



**Summary of the meeting of the
BOARD OF GOVERNORS
September 20, 2018 at 6:48 pm
Boardroom – Kente Building**

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| Board Members: | Bob Forder, Chair Cindy Brandt Tim Farrell June Hagerman Sara Kelleher David MacKinnon Sandra Maracle | Ann Marie Vaughan, President Jacinta Obasohan Bhavik Patel Jim Pine Mary Lynn Rutledge Lisa Sinclair Scott Williams |
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Staff:

Ann Drennan, Senior Vice President Academic and Chief Learning Officer
Kerry Lorimer, Director of Marketing and Communication
Kirsten Mason, Policy and Planning Advisor
Valerie Peticca, Executive Director, Human Resources
Fred Pollitt, Executive Director, Student Life and Leadership
Megan Sheppard, Senior Vice-President, Corporate Services and Chief Financial Officer
Elaine Wilkinson, Recording Secretary

| | KEY POINTS/ACTION REQUIRED | FOLLOW-UP RESPONSIBILITY |
|----------|---|---------------------------------|
| 1 | <p>CALL TO ORDER DECLARATION OF CONFLICT OF INTEREST</p> <p>Board Chair Forder open the meeting by recognizing that the meeting was being held on the traditional territories of the Mohawks of the Bay of Quinte, recognized as the community of Tyendinaga, Mohawk Territory.</p> <p>Quorum was confirmed.</p> <p>Chair Forder welcomed everyone to the meeting and reminded Governors that they are expected to declare a conflict of interest if they find themselves in that situation during any portion of the meeting. No conflict of interest was declared.</p> <p>The Ministry Directive on the <i>Conflict of Interest</i> as distributed to the Board on September 19, 2018 by email was recommended for reading.</p> | |
| 2 | <p>ADDITIONS/DELETIONS/APPROVAL OF CONSENT AGENDA</p> <p>Resolution # 1 Moved by: David MacKinnon Seconded by: Scott Williams AND carried, "THAT the revised Consent agenda for September 20, 2018 be approved as circulated and amendment."</p> | |

| | KEY POINTS/ACTION REQUIRED | FOLLOW-UP RESPONSIBILITY |
|----------|---|---------------------------------|
| 3 | <p>CONSENT AGENDA</p> <p>Resolution # 2 Moved by: Sara Kelleher Seconded by: Cindy Brandt AND carried, “THAT the minutes of the Special Board of Governors meeting of June 20, 2018 be received and adopted.”</p> <p>“THAT the minutes of the Board of Governors meeting of June 20, 2018 be received and adopted.”</p> | |
| 4 | <p>BUSINESS ARISING FROM PREVIOUS MEETINGS</p> <p>No items were tabled.</p> | |
| 5 | <p>REPORT FROM THE SEPTEMBER 20, 2018 ACADEMIC, STUDENT AFFAIRS AND ADVOCACY MEETING</p> <p>Governor Williams provided a report from the meeting held earlier