



**ALGONQUIN COLLEGE BOARD OF GOVERNORS  
AUDIT AND RISK MANAGEMENT COMMITTEE TERMS OF REFERENCE**

**Approved by the Board of Governors October 23, 2023**

The Audit and Risk Management Committee, a standing committee of the Board of Governors, was established to assist the Board in fulfilling its financial accountability and oversight responsibilities. ([Article 15, By-Law #1 of the Board of Governors](#)).

**Responsibilities**

The Audit and Risk Management Committee shall:

**1. AUDIT**

- a. Recommend to the Board the appointment of the external auditor.
- b. Review the scope of the internal and external auditor's reviews of the College's internal controls, any significant findings and recommendations by the internal and external auditors and the responses of the College's staff to those findings and recommendations.
- c. Define the pre-approval process for all audit and non-audit services to be performed by the external auditor and review the external auditor's reports on independence.
- d. Review and approve annual or multi-year internal audit plans, and all proposed major changes to plans.
- e. Review and approve internal audit reports.
- f. Review and approve the external auditors' audit plan including areas of identified risk.
- g. Review with the external auditors the results of the audit and determine if there were any difficulties or disputes with management, any significant changes in the audit plan, any significant changes in accounting policies, and any management estimates that required significant judgement.
- h. Have the right to make inquiries and call upon corporate officers of the College as the Committee deems necessary.

**2. ANNUAL FINANCIAL STATEMENTS**

- a. Review and discuss the annual financial statements and related note disclosures with management and the external auditors.
- b. Seek assurance that the financial statements of Algonquin College are prepared in accordance with Public Sector Accounting Standards, which would include oversight of the selection of accounting policies used in the preparation of the financial statements, and consideration of all relevant alternatives.
- c. Review the annual draft financial statements and, where appropriate, suggest improvements in the financial information and, when accepted, recommend the

final statements for approval by the Board.

- d. Review draft financial statements and approve submission of year-end financial statement information to the Ministry of Colleges and Universities.

### 3. RISK MANAGEMENT/INTERNAL CONTROLS

- a. In accordance with the College's risk appetite and risk tolerance, discuss with the College's corporate officers, the College's significant risks and the measures the officers have taken to monitor and manage these risks.
- b. Review with senior management the adequacy and effectiveness of controls and management information systems, including accounting and budget controls, financial planning and computer operation, information technology (IT) and security.
- c. Review the President's annual report on incidences of fraud.
- d. Review each fiscal year, a summary of single/sole procurement transactions over \$250,000.
- e. Review the progress and risks associated with the College's Major Capital Projects.
- f. Oversee the College's system for monitoring compliance with legislative requirements.

### 4. FINANCIAL MANAGEMENT

- a. Review and recommend to the Board of Governors the Annual Budget including draws from reserves, budget risks and mitigations.
- b. Review and recommend to the Board of Governors the quarterly financial projections for the College's operating, capital and ancillary income and expenses.
- c. Review and recommend to the Board of Governors investment cases for major capital projects exceeding \$1 million.
- d. Review and recommend to the Board of Governors for approval requests for increases to Major Capital Project budgets.
- e. Review and recommend to the Board of Governors for approval proposed debt financing and any other applications for Section 28 approval under the Ontario Financial Administration Act.

### 5. OTHER DUTIES

- a. Review the Investment Reports for the Endowment Funds and the College Operating Funds.
- b. Conduct an annual review of the Investment Policy for College Operating Funds and the Investment Policy for College Endowment Funds.
- c. Propose amendments for approval by the Board of Governors to the Investment Policy for College Operating Funds and to the Investment Policy for College Endowment Funds
- d. Evaluate the Audit and Risk Management Committee's performance in meeting its mandate through the periodic review of the Terms of Reference.
- e. Review and report on such other matters as may be assigned by the Board.

### **Membership**

The Audit and Risk Management Committee shall be composed of at least four external governors. The Chair of the Board shall be ex-officio (voting) member, and the President of the College shall be ex-officio (non-voting) member of the Audit and Risk Management Committee.

### **Term of Appointment**

Each Audit and Risk Management Committee member shall be appointed by the Board for a two-year term subject to an annual review, removal, and renewal by the Board. The Board shall fill a vacancy on the Audit and Risk Management Committee by appointing a new member to the Committee.

### **Chair**

The Governance Committee of the Board of Governors will bring forward an annual recommendation for the Chair of the Audit and Risk Management Committee.

### **Vice Chair**

A Vice Chair of the Audit and Risk Management Committee may be appointed if the committee members feel that there is a requirement. The Vice Chair shall be an external governor.

### **Vacancy**

The Board shall fill a vacancy on the Audit and Risk Management Committee by appointing a new external member to the Committee.

### **Meetings**

Any member of the Board is welcome to attend a meeting, with the approval of the Chair. At meetings where the auditor is present, time shall be allocated for the Committee to meet separately with the external auditor.

### **Frequency of Meeting**

The Audit and Risk Management Committee shall meet at least twice each year or more often as is deemed necessary.

### **Calling Meetings**

Any member of the Audit and Risk Management Committee or the external auditor may call a meeting of the Audit and Risk Management Committee to consider any matter he or she believes should be brought to the attention of the Committee or the Board.

### **Auditor's Attendance**

The external auditor has the right to appear before and be heard at any meeting of the Audit and Risk Management Committee and shall appear before the Audit and Risk Management Committee when required to do so by the Committee.

**Current Version of Terms of Reference:**

Previous version approved at the Board of Governors meeting: October 23, 2023

Revised at the Audit & Risk Management Committee meeting: November 18, 2025

Approved at the Board of Governors meeting: December 8, 2025