operational Affairs
- Executive Director, Administration & Finance
- President

Academic Affairs
- President
- Dean
- Assistant Dean
Contracts can be approved and signed by individuals who are not designated as "Authorized Signatories" only if, and to the extent, they have been given written authority to do so by an authorized signatory.

A person who is not an authorized signatory may only enter into binding contract negotiations, or approve or execute a contract on behalf of the College, with explicit written permission from an authorized signatory who is her or his department head or supervisor. Those signing without such authority may incur personal liability, and/or may be subject to discipline by the College, including termination.

Operational Affairs: Capital Expenditures

a. New capital projects

<table>
<thead>
<tr>
<th>Approval Limits:</th>
<th>Board</th>
<th>President</th>
<th>Executive Director, Administration &amp; Finance</th>
</tr>
</thead>
<tbody>
<tr>
<td>$ None</td>
<td></td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>$200,000 or less</td>
<td></td>
<td>X and</td>
<td>X</td>
</tr>
</tbody>
</table>

- "New Capital Project" expenditures over $200,000 must be approved by the Board.
- "New Capital projects" includes the purchase or construction of land, buildings, property, plant, equipment and other capitalized assets.
- Dollar amounts shown are inclusive of all capital costs, fees, etc. required to deliver the final project.

NOTES

- All new capital projects not meeting target financial results must be approved by the President and Executive Director of Administration & Finance.
- Approval authorities are limited by the annual capital budget and subsequent quarterly forecasts. Capital projects not included in the budget / forecast must be approved by the Board of Regents.
b. Capital Maintenance Projects

<table>
<thead>
<tr>
<th>Approval Limits:</th>
<th>Board</th>
<th>President</th>
<th>Executive Director, Administration &amp; Finance</th>
</tr>
</thead>
<tbody>
<tr>
<td>$ None</td>
<td>X</td>
<td>X and</td>
<td>X</td>
</tr>
<tr>
<td>$200,000 or less</td>
<td></td>
<td>X</td>
<td></td>
</tr>
</tbody>
</table>

- Expenditures over $200,000 must be approved by the Board.
- “Capital maintenance projects” captures all work performed on existing buildings, property, plant, equipment and infrastructure of a capital nature (will be capitalized as part of assets as per policy 6.1.11 “Asset Capitalization Guideline Policy”).

NOTES
- Approval authorities are limited by the annual capital budget and subsequent quarterly forecasts. Capital projects not included in the budget/forecast must be approved by the Board of Regents.

c. Capital Progress Payments (for new capital projects and capital maintenance projects)

- Capital projects that have been authorized and are on budget, and require progress payments must be authorized by the Executive Director, Administration & Finance and the President.
- Where payment would lead to the project being over-budget, the over-expenditure must be appropriately approved before payment can be authorized.

<table>
<thead>
<tr>
<th>Approval Levels of:</th>
<th>President</th>
<th>Executive Director, Administration &amp; Finance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Over $100,000</td>
<td>X and</td>
<td>X</td>
</tr>
<tr>
<td>$100,000 or less</td>
<td>X</td>
<td>X</td>
</tr>
</tbody>
</table>

d. Change Orders

<table>
<thead>
<tr>
<th>Approval Levels of:</th>
<th>President</th>
<th>Executive Director, Administration &amp; Finance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Over $100,000</td>
<td>X and</td>
<td>X</td>
</tr>
<tr>
<td>$100,000 or less</td>
<td>X</td>
<td>X</td>
</tr>
</tbody>
</table>
• Approval limits where the total cost does not exceed the original approved budget. If the change order(s) results in the total project cost exceeding the original approved budget, project over-expenditure limits apply.

Operational Expenditures

1. Operating, General and Administrative Expenditures

<table>
<thead>
<tr>
<th>Approval Levels:</th>
<th>President</th>
<th>Dean</th>
<th>Executive Director, Administration &amp; Finance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Over $100,000</td>
<td>X and</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>$100,000 or less</td>
<td>X and</td>
<td>X</td>
<td>X</td>
</tr>
</tbody>
</table>

• Approved authorities are limited by approved budgets by the Board of Regents. If the budget is exceeded, the expenditure must be approved by the President and the Executive Director, Administration & Finance.

2. Employee Expense Claims
• Expense reports for staff reporting directly to the President must be approved by the President.
• All other staff and faculty should have expense reports approved by the immediate supervisor, assuming the immediate supervisor has the authorization to approve the related expense items.

Execution of Legal Documents

1. Execution of Contracts, Leases, Rental and other Legal Agreements

<table>
<thead>
<tr>
<th>Approval Levels: (for multi-year agreements, $ amounts refer to annual payments):</th>
<th>President</th>
<th>Executive Director, Administration &amp; Finance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Over $100,000</td>
<td>X and</td>
<td>X</td>
</tr>
<tr>
<td>$100,000 or less</td>
<td></td>
<td>X</td>
</tr>
</tbody>
</table>
2. Employment Agreements (existing positions)

<table>
<thead>
<tr>
<th>Approval Levels:</th>
<th>President</th>
<th>Dean</th>
<th>Executive Director, Administration &amp; Finance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Over $100,000</td>
<td>X and</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>$100,000 or less</td>
<td>X and</td>
<td></td>
<td>X</td>
</tr>
</tbody>
</table>

- Any new positions will have to be approved through the annual operational budget process.

**Write Offs**

<table>
<thead>
<tr>
<th>Approval Levels:</th>
<th>Board</th>
<th>President</th>
<th>Executive Director, Administration &amp; Finance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Over $100,000</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>$100,000 or less</td>
<td></td>
<td>X and</td>
<td>X</td>
</tr>
<tr>
<td>$25,000 or less</td>
<td></td>
<td></td>
<td>X</td>
</tr>
</tbody>
</table>

- Includes the write-off of all assets (receivables, investments, assets, etc.)
- A quarterly report for all write-offs will be prepared and provided to the CEO.

**Investments**

<table>
<thead>
<tr>
<th>Approval Levels:</th>
<th>Board</th>
<th>President</th>
<th>Executive Director, Administration &amp; Finance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Over $1,000,000</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>$1,000,000 or less</td>
<td></td>
<td>X and</td>
<td>X</td>
</tr>
</tbody>
</table>

- All investments in equity or debt instruments and of treasury cash and liquid assets must be in accordance with Board of Regents Investment Policy 6.1.7.

**6.1.4 Insurance**

Date initially approved: November 28, 2012
Date revised: March 21, 2018

**Participation in the Jesuit Fathers’ Insurance Program**
Campion College, as a Jesuit Institution is afforded the benefit of an umbrella insurance policy under the auspices of the Jesuits of English Canada insurance plan. The Finance and Audit Committee is entrusted to confirm through College management that appropriate insurance coverage is obtained, in place and current as by attachment to this policy.

6.1.5 Indemnification Policy for College Officers and Members of Board of Regents

Date initially approved: November 28, 2012

Campion College has subscribed insurance against personal liability incurred by members of the Board of Regents or Board Committee, subject to the terms, conditions and monetary limits of the insurance policy. The Finance and Audit Committee is entrusted to confirm through College management that appropriate insurance coverage is obtained, in place and current as by attachment to this policy.

6.1.6 Audit Policy, Standards and Guidelines

6.1.6.1 Audit Policy

Date initially approved: March 8, 2006
Date revised: October 8, 2008; December 14, 2011; March 21, 2018, February 6, 2019

Audit Policy

1. Purpose

The Campion Board of Regents (Board) is responsible for overseeing and directing all matters respecting the management, administration and control of the College’s property, revenues and financial affairs in a manner consistent with the mission of the College. To assist in discharging this responsibility, the Board retains the services of an external auditor to annually audit and express an opinion on the financial statements of “The Catholic College of Regina”. This policy outlines the role of the Finance and Audit Committee, the services to be provided by the external auditor, and appointment of the external auditor.
2. Role of the Finance/Audit Committee

The objective of the Finance and Audit Committee (Campion College Board of Regents Manual Section 5.2.2) is to assist the Board in fulfilling its fiduciary responsibilities including the appointment of external auditors, and coordination of communication between the Board and the external auditors. In discharging this responsibility the Finance/Audit Committee shall:

i. Review with management and approve the annual audit plan including scope, areas of audit risk, timetable, deadlines and materiality limits;

ii. Review the annual consolidated financial statements;

iii. Review external audit management letters and management responses, and monitor that necessary corrective actions have been taken;

iv. Review annual fees;

v. Evaluate the performance of the external auditor annually (Appendix A);

vi. Recommend to the Board of Regents the appointment of the auditor;

vii. Recommend to the Board of Regents the approval or rejection of the auditor’s report and consolidated financial statements; and

viii. Report information from the auditor on internal controls or related matters the Committee may consider prudent or necessary.

3. Services Required

The external auditor is engaged to provide the following services, in accordance with generally accepted auditing standards including:

i. Express an opinion on whether the financial statements present fairly in all material respects the financial position of the College, the results of its operations and its cash flows for the year;

ii. Provide a report containing supplementary information for consideration in the recommendation of the annual financial statements; and

iii. Provide a report directly to the Board of Regents on all matters that in the auditor’s judgment constitute a reportable matter.

4. Appointment of the External Auditor

The Finance and Audit Committee, as delegated by the Board of Regents, shall arrange for the selection and appointment of an
independent external auditor. In consultation with the President and the Executive Director, Administration & Finance, approve the processes to be used for selection of the external auditor. These processes include the determination of the number of audit firms to be contacted, the method of requesting and evaluating proposals, and the timeframe to complete the process.

The appointment shall be for a three period, subject to a satisfactory annual performance evaluation and confirmation by the Board of Regents. If the Board is of the opinion that the performance of the auditor is acceptable, the Board may extend/re-negotiate the contract for a period not to exceed three years. The College shall undertake a request for a proposal process for auditor services at least every six years in accordance with section 6.1.6.2 of this manual.
## QUALITY OF SERVICE MEASURES

### A. Overall Quality

<table>
<thead>
<tr>
<th></th>
<th>Rating 1 to 5*</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Auditor demonstrates a clear understanding of Campion College’s business and operating environment.</td>
</tr>
<tr>
<td>2.</td>
<td>Auditor communicates clearly and effectively:</td>
</tr>
<tr>
<td>a)</td>
<td>in person</td>
</tr>
<tr>
<td>b)</td>
<td>through presentations</td>
</tr>
<tr>
<td>c)</td>
<td>in writing</td>
</tr>
<tr>
<td>3.</td>
<td>The reports and recommendations, which the auditor delivers, address the issues, are complete and easy to understand.</td>
</tr>
<tr>
<td>4.</td>
<td>The work the auditor does is accurate and error-free.</td>
</tr>
</tbody>
</table>

**Sub-total**

* 1 – Strongly Disagree
* 2 – Disagree
* 3 – Neutral
* 4 – Agree
* 5 – Strongly Agree
B. Overall Timeliness

1. Auditor is proactive in bringing issues and trends to the Board’s attention before they become a problem.
2. Work is completed within an agreed to timeline.
3. Auditor communicates the status of the audit so there are no surprises with deadlines.

Sub-total

C. Overall Service

1. Auditor is readily accessible to the Board and Management.
2. Auditor exhibits positive behaviors and is easy to work with.
3. Auditor provides continuity with service team.

Sub-total

* 1 – Strongly Disagree
  2 – Disagree
  3 – Neutral
  4 – Agree
  5 – Strongly Agree
D. Summary
1. Overall Quality
2. Overall Timelines
3. Overall Services

**Total**

**E. Comments:**

Campion College:

Auditor:

0 – 10 Consistently Does Not Meet Quality of Service Measures
11 – 20 Meets Some Quality of Service Measures
21 – 30 Meets Quality of Service Measures
31 – 40 Consistently Exceeds Quality of Service Measures
41 – 50 Outstanding

Completed by:______________________  Date:________________________

Auditor LLP: _____________________  Date:________________________
6.1.6.2 Audit Policy Appointment of External Auditors

Date initially approved: February 8, 2006
Date revised: December 14, 2011
Date reviewed: February 6, 2019

Audit Policy

Appointment of External Auditors Terms of Reference

An external independent auditor is required to conduct an audit annually to comply with the mandate of the College.

The Finance and Audit Committee, as delegated by the Board of Regents, shall arrange for:
- the selection and appointment of an independent external auditor; and
- an independent audit and report of the findings of the audit to the Board.

Auditor Selection Process and Policy

Board of Regents, through the Finance and Audit Committee will:
- evaluate the performance of the external auditor annually;
- appoint the external auditor on the recommendation of the Finance / Audit Committee on an annual basis; and
- approve the contract terms and conditions and annual fee for service.

The Finance and Audit Committee will:
- review the performance of the external auditor and report its findings to the Board on an annual basis;
- recommend to the Board the appointment of the external auditor annually;
- in consultation with senior management, approve the processes to be used for selection of an external auditor. These processes include the determination of the number of audit firms to be contacted, the method of requesting and evaluating requests for proposals, and the timeframe to complete the process;
- determine the terms and conditions for the audit, and recommend approval of associated fees for service;
- ensure the integrity of the audit process by:
  - endeavoring to maintain the same process and Auditor where possible;
changing auditors only where there are grounds including:

- quality of the audit
- cost of the audit

- Review and recommend to the Board:
  - the terms and conditions for the audit annually to ensure that they comply with the current standards; and
  - the performance of the external auditor.

6.1.7 Investment Policy

Date initially approved: May 11, 2005
Date revised: May 13, 2009; February 8, 2012; November 28, 2012; May 3, 2017

Investment Policy

1. Purpose
The Campion Board of Regents (Board) is responsible to ensure the College’s surplus, endowments and donation funds are invested prudently. The primary purposes of this policy are to document the investment approach and outline the responsibilities of the Board, its Finance/Audit Committee and College management to ensure that the funds are managed in a manner and within levels of risk acceptable to the Board.

2. Background
The Campion College Funds to which this investment policy applies are accumulated through a combination of annual operating surpluses, endowments and donations. These surplus funds are normally transferred to the Corporation of Owners (Jesuits) and thence to the Jesuit Fathers of Upper Canada (Jesuit Fathers), who invests them in accordance with its own investment policy. Other investment vehicles must be in compliance with this investment policy.

The Campion College Funds are used at the discretion of the College to support such things as the Nash Lecture series, Campus Ministry, scholarships and the capital retention fund.

3. Investment Statement Policy
There are two main aspects of the Campion College Investment Statement Policy that will be captured in this section: long-term endowed funds (3.1) and short-term operational investments (3.2)

3.1 Endowment Fund
Because of the modest size of the Campion Funds, the Investment Statement Policy (IPS) of the Jesuit Fathers also serves as the investment policy for endowed Campion Funds, with noted exceptions below. The policy is attached as Appendix A. Future changes to the Jesuit Fathers’ policy are automatically reflected in the Campion Funds policy.

At the time of writing, the Jesuit Fathers’ investments are managed by a combination of Letko Brosseau and Mackenzie Institutional. College funds managed directly by the college will follow the Jesuit Fathers IPS in its entirety with the following exclusions:

Income/losses realized by the investment funds are smoothed, with an overall objective of paying an annual dividend of 5% of market value of the funds.

The foregoing percentages are subject to change based on market conditions, investment strategy, changes to the investment policy and other decisions made by the Jesuit Fathers.

### 3.2 Non-Endowed Funds

Non-endowed funds, such as surplus funds from prior fiscal years, may be invested in order to obtain a higher rate of return for future planning and operational needs. These investments should be more conservative in nature to preserve initial capital investment and to offer steady growth for the future needs of the College. As well, any investment should be made to leverage the associations through the Jesuit Fathers in order to alleviate any additional fees given the lower investment threshold. The following asset mix guidelines are to be followed:

- Bonds and fixed income: 50-65%
- Equities: 25-35%
- Cash: 8-12%

### 3.3 Short Term Investments

Management is responsible to manage the College’s operational funds and to ensure prudent investment, if any, of surplus and unallocated funds to generate the highest rate of
return through guaranteed investment vehicles. Management will ensure that such short-term investments are fully cashable and limited to 90 day terms.

4. Responsibilities of the Board of Regents

The key responsibilities of the Board of Regents are as follows:
   a) To ensure surplus funds are invested per the approved policy.
   b) To ensure management adheres to the investment policy.

5. Responsibilities of the Finance/Audit Committee

The key responsibilities of the Finance/Audit Committee are as follows:
   a) Annually review the investment policy and recommend to the Board of Regents the appropriateness of the existing asset mix of the investments.
   b) Semi-annually review management’s report on compliance of the investment manager with respect to the investment policy.
   c) Annually assess the performance of the investment managers. The assessment will be based on the rates of return achieved by the investment managers’ relative to the rates of return achieved by comparable managers.

6. Responsibilities of Management

The key responsibilities of the College’s management are as follows:
   a) Transfer surplus funds to the investment managers in a timely manner.
   b) Quarterly receive and review the investment managers’ reports and obtain evidence to ensure they are in compliance with the College’s approved asset allocation mix.
   c) Semi-annually report to the Finance/Audit Committee on the investment managers’ compliance with the investment policy.
   d) Monthly update the College’s accounts to reflect the current market value of investments.
   e) Annually report to the Finance/Audit Committee on the performance of the investment managers.

APPENDIX A
INVESTMENT POLICY STATEMENT

PREAMBLE
The purpose of this investment policy is to establish a clear understanding of the investment objectives of the investment fund ("the Fund") of the Jesuits in English Canada Province of the Society of Jesus (legal title - The Jesuit Fathers of Upper Canada, hereinafter "Province").

The mission of the Society of Jesus is the service of faith, of which the promotion of justice is an absolute requirement (General Congregation 32, Decree 4, n. 2). Our commitment is to Jesus Christ and therefore also to the poor and to the transformation of this broken world into a common home for all, which includes an ethical and spiritual framework for that home. The Province commits to a socially and ecologically responsible investment policy designed to advance our mission. The mission comes first; financial gain, while important, is secondary. We therefore require our investment managers to evaluate our portfolio in keeping with certain criteria

Today, given that climate change “represents one of the principal challenges facing humanity” (Pope Francis, Laudato Si, 2015, para. 25), we wish to ensure that our investment portfolio reflects our commitment to a clean energy future.

OBJECTIVES
The primary objective of the investment policy is to provide for the preservation of capital with a reasonable amount of long-term growth that enables us to meet our operating needs, without undue exposure to risk. This shall be accomplished using balanced accounts, which will utilize a mixture of fixed income and equity holdings. The primary focus of each external investment manager ("Manager") will be the prudent generation of returns in keeping with the Province’s risk profile. Investments should be structured in such a manner as to reflect the operating finances of the Province. Where possible dividend and income yield coupled
with the normal operating incomes of the Province should at least cover the 
fixed expenses of the Province.

RESPONSIBILITIES
The Finance Committee will have primary responsibility to implement this 
policy. This includes:

1. Monitoring compliance with this policy by examining all portfolios,
2. Reporting to the Province no less than annually concerning the 
   implementation of this policy, including any violations and exceptions.

All events deemed materially important will be reported to the Committee 
immediately. These reports shall include explanations of any violations and 
appropriate recommendations for corrective action.

The Finance Committee will also oversee:

1. All aspects of portfolio management including monitoring, analyzing, 
   and evaluating performance relative to the appropriate benchmarks,
2. External managers secured to provide investment services for the Fund.

Managers are responsible for aspects of portfolio management, as set forth in 
each Manager's contract with the Province, and will:

1. Communicate with the Finance Committee, as needed, regarding 
   investment strategies and investment results,
2. Monitor, analyze, and evaluate performance relative to the agreed 
   upon benchmark,
3. Cooperate fully with the Finance Committee and its directives 
   concerning requests for information.
4. Be a signatory (or the company the Manager represents) to the United 
   Nations Principles for Responsible Investment (UNPRI)1

Periodically, the Province will, as necessary, conduct an audit on the 
portfolios and/or processes by an external firm with expertise in responsible 
investing and governance and report the results to all the appropriate 
constituents.

PERFORMANCE OBJECTIVE AND BENCHMARK

1. The benchmark for the Fund shall be specified for the Manager by the 
   Province.
2. The fund will be invested to provide sufficient liquidity for operational 
   expenses and to provide endowments for the care of elderly Province, 
   the formation and training of the ongoing formation of Province, and 
   the establishment and support of apostolic enterprises.

ASSET ALLOCATION STRATEGY
As a proportion of the total Fund invested, the use of traditional investment instruments (equities, government and corporate bonds) shall not fall below 90%. The balance of the Fund may be placed in alternative investments. There shall be no investments in non-marketable investments. No position of any one issuer shall exceed 5% of the total market value of the portfolio, with the exception of securities issued by the Government of Canada and its agencies.

**Equity Funds**
1. Holdings should be predominantly (at least 90%) invested in companies with a market capitalization of over $500,000,000. **In the Responsible Investment Association’s 2015 trends report, 89% of respondents agreed it was important for asset managers to be a UNPRI signatory.**
2. Investments should provide diversification in a combination of Canadian, U.S. and other foreign stocks.
3. The proportion of the account invested in equities shall be 40% to 50%.
4. For diversification purposes any discrete equity section shall have at least 20 positions.

**Fixed Income Funds**
1. The fixed income investments in corporate and government bonds will have a rating of triple B up to 5% and the rest at least an A rating, as determined by a reputable rating agency.
2. The duration of the investments shall be in a range as determined by the Finance Committee.
3. The fixed income asset allocation of the investments shall be in a range as determined by the Finance Committee.

**Cash or Cash Equivalents**
1. Cash and cash equivalents shall be in a range as determined by the Finance Committee.
2. Not more than 5% of the portfolio shall be invested in commercial paper of any one issuer.

**Alternative Investments**
1. Subject to other provisions in this Investment Policy Statement, the use of primary derivatives is prohibited.
2. Moreover, the Manager is precluded from using derivatives to effect a leveraged portfolio structure.
3. The Manager shall not utilize derivative securities to increase the actual or potential risk posture of the Portfolio.
4. As a proportion of the total alternative investments, high risk (i.e., unsecured) venture investments are not to exceed 50%.

**RETURNS**

Specific target rates of return will be established with the Manager at the beginning of their appointment and on an annual basis thereafter. Such rates of return shall be measured against standard benchmarks.

The Province expects the above defined asset allocation to achieve, after grants and net of reasonable administrative expenses, real growth of assets of between 5% and 7%. In order to achieve this goal, a total return target of 6% is appropriate based upon the following:

1. Administrative expense target of 0.5%; and

**This includes but is not limited to Structured Notes, lower classes of Collateralized Mortgage Obligations, Principal Only, Interest Only Strips, Inverse Floating Securities, Futures Contracts, Options, Short Sales, Margin Trading, and other such specialized investment activity.**

2. Growth above inflation of more than 1% and up to 3%.

The Province understands and expects that the actual, real rate of return will deviate from the normal expected return during any single measurement period. The Province is aware of the range of potential returns over various time frames based upon historical rate of return studies and is comfortable with the periodic variability inherent in the investment process.

Investment results will be measured on a total rate of return basis which includes both income and changes in market value net of expenses.

**MANAGEMENT**

**Investment Manager (the “Manager”)**

The Manager is a firm or individual who is neither a member of any Jesuit board of advisors or consultants nor any other member of the Investment Committee. They shall invest the cash in each pooled investment fund in accordance with the general directives given to them by the Finance Committee.

Investments will meet the broad restrictions as outlined below.

The Manager shall ordinarily have the full investment discretion with regard to market timing and security selection. The Finance
Committee may on occasion direct the sale or purchase of stocks for the purposes of the Province’s involvement with shareholder activism.

The Manager shall avoid whenever possible shares in companies that are restricted as outlined under the “Responsible Investment Guidelines” below.

Of the investment possibilities remaining after the application of the Responsible Investment Guidelines, if they are equivalent from an investment point of view then the Province will choose those which meet the positive ethical criteria.

Of the investment possibilities remaining after the application of the Responsible Investment Guidelines, if they are different from an investment point of view then the Province will choose those which yield a higher rate of return.

**Reporting**

1. An investment performance will be presented quarterly (or by an agreed schedule) by the Manager to the Finance Committee.
2. Investment results will be reported to the Province quarterly in a timely manner. These reports will include an analysis of capital market returns, a review of portfolio structure in terms of asset allocation and diversification, and total return time-weighted returns broken out by asset classes and managers. Comparisons to appropriate benchmarks will also be provided.
3. Cash flow reports detailing spending outflows versus investment income will also be provided each quarter.
4. The Manager will present investment results consistent with any prescribed formats provided by the Province. These prescriptions may include ratios, graphs and methodology.

**RESPONSIBLE INVESTMENT GUIDELINES**

The Finance Committee shall endeavour to ensure that Managers apply the Responsible Investment Guidelines described below, which are intended to align the Province’s investment practices with the values and teachings of the Roman Catholic Church and the Society of Jesus.

These responsible investment guidelines are evaluated periodically to ensure alignment with the Province’s value. The guidelines may, from time to time, be expanded to address other business impacts or activities that, in the opinion of the Finance Committee, are contrary to Church teachings.
“A large misconception of investors is that the responsible investing process is simply a screen that eliminates certain companies from consideration. While this is a component of the process, the number of companies excluded from a given portfolio is typically a very small percentage of the overall investment universe.” (Ethical Funds)

1. **The Province encourages and supports environmental sustainability leading to a clean energy future**, including ecological balance, care of the environment, development of renewable energy sources, the use of recycled materials and the recognition of climate change risk.

The Province will invest in companies which:

a. prioritize the production and use of renewable energy;

b. develop explicit, substantive green policies;

c. measure and disclose climate change risk;

d. work to reduce greenhouse gas emissions;

e. address the financing risk of climate change risk;

f. support environmental sustainability;

g. support the use of green bonds.

The Province will not invest in corporations which:

a. have been cited for land, water and/or air pollution violations and have not taken corrective measures;

b. dispose of hazardous materials improperly;

c. do not have a shareholder resolution supporting the use of recycled materials where possible;

d. *do not use available energy conservation methods;*

e. manufacture hazardous/toxic chemicals, ecologically destructive herbicides and/or pesticides, or tobacco products used for personal consumption;

f. *produce fossil fuels such as coal, oil, and gas3;*

g. utilize hydraulic-fracturing;

h. *utilize production methods which increase the cost of water or encourage privatization of water supplies, especially in developing countries.

2. **The Province encourages world peace through the production of peace-making products and services.** The Province strongly supports the efforts made by corporations engaged in military production to convert to peacetime work.

The Province will invest in corporations which:

a. produce products and services focused on education, health care, and sustainable development;
b. support nonviolent conflict transformation, unarmed peacekeeping, and restorative justice;
c. participate in intercultural exchanges and encourage cross-cultural understanding.

The Province will not invest in corporations which:

a. are military contractors or produce lethal weapons or parts of such weapons;
b. are major contributors to global militarism or manage nuclear weapons facilities;
c. engage in research and development which contributes to the production of lethal weapons of any kind;
d. are involved in the development, production and/or management of nuclear power plants.

3. The Province values the life and dignity of every person and strive to ensure that all people have the opportunity to develop their full potential and to thrive in their communities.

We will invest in corporations which:

a. establish policies in employment and production which recognize the importance of families and local communities to the common good including providing paid sick and family leave, flexible work arrangements, and childcare support;
b. produce goods and services which increase the health and well-being of their employees and their communities;

c. adhere to social codes of conduct including anti-human trafficking codes and human rights codes.

**The Province will immediately halt all future investments in fossil fuels and the Finance Committee will work with its Manager to divest such holdings from the current portfolio within 5 years from the date of this policy.**

b. develop, manufacture, or distribute instruments used for torture or execution;
b. operate or advocate for private prisons, especially detention centres holding immigrants.
4. The Province promotes the protection of human dignity and human rights in the workplace achieved through practices including: the right to organize, adequate benefits, safe working conditions, empowerment of employees through training and development, and participatory decision making.

The Province will invest in corporations which:
   a. as much as possible guarantee that their products and supply chains are clean and free of slave labour;
   b. develop cooperative business models which foster shared decision-making and provide for more equitable distribution of profits;
   c. are transparent in their dealings with both employees and investors.

The Province will not invest in corporations which:
   a. are known to be discriminatory in their policies relating to hiring, wages, promotions and governance due to prejudice in the areas of race, religion, sex, ethnicity, disability, or sexual orientation;
   b. are facing a substantial ongoing boycott, strike, or other labour action, particularly if related to serious human rights violations.

5. The Province expects corporations to conform to truth in advertising, provide consumer protection and product purity.

The Province will invest in corporations which:
   a. are honest and transparent in their dealings with investors and regulators;
   b. contribute to the enhancement of the quality of life of the community.

The Province will not invest in corporations which:
   a. have a pattern of adverse policies/practices in relation to consumers and staff;
   b. carelessly place their customers at risk.

6. The Province advocates the responsible use of monies by all companies, especially financial institutions and insurance companies.

The Province will invest in financial institutions and insurance companies which:
a. promote local community development as well as international development;
b. form cooperative banks or credit unions.

The Province will not invest in financial institutions, insurance companies or any companies which:
a) refuse to invest in local projects;
b) take advantage of those living in conditions of poverty through unfair lending practices including payday lending;
c) *contribute to increasing inequality and growth in the wealth gap.

*For those criteria which are impossible to find quantitative measures or adequate information, the Province understands that the Manager will use their best professional judgement. For example, if the Province discovers information related to these criteria for a particular company, we will inform our Manager and seek appropriate action to meet our criteria.

**ACTIVE OWNERSHIP**
As an active member of the Jesuit Committee on Investment Responsibility, the Province is committed to meaningful advocacy on corporate environmental, social and governance (ESG) issues. The Province recognizes the importance of raising issues of social and ethical concern with those companies in which it holds stock. It believes that establishing a policy and voting proxies provides another opportunity to effect its mission by advising its investee companies and their stakeholders and employees.

**Proxy Voting**
The Province will be responsible for voting of proxies and tendering of shares in a manner consistent with the investment objectives and moral and social commitments of the Province.

Proxies will be voted in a manner consistent with Catholic social teaching and standards of ethical practice. While retaining its rights in any particular case, the Province may retain an outside consultant to vote its proxies. Proxy voting guidelines have been developed to provide consistent criteria for voting on relevant social and management issues and summarize the Province’s position on various issues of concern. Issues not covered by the Province’s proxy voting guidelines will be voted based upon the discretion of the Finance Committee.

**Engagement**
The Province may send letters or other communications to companies whose stock is held in the Province’s investment portfolios encouraging them to take
action in areas that have been identified as advocacy issues or issues affecting the building of socially just communities. Meetings with company executives, as well as attendance at shareholder meetings, will be considered based on priority of social justice advocacy issues and availability of resources. The Province will also encourage Managers to engage with investee companies regarding ESG issues that may be material to their financial performance.

**Shareholder Actions**
From time to time, the Province may elect to file a shareholder resolution in a company in which it owns stock or to collaborate with other shareholders in the filing of a resolution.

Recommendations to initiate a shareholder resolution or to collaborate with others in filing such a resolution will be made by the ESG sub-committee. The Province may retain the services of an outside consultant to serve as the vehicle through which the Province may initiate shareholder resolutions.

The Province may partner with other mission-based investors and/or other Catholic organizations in the filing of shareholder resolutions that support its mission. For purposes of shareholder filings, the Province retains the flexibility to own small holdings of stock in companies restricted under social screens.

**MONITORING AND REVIEW**
This investment policy statement will be reviewed annually by the Finance Committee of the Province.

The Finance Committee, in co-operation with the NJCIR (National Jesuit Corporate Investment Responsibility Committee) and an independent ESG research provider, will review the Fund's investments at least once a year in the matter of social policy. Effective date: May 1, 2016

6.1.8 Fund-Raising Policy
Date initially approved: February 13, 2008
Date revised: November 28, 2012; January 21, 2015

1.0.1 Campion College is a registered charity, and as such, it engages in fund-raising activities for a variety of initiatives including, but not limited to:
- sustaining and renewing its plant;
enhancing its mission in teaching, research, and community service; and
providing financial support for students.

1.0.2 Fund-raising must be carried out with sensitivity, with respect for donors, and in accordance with ethical practices in the fund-raising profession.

1.0.3 The President through the Executive Director, Administration & Finance is responsible for the administration and co-ordination of all fund-raising activities for the College including
- capital campaigns;
- annual giving campaigns;
- special project campaigns;
- major giving;
- planned giving; and
- special events.

1.0.4 Authorizations for fund-raising activities

1.0.4.1 The Board of Regents shall approve fund-raising activities for projects or campaigns in excess of $100,000 on the recommendation of the President.

1.0.4.2 The President shall approve fund-raising activities for projects or campaigns in the range of $15,000+ to $100,000 on the recommendation of the Executive Director, Administration & Finance.

1.0.5 Donors

1.0.5.1 Campion College values its donors and wishes to protect them from multiple approaches

1.0.5.2 Donor/Alumni address information is collected for Campion College and The University of Regina Alumni Association mailing purposes only and will be released only for genuine alumni or College related functions, and not for commercial or political purposes. Some acceptable uses are alumni mailings or publications, invitations to reunions or other alumni gatherings, and other College approved purposes.

1.0.5.3 Campion College and the University of Regina Alumni Association gathers and maintains information from donors and alumni that is used for the purposes of recording and receipting donations, fund-raising, community relations, and building relationship between Campion College and its constituencies. Information is gathered on alumni, donors,
potential donors, corporations, foundations, and other members of the Campion College community and is collected and held in accordance with the Freedom of Information and Protection of Privacy Act of Saskatchewan.

1.0.5.4 Donor/Alumni records are the exclusive responsibility of the Executive Director, Administration & Finance who will ensure that:
- Campion College conforms with the requirements of the Freedom of Information and Protection of Privacy Act of Saskatchewan;
- Campion College conforms to widely-accepted codes of ethics and standards of professional practice in fund-raising;
- misuse or loss of donor/alumni records is prevented;
- individual accountability for protection of donor/alumni records is maintained; and
- documented security procedures are established.

1.0.5.5 Donor names, together with donation amounts are collected with the explicit understanding that the information is privileged and confidential, and are protected from disclosure unless permission is given by the donor or required by law.

1.0.5.6 Donor/Alumni information may be used for statistical and research purposes provided confidentiality is protected. Any other purpose is subject to approval by the Executive Director, Administration & Finance who will consult with the President and relevant administrators.

1.0.5.7 Confidentiality of Donor Names. Campion College employees and faculty members are allowed access to donor and alumni records only in pursuit of their duties with permission of the Executive Director, Administration & Finance. Donors and alumni may access their own records on submission of acceptable identification.

1.0.5.7.1 Principles for use of Donor/Alumni records

1.0.5.7.1.1 Donor's right to privacy. Every donor has the right not to have information divulged to others.

1.0.5.7.1.2 Moral responsibility. Researchers who are using Donor/Alumni records, fund-raisers, outside consultants and volunteers, in their capacity of working on behalf of the College are responsible for the moral ramifications of their individual acts.
1.0.5.7.1.3 Protection of confidential material. Records pertaining to individuals and/or organizations are to be kept confidential and are to be used only by those employees and faculty members who require the information to further the official mission of the College.

1.0.5.7.1.4 Sharing confidential material. Public routine directory information may be shared with another member institution as a professional courtesy so long as no information is sold or bartered to any other institution or individual.

1.0.5.7.1.5 Record awareness. All files are protected under the University's established policies and are protected from general access in accordance with the Freedom of Information and Protection of Privacy Act of Saskatchewan. Permission for access to such files may be obtained from the Executive Director, Administration & Finance.

Gifts-in-kind (including, but not limited to property, vehicles, products, and services) will be receipted for the fair market value based on a written appraisal from a qualified appraiser or the College's assessment of fair market value. The College reserves the right to require the donor to pay the cost of the written appraisal or provide the appraisal. Once accepted, the gift-in-kind become the property of the College, which retains the right to dispose of a gift-in-kind as it sees fit, unless another arrangement has been made with the donor.

The College reserves the right to refuse, accept or decline any gift, donation, or bequest at its absolute discretion or to negotiate with the donor, executors, or Public Trustees concerning any aspect of a gift, donation or bequest.

If the donor’s intention for the gift is at variance with the College's mission, goals, policies, needs, or best interests, the donor may be offered alternative compatible purposes, or the gift may be declined.

6.1.9 Endowment Policy

Date initially approved: May 11, 2005
Date revised: September 25, 2013

1. PURPOSE
The purpose of this policy is to provide guidelines for the segregation of funds held as various types of endowments held by the College. This policy also provides direction about the requirements, which must be met before an endowment can be accepted.

2. DEFINITIONS AND PARAMETERS

2.1 Donor Endowment Fund (Externally Donated and Endowed)

Donor Endowment Funds consist of funds received and invested for the purpose of financing an ongoing scholarship, bursary, award or other commitment from annual earnings. These types of endowments consist of external, non-operating sources of funding such as donations (e.g. a donation designated to provide a scholarship award out of the earnings derived from investment of the donation money). As well, these endowments are funds with provisions that prohibit encroachment on the donors' capital contribution.

2.2 College Endowment Fund (Quasi-Endowed)

These are funds received and invested from general revenues, capital, or other sources for purposes determined by the Board of Regents (e.g. prior accumulation of excess College capital monies designated for future building needs and purposes). The College maintains a program to encourage and proactively solicit donations and bequests to the College Endowment Fund.

2.3 Investment of Endowment

All Endowment Funds shall be invested as received to maximize earnings from the investments within the parameters of the Campion College Board of Regents Investment Policy 6.1.7. Endowment funds are invested as a single pool in order to optimize net return and the diversification of risk. For donor reporting purposes, however, each endowment donation is accounted for individually, though Campion's finance and accounting system.

2.4 Oversight of Policy

Management will report adherence to this policy, through the Board of Regent's Finance and Audit Committee, on an annual basis.

3. DONOR ENDOWMENT GUIDELINES
3.1 Establishing a Donor Endowment Fund

Endowments shall have a written agreement in place between the donor and the College, including the following criteria:

3.1.1 Specific guidelines detailing the purpose of the endowment.

3.1.2 Specific agreement details how the principal of the endowment will be provided to the College.

3.1.3 Direction is given on how the investment income generated from the endowment is to be used.

3.1.4 Parameters are provided for selecting scholarship recipients and default criteria.

3.1.5 A method for gaining the approval of any changes in the endowment guidelines is provided in the event of changes in circumstances which make it impractical to continue to use income from the endowment for the designated purpose. Amended terms shall adhere as closely as possible to the donor(s) original intent for this fund.

3.1.6 The College will seek changes to any bequeathed endowments through probate when the College is unable to fulfill the donor’s guidelines.

3.1.7 Donors will not be permitted to have control over the investment of endowment funds or the use of the income beyond the initial restrictions. Endowed funds will be invested in accordance with the College’s Investment Policy (6.1.7).

3.1.8 The economic value of the endowments will be protected by limiting the amount of investment income that may be spent to a maximum of 5% of the 4 year rolling average market value of the principal gift. Investment income earned in excess of this amount is added to the endowment principal. In the event earnings are not sufficient to maintain the 5% rolling average, payments will be decreased accordingly. Under no circumstances will the original principal be spent, unless authorized by the Board of Regents and the donors through a change in the endowment guidelines.

3.1.9 Investment fees charged by the fund Manager (as approved in accordance with the College’s Investment Policy) will be
deducted from the earnings of the endowment fund. The College will not allocate any of its other administrative costs to the endowment fund.

3.1.10 The Executive Director, Administration & Finance is responsible for ensuring the continued use of the income according to the specified donor guidelines.

3.2 Further Guidelines Regarding Donor Endowments

3.2.1 A minimum of $20,000 is required to establish a named, restricted endowment fund. This minimum applies to all types of endowments designated to pay out scholarships, bursaries and other awards in perpetuity.

3.2.2 All criteria for endowed scholarships or bursaries must be outlined prior to approval and acceptance by the College.

3.2.3 Guidelines must be flexible enough to alleviate any potential difficulties, which would make it impossible to administer the scholarship or bursary in any one year.

3.2.4 Donors are not allowed to choose recipients.

3.2.5 Recipients will be encouraged to communicate appreciation to donors of scholarships or bursaries.

3.3 Chairs, Professorships and Research Programs

3.3.1 Proposals for the establishment of any endowed chair, named professorship, visiting professorship or lectureship, or research program will be subject to applicable academic review processes and require the approval of the President.

3.3.2 Endowment principal will be sufficient to provide salary and benefits for the recipient from annual earnings, and such support staff, travel and other expenses as this may permit in perpetuity.

4. College Endowment Fund

The College maintains various quasi-endowed funds that are managed and invested to pay-out scholarships, bursaries and awards as in section 3 above and/or provide revenue for specific operational and
special project needs. All effort is given to preserve the initial investment capital. Any extraordinary pay-outs, however, may be done so at the recommendation of the Board of Regents (e.g. withdrawing in excess of any investment return).

6.1.10 Risk Management Policy

Date initially approved: January 23, 2013
Date revised: January 22, 2014

Risk Management Policy

1. Purpose
The Campion Board of Regents (Board) is responsible for overseeing and directing all matters respecting the management, administration and control of the College’s property, revenues and financial affairs in a manner consistent with the mission of the College. This includes managing risks that could affect the on-going operations of Campion College.

An integral component of discharging this responsibility is the development of a risk management policy. The primary purposes of this policy are to document the key broad-based risks faced by the College and outline the responsibilities of the Board, the Finance and Audit Committee, and College management in managing these risks.

2. Definitions
Risk is the chance of an event or trend, either positive or negative, that could have a significant impact on Campion College’s operations and or the attainment of its strategic goals.

Risk management is the coordinated activities to direct and control Campion College with regard to risk (e.g., identifying, assessing, and prioritizing risks; assigning resources to minimize, monitor, and control the probability and/or impact of the risks or to maximize the realization of opportunities).

Broad-based risks are risk categories whose basis is wide ranging and comprehensive. Risk register is the document which identifies Campion College’s key risks and mitigation strategies in all areas including strategic, board governance, financial, operational and compliance.

3. Approach
Campion College faces risks as it strives to achieve its mission of providing a liberal arts education dedicated to the development of the whole person for service within society. While the Board of Regents has overall
responsibility for managing all foreseeable risks that could affect achievement of the College’s mission, risk management is a shared responsibility at all levels of the College.

To this end, the Board of Regents will oversee the identification, measurement, monitoring and management of its risks. Upon development of the essential risk management plan, the Board of Regents will ensure that the risk management plan is effective through annual reviews.

4. Broad-Based Risks
The Board of Regents has identified the following broad-based risk categories:

i) Strategic Risks – This category includes risks that put the College in the position of failing to be mission focused, work within the framework of its values, and meet its stated goals.

ii) Board Governance – This category includes risks that impair the Board of Regents in the discharge of its duties with respect to providing strategic leadership to the organization.

iii) Financial Risks – This category includes risks that impair the College’s on-going ability to meet or achieve its mission at a reasonable cost.

iv) Operational Risks – This category includes risks that impair the College’s ability to meet objectives due to failed internal processes, human performance, technology or external events.

v) Compliance Risks – This category includes risks associated with not fully complying with law, legislation, regulations and/or board policy.

The Board of Regents believes that these broad-based risks are integrated with each other and with the processes of Campion College. Furthermore, it believes the strategies to manage risk typically include transferring the risk to another party, avoiding the risk, reducing the negative effect or probability of the risk, or even accepting some or all of the potential or actual consequences of a particular risk.

5. Responsibilities of the Board of Regents
The key responsibilities of the Board of Regents follow:

i. Develop and regularly review the risk management policy.

ii. Contribute to risk identification and analysis particularly in the broad-based categories of strategic risks, board governance risks, financial risks and compliance risks.

iii. Maintain a risk registry for the broad-based risk categories.
iv. Ensure that policies are developed that support the College’s strategic plan and on-going operations.

v. Oversee the quality of the ERM program implementation, execution, and competencies within the College.

6. Responsibilities of the Finance/Audit Committee

The key responsibilities of the Finance/Audit Committee follow:

i. Regularly (minimum semi-annually) review the board and management risk registries and formally report to the board.

ii. Educate board members of enterprise risk management best practices.

7. Responsibilities of Management

The key responsibilities of the College’s management follow:

i. Regularly (minimum semi-annually) provide its risk management registry to the Finance/Audit Committee.

ii. Identify and analyze risks.

iii. Communicate the benefits of risk management to all stakeholders.

iv. Ensure that necessary resources are allocated to risk management.

v. Assign accountabilities and responsibilities at appropriate levels within the College.

vi. Ensure legal and regulatory compliance.

Appendix A

Examples of potential risks are identified for the strategic, board governance, financial, operational, and compliance categories.

i. Strategic Risks

a. strategic plan becomes irrelevant;

b. College operates outside it mission and values;

c. failure to maintain agreed to teaching load with the University of Regina;

b. Province of Saskatchewan funding is significantly reduced;

c. College does not maintain strong relationships with the University of Regina and the other federated colleges;

d. College programming does not maintain a focus on development of the whole person;

e. College is adversely impacted by legal action; and

f. items identified by the College’s management
ii. Board Governance

a. Board does not have the requisite background/skills (i.e. education, legal, financial) to properly perform the governance function;
b. Board does not have knowledge pertaining to the role of the board relative to the role of management;
c. Board members are unable to invest sufficient time to properly discharge their responsibilities;
b. New board members do not adequately understand the structure and operations of the College;
c. Board does not operate effectively;
d. Board does not maintain proper communication with the Corporation of Owners;
e. Board does operate in an open and transparent manner; and
f. items identified by the College’s management

iii. Financial Risks

a. college has excessive costs/expenses;
b. college’s financial reporting is inaccurate;
c. provincial grants do not meet the College's on-going requirements;
b. College does not have a documented plan with respect to the use of “unrestricted”, “internally restricted” and “externally restricted” funds; and

c. items identified by the College’s management

iv. Operational Risks

a. detailed operational risks identified through the College’s management

v. Compliance Risks

a. statutory remittances to Canadian Revenue Agency are not made – reporting of compliance to Finance and Audit Committee by management
b. agreements related to infrastructure cost-sharing with the University of Regina are not adhered to – ensure regular reporting to the Finance and Audit committee
6.1.11 Asset Capitalization Guideline Policy

Date initially approved: January 23, 2013
Date revised: March 21, 2018

Background
The following policy outlines the guidelines for Campion College management to determine whether an item will be considered a capital asset (captured in the Statement of Financial Position) or an operating expense (captured in the Statement of Operations).

General Definition from the Chartered Professional Accountants Canada (CPA) Handbook: “Capital assets, comprising tangible properties, such as land, buildings and equipment, and intangible properties, are identifiable assets that meet all of the following criteria:

i. are held for use in the provision of services, for administrative purposes, for production of goods or for the maintenance, repair, development or construction of other capital assets;

ii. have been acquired, constructed or developed with the intention of being used on a continuing basis;

iii. are not intended for sale in the ordinary course of operations; and

iv. held as part of a collection.” CPA Handbook Section PS 4230.05

Application at Campion College
With the exception of computers, items with a life expectancy of 2 years or more and a value of $10,000 or more are considered capital assets.

Items with a value of less than $10,000 are considered non-capital purchases. All computers with a value of $1000 or more are considered capital assets.

Renovations and alterations that meet the definition of a betterment (see below) and have a value of $100,000 or more are considered major renovations and alterations. These are considered a capital asset. All other renovations and alterations are considered minor renovations and alterations, which are a non-capital item and should be recorded as an operating expense.

Betterments, Repairs, Replacements and Maintenance Betterments
According to the CPA Handbook (2018), betterment is defined as:

“The cost incurred to enhance the service potential of a capital asset is a betterment. Service potential may be enhanced when there is an increase in the previously assessed service capacity, associated operating costs are lowered, the useful life is extended, or the quality of output is improved. The
cost incurred in the maintenance of the service potential of a capital asset is a repair, not a betterment. If a cost has the attributes of both a repair and a betterment, the portion considered to be a betterment is included in the cost of the capital asset.” CPA Handbook PS 4230.15

Examples: Expenditures to convert a meeting room into a lab may be a betterment while the cost of refurbishing an existing classroom or replacing a roof would be a repair. Betterments are treated as capital assets (set up as a sub-number of the related asset) and amortized accordingly.

**Repairs, Replacements and Maintenance**

The cost incurred in the maintenance of the service potential of a capital asset is a repair, not a betterment.

Ordinary repairs are expenditures made to maintain assets in operating condition; they are charged to an expense account in the period in which they are incurred on the basis that it is the only period benefited. Replacement of minor parts, lubricating and adjusting of equipment, repainting and cleaning are examples of the type of maintenance charges that occur regularly and are treated as ordinary operating expenses.

**Amortization Rates of Capitalized Assets**

For Campion College Financial Statement purposes, amortization is recorded on a straight-line basis (CPA, PS 4230.16-.24) at the following annual rates:

<table>
<thead>
<tr>
<th>ASSET</th>
<th>RATE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Buildings</td>
<td>2%</td>
</tr>
<tr>
<td>Library Materials</td>
<td>10%</td>
</tr>
<tr>
<td>Equipment</td>
<td>10%</td>
</tr>
<tr>
<td>Computing Equipment</td>
<td>33%</td>
</tr>
</tbody>
</table>

**6.1.12 Procurement & Solicitation of Competitive Bids**

Date initially approved: February 10, 2016

1. **Purpose**

   The purpose of this policy is to ensure that the procurement function at Campion College shall be open, fair and transparent where goods and services are procured in an open competitive environment.
2. **General Principles**

2.1 Campion College shall adopt leading procurement principles and practices, subject to applicable local, provincial and federal laws.

2.2 Campion College shall incorporate Ignatian values into its procurement processes such as: sustainability standards, social responsibility and fair labour practices.

2.3 Campion College shall evaluate all purchasing with quality and price as key, but not limiting, components to the decision.

2.4 Campion College is committed to working collaboratively with other public agencies to develop co-operatives and shared services where such are beneficial for The College. This may include but not be limited to its federation with the University of Regina, and/or its relationship with the Government of Saskatchewan and related associations. As such, there may be standing order arrangements that may preclude the need to proceed with a competitive bid process.

3. **Definitions**

3.1 Procurement: the active act of obtaining materials, good or services.

3.2 Competitive bid process: a transparent procurement method in which bids from competing suppliers or vendors are requested. The process involves advertising the terms, scope, specifications, and conditions of a proposed contract. The criteria by which the bids will be evaluated is also included in the advertising.

3.3 Request for Information (RFI): a process used to gather information from interested suppliers that may be used to gather information regarding a product’s specifications. A request for quotation of qualification and/or cost may be part of the RFI.

3.4 Request for Proposal (RFP): a bid process that allows a bidder to propose solutions to a requirement of the College. Price is not the only evaluation factor in an RFP.

3.5 Request for Tender (RFT): a competitive bid process in which qualified suppliers or contractors are invited to submit sealed bids for construction or for supply of specific...
and clearly defined goods or services during a specified timeframe.

4. **Procurement Authority**
   All procurement shall be executed in accordance with the appropriate procurement process and shall be subject to Campion College Board of Regent policy 6.1.3 Delegation of Signing Authority and the internal management processes that adhere to section 2 above.

5. **Examples of Competitive Bidding Thresholds**
   If standing orders are not in place as part of agreements in 2.3 above, a competitive bid process shall commence (please see section 6 below for additional agreements) as per the following minimal guidelines:
   - **5.1** Any good(s) or service(s) not exceeding $5,000 may be purchased on:
     - **5.1.1** College knowledge of, and experience with the supplier including last purchase price of similar item.
     - **5.1.2** Verbal quotation
   - **5.2** Any good(s) or service(s) not exceeding $50,000 in value may be purchased on the basis of written quotations from no fewer than 3 (three) suppliers.
   - **5.3** Any good(s) or services(s) exceeding $50,000 in value must be purchased through a competitive bid process (such as an RFT or RFP).

6. ** Tendering and Trade Agreements**
   All tender opportunities are posted on the Campion College website.
   In addition to posting all such tenders Campion College must comply with the following trade agreements:
   - **6.1** AIT/MASH (Agreement of Internal Trade/Municipalities, Academic, Schools and Hospitals)
     This trade agreement enhances trade and mobility within Canada by eliminating barriers to the free movement of persons, goods, services, and investments within Canada. It establishes open, efficient and stable domestic markets. Municipalities, school boards, health and safety, publicly funded academics, health and social entities all fall under the MASH sector.
Under this trade agreement, requirements to post tenders electronically are:

- $100,000 or greater for goods and services
- $250,000 or greater for construction

6.2 New West Partnership Trade Agreement

This trade agreement launched in April 2010 and includes British Columbia, Alberta, and Saskatchewan and is a barrier-free interprovincial market.

Under this trade agreement, requirements to post tenders electronically are:

- $75,000 or greater for goods and services
- $200,000 or greater for construction

6.2 Students

6.2.1 Student Participation in College Decision Making

Date initially approved: December 10, 2008
Date revised:

1.01 Board of Regents

a) A student from the Campion College Students' Union (the President or the President’s designate) shall have a seat as an ex officio voting member on the Board of Regents (see Board By-Law 1.01 (b)).
b) Students registered through the College may petition the Board directly or through the student representative.

2.01 College Forum

A student “elected by and from full-time students registered through the College” shall be a voting member of the College Faculty Forum (see By-Laws 2.02 (f)).

3.01 Campus Ministry

The Peer Support Students, as members of the Campus Ministry team, shall collaborate in developing and acting on Campus Ministry programs and projects.
6.3 “Force Majeure” Statement

Date initially approved: December 12, 2007
Date revised:

“Force Majeure” Statement
The following statement shall be included in all Campion College applicable publications.

Campion College accepts no responsibility for the continuance of any class or course of instructions which may not be completed as a result of an act of God, fire, riot, strikes, lockout, any act of terrorism, or any cause beyond the control of Campion College.

Section 7: Human Resources

7.1 Appointment of the President

Date initially approved: March 13, 1996
Date revised: December 8, 1999; September 27, 2000; March 29, 2012

The President of Campion College
As Campion College is a Catholic community of learning in the Jesuit tradition, the intent, where possible, is for the President to be a member of the Society of Jesus.

Procedure & Guidelines for Appointment of the President:
1. The Board of Regents of Campion College has the responsibility for selecting a new President and shall appoint a Search Committee whose responsibility shall be to solicit candidates for the position.
2. The Search Committee should consist of two lay members of the Board of Regents (not faculty or student representative), a faculty member, a staff member, a student member (CCSU), and a member of the Corporation (Jesuit).
3. An Ad Hoc Committee may be struck to review and, if necessary, update the position description for the president and establish a budget for the search. This should be done two years previous to the actual Search. The Board of Regents must ratify any changes to the position description for the president.
4. The Board of Regents will appoint the Search Committee after consultation with each of the areas involved, and will meet with the committee to discuss guidelines for the search and for interviewing.
5. The Search Committee will contact the Provincial of the Upper Canada Province to advise him of the vacancy, and if necessary advertise the position.

6. Candidates will submit a curriculum vitae, and names of three referees to the Search Committee (one referee should be outside the College and one should be outside the University).

7. The Committee will advise the Provincial of the names of the candidates.

8. The Committee may consult the Board Members, Faculty, Staff, and students about the qualities needed in the new President.

9. The Committee using the guidelines that give attention to the qualities of the President will interview candidates, and see and interview referees either in person or via telephone (beyond those suggested, if deemed necessary.)

10. Candidates may be required to give a public presentation. (Board members, faculty, and staff may give confidential verbal/written assessments and recommendations to the Committee Members).

11. The Search Committee may interview candidates a second time (via telephone, if necessary) and will prepare a short list (of three), and consult the faculty, staff, and the Provincial about the candidates on the short list.

12. The Committee will make a recommendation to the Board of Regents. The report of the Committee to the Board will consist of the short list of candidates accompanied by assessment of each listed candidate by each member of the committee. It may be the case that internal discussions and appropriate voting procedures will lead to the recommendation of a single preferred candidate to the Board.

13. The Board of Regents may interview the candidates on the short list, but will make a recommendation to the Corporation and seek the approval of the Provincial.

14. The appointment of the President will be made for a term of five years beginning July 1st by the Corporation on the recommendation of the Board of Regents. The Search Committee’s work will be made available to the members of the Corporation at the time an appointment is recommended. In making the appointment the Corporation will consider the recommendation of the Board of Regents.

15. After a review which will commence on the anniversary of the President’s appointment at the end of the third year, the President may be reappointed by the Corporation for another five year term. After this the incumbent should reapply within the context of a full search.
7.1.1 Review of the President for Renewal

Date initially approved: March 8, 1985, January 26, 1995
Date revised: March 19, 2009

Procedures for Review of the President for Renewal

Annual reviews of the President may be undertaken at the discretion of the Chair. In addition, when the Board has entered a long term contract with the President (e.g., 5 years), and is considering extending the contract, the Chair will establish a committee to conduct a comprehensive review of the President’s performance at least 18 months prior to the completion of the contractual term.

The review committee: the committee will consist of the Chair of the Board, a lay member of the Board, a representative elected by the Faculty, a representative elected by the Staff, a representative of the Corporation of Owners.

a) The committee will acquaint itself with the mandate of the President, make suggestions for the review and devise a review questionnaire.

b) The committee will request the incumbent to prepare an outline of accomplishments during the term that is ending and a description of the directions to be pursued during a further term. This should include areas of the mandate which have not been fulfilled and which need improvement, a statement of direction and vision, and suggestions on how the College could aid in these areas.

c) The committee will consider information based on the document prepared by the incumbent and other available information (e.g., Qualities of the President (policy 7.1.1, page 2), Mandate for the President of Campion College (policy 3.3), any annual reviews; the committee will call for input from members of the University (e.g., Presidents of the University of Regina, Luther College, First Nations University of Canada, and St. Thomas More College, Saskatoon), the community (e.g., Executive Director, Universities, Ministry of Advanced Education) and archdiocese (e.g., the Archbishop), the Faculty and Staff through personal interviews by members of the committee, and the Jesuit Provincial.

d) The incumbent will be assessed on such key leadership items as i) knowledge of and suitability for the Office of President, ii) dependability, iii) adaptability, iv) interpersonal relations, v) commitment to professional growth, vi) resource and personnel management, and vii) institutional loyalty, as well as any other criteria as identified by the committee.
e) Following a review of the input received, the committee will prepare a draft recommendation for the Board to be discussed with the President. This will include any recommendations for change of the mandate.

f) The committee will make its recommendation to the Board.

g) These matters are to be kept confidential within the review committee.

**Qualities of the President**

To be a person of professional competence, motivated by mature Jesuit values specifically in terms of personal spirituality, institutional vision, and communal direction.

A leader capable of being, and willing to be, loyal to both the College and the Society of Jesus, by creating effective community within the College, by giving firm and clear leadership while maintaining the principle of subsidiarity, by being able to read the signs of the times and to chart a course within that discernment which maintains the Jesuit tradition of education, social commitment, and spirituality.

To have the ability, therefore, to work as the C.E.O. of the Board of Regents within the mandate of the Corporation of the Catholic College of Regina:

- to promote actively the values of the mission statement and the perspective of an Ignatian commitment to the world within the College, and to witness to those values to the larger community of the University, the Archdiocese, and the people of Saskatchewan;
- to be knowledgeable and competent in managing the financial affairs of the College, practicing financial prudence and understanding the budgeting process;
- to be able to work within the context of the University and Colleges at the University based on the concept of federation and within the terms of the mission statement of Campion College.

### 7.2 Procedure for the Appointment of the Dean

**Date initially approved:** March 13, 1996  
**Date revised:** May 3, 2000; December 13, 2000; January 10, 2001; January 9, 2008; June 27, 2018

1. The process for the appointment of a new Dean should begin eighteen months before the expiration of the incumbent’s contract. The President will review and, if necessary, update the position description for the Dean. The President will advise the Board, faculty, staff and CCSU of his intention to constitute the Search Committee ("the
committee”). The President will establish a budget for the search and outline guidelines for the operation of the committee.

2. The President will constitute the committee. The committee will consist of the student representative to Forum, a lay member of the Board of Regents (not faculty, staff or student representative) chosen by the Board, two faculty members elected by the faculty, a staff member elected by the staff, a representative of the President appointed by the President, and a member of the Corporation of Owners chosen by the Corporation. Once the committee has been constituted, it will select one of its members to act as Chair. The Chair will arrange for a memo to be sent to the Board, faculty and staff of the College stating the composition of the committee and outlining the next steps in the search process.

3. The committee will advertise the position. The advertisement will indicate that candidates should support and be willing to promote actively the mission statement of the College and its Jesuit identity. The compensation for the position will be set out. The position will be advertised among tenured faculty of the College and will be open to qualified Jesuits (including those from outside the College). The committee has the discretion to extend the initial deadline for applications. After the final deadline for applications has passed, if the committee believes there are no qualified applicants it may proceed to advertise the position outside the College.

4. Candidates will submit a curriculum vitae and names of three referees to the committee. At least one referee should be outside the College and one should be outside the University of Regina.

5. The committee will review applications and will prepare a short list of candidates to pursue.

6. Candidates on the short list will be interviewed by the committee. Candidates will also be interviewed by the President at this time. They will be expected to make a presentation to the College. The committee may seek additional referees beyond those provided by a candidate if it deems it necessary.

7. The committee will consult the faculty and staff about the candidates on the short list after they have made their presentations.

8. The committee will make a recommendation to the President. The report of the committee to the President will consist of the short list of candidates accompanied by summary assessment of each candidate by the committee. The committee does not have to recommend a single preferred candidate in its report.

9. The President may determine a nominee for the position of Dean, but that nominee must be on the short list of candidates. That nominee will be recommended by the President to the Corporation of Owners for its approval and thereafter to the Board for their approval. The Board of
Regents will task the President with making an offer to the successful candidate for the position of Dean for a term of five years.

10. The Board of Regents will appoint the Dean for a term of five years upon the candidate’s acceptance of the President’s offer of employment. The incumbent Dean is eligible to be re-appointed to the position after the expiry of the term.

11. The President announces the appointment of the new Dean

7.2.1 Responsibilities of the Dean

Date initially approved: March 9, 1994
Date revised: December 13, 2000; May 14, 2008; February 6, 2019

Responsibilities of the Dean

The Dean of Campion College has authority for academic matters delegated by the Board of Regents through the President. The Dean reports to the President.

The Dean shall:

1. have teaching responsibility;
2. oversee all general and particular academic matters concerning faculty and students of the college:
   a) supervise the faculty members, especially in matters of tenure and promotion and in the annual review of their progress in their teaching, research, and college and university activities;
   b) oversee the Registrar’s office and in consultation with the Registrar assign the duties of that office; assure the efficiency of the procedures and schedules of the office. The Dean consults with the Executive Director, Administration & Finance in matters which affect staffing, scheduling or budget in the office. In addition, the Dean’s office oversees the Engaged Learning Program and the Library;
   c) supervise the scheduling of all college courses in cooperation with the appropriate department heads;
   d) chair all faculty meetings;
   e) appoint an assistant Dean in consultation with the President and Executive Director, Administration & Finance;
   f) participate in the negotiations and administration of the College agreement with the University of Regina Faculty Association;
   g) be available to work with students.
3. The Dean shall also:
   a) serve as a member on various councils and committees of the College and of the university as required;
b) maintain the terms, conditions and spirit of the federated agreement between Campion College and the University of Regina and sustain regular contact with the vice-president academic, appropriate deans, associate deans, directors, and department heads of the university and of the federated colleges;

4. when appropriate assist the President in representing the College in the public forum;

5. assume any other responsibilities as assigned by the President.

7.3 Recruitment of the Executive Director, Administration & Finance

Date initially approved: April 10, 2019

Procedure & Guidelines for Appointment of the Executive Director, Administration & Finance:

1. The President (or designate - see policy 3.10) of Campion College has the responsibility for selecting a new Executive Director, Administration & Finance and shall lead and appoint a Search Committee whose responsibility shall be to solicit, review and interview candidates for the position. Such search will commence upon the role being vacated, or notice of impending vacation, by the current Executive Director, Administration & Finance.

2. The President will constitute the Search Committee. The Search Committee will consist of one lay member of the Board of Regents (not faculty, staff or student representation) chosen by the Board, one faculty member elected by the faculty, one staff member elected by the staff, one member of the Corporation of Owners chosen by the Corporation. Once the Search Committee has been constituted, it will select one of its members to act as Chair. The Chair will arrange for a memo to be sent to the Board, faculty and staff of the College stating the composition of the Search Committee and outlining the next steps in the search process.

3. The Search Committee, and its mandate, shall be determined by the President and will review and, if necessary, update the position description for the position and establish a budget and timelines for the search.

4. The Search Committee may consult the Board Members, Faculty, Staff, and students about the qualities needed in the new Executive Director, Administration & Finance.

5. Candidates will be required to give a presentation (in a format as agreed upon by the Candidate and the Search Committee). Board
members, faculty, and staff may give confidential verbal/written assessments and recommendations to the Search Committee Members.

6. The Search Committee will provide a report to the President, which will consist of the short list of candidates accompanied by a summary assessment of each candidate by the Search Committee. The Search Committee may, or may not, recommend a single preferred candidate in its report.

7. The President (or designate – see policy 3.10) of Campion College shall make the final decision and appointment of the Executive Director, Administration & Finance. The President will inform the Board of Regents of such decision and appointment.

7.3.1 Responsibilities of the Executive Director, Administration & Finance

Date initially approved: April 10, 2019

Key Purpose/Contribution
The Executive Director, Administration & Finance, provides strategic leadership aimed at the operational effectiveness and efficiency of the college.

Key Internal Relationships
The Executive Director, Administration & Finance reports to the President, and participates as a collaborative member of the senior management team.

The Executive Director, Administration & Finance also provides strategic leadership, direction, and support to the directors of the college.

Key Accountabilities
- Maintenance of external relationships with key stakeholders including government, university, federated colleges, Roman Catholic Archdiocese of Regina, bargaining unions, and vendors.
- Overall fiscal management, financial accountability, and compliance with government regulations.
- Management of administrative human resource functions including personnel recruitment, orientation, compensation and benefits, performance management, and professional development.
- Oversee the annual audit and audited financial statements, and report financial statements to the President, Finance committee, Board of Regents, Corporation of Owners and the central office of the Jesuits in English Canada.
- Management of investment funds and gift management systems.
• Development, implementation, and adherence to annual operating budget.
• Oversight, development and adherence to College administrative policies and procedures.
• Ensure appropriate security, safety and risk management measures are in place and properly implemented.
• Oversee special projects as required.

Key Responsibilities

1. Leadership
   • Supports the organization structure and encourages a team environment.
   • Provides leadership, support and direction to directors and departmental supervisors, and a strong day-to-day leadership presence for all administrative staff based on the current organizational chart.
   • Promotes and fosters college culture, and inspires individual and team passion for the Jesuit mission and philosophy of the college.
   • Provides leadership in the development and implementation of the strategic plans, and the administrative direction and policies of the college. Promotes openness and transparency in college administration and hosts regular meetings to keep staff abreast of college operations.
   • Maintains and enhances the college’s federation to the University of Regina by meeting with corresponding university officials as required.
   • Represents the college in negotiations, briefings and reports presented to the Government of Saskatchewan, University of Regina, University of Regina Faculty Association (URFA), vendors, and other external stakeholders.
   • Builds strong relationships with key external partners for the benefit of the college.
   • Attends Board of Regents meetings in an advisory capacity.

2. Financial Management
   • Establishes and maintains appropriate internal control systems and processes.
   • Leads the development of the annual budget in coordination with academic and administrative plans.
   • Prepares financial reports and statements for the college administration, finance committee, Board of Regents, Corporation of Owners and the central office of the Jesuits in Canada.
• Oversees the day-to-day operations of the business office, establishing appropriate processes and practices, and maintaining an open and transparent accounting system that complies with all government legislated requirements.
• Provides ongoing management and reporting of investment and endowment funds in collaboration with the Jesuits' central office.
• Oversees annual campaign, and manages gift acceptance and gift management systems, ensuring compliance with all Canada Revenue and Taxation laws.
• Ensures that appropriate taxes are paid and remitted to government and that statutory reporting is completed on time.
• Maintains an ongoing working relationship with appropriate financial officers at the University of Regina, Luther College, St. Thomas More, and the First Nations University of Canada.
• Keeps abreast of new trends in education through membership in Canadian Association of University Business Officers (CAUBO).

3. Human Resource Management
• Manages the development, interpretation, and application of human resource policies and procedures, benefits and salary administration, and employee communications.
• Serves as a guide, coach, and mentor to direct reports.
• Maintains employee records, manages employee benefit programs, and processes changes in compensation.
• Supports the recruiting and retention process for new staff members by participating in and assisting with the selection and orientation of new employees.
• Identifies professional development opportunities and oversees the orientation of staff members in the Jesuit mission, visions, and values. Information Technology Management
• Directs the information technology and database support functions.
• Manages the overall technology plan ensuring all computer hardware and software business needs are reviewed on a regular basis.
• Ensures the integrity and security of the donor information system.
• Liaises with University of Regina IT services regarding software updates, installations, maintenance and technology needs for the college.

Working Relationships
• College Staff & Faculty
• Finance and Audit Committee
• Board of Regents
Section 10: Appendices

10.1 Board Members and Committee Lists

The Campion College Board of Regents comprises seven elected members, one member appointed by the Archbishop of the Archdiocese of Regina, one member of the College faculty, one member of the College staff, and three members of the Society of Jesus. The President, Dean and Executive Director, Administration & Finance, and the President of the Campion College Students’ Union or designate serve as ex officio members.

Members of the Campion College Board of Regents for 2019/2020 are:

Heather Antonini (Staff representative), Jeffrey Burwell, S.J., Rob Currie, Linda Dewhirst, Danielle Graff (C.C.S.U.), Sami Helewa, SJ (President), Edmund Lo, S.J., J. Paul Malone (Chair), Huntley O’Connor, James Gustafson (Executive Director, Administration & Finance), Robert Petry (Faculty representative), Tom Phenix (Dean), Annette Polasek, Lisa Polk (Archbishop’s representative), and Barry Wood.

10.2 Campion College Contact Information and Organizational Structure

Corporation of Owners – (Rev. Jeffrey Burwell, SJ, Chair - 306-359-1240)

Board of Regents – (J. Paul Malone, Chair)

President – (Dr. Sami Helewa, SJ, 306-359-1212)

Dean – (Dr. Tom Phenix, 306-359-1237)

Administrative Assistant – (Suzanne Hunter, 306-359-1224)

Assistant Dean – (Dr. David Meban, 306-359-1220)
Executive Director, Administration & Finance – (James Gustafson, 306-359-1231)

Director, Marketing & Communications – (Shannon J. Kotylak, 306-359-1244)

Director, Facilities & Operations – (Ken Yanko, 306-359-1249)

Registrar – Registration & Student Records – (Heather Antonini, 306-359-1226)

Librarian – (Elaina St. Onge, 306-359-1233)

Campus Minister – (Kelly Bourke, 306-359-1235)

10.3 Other Reports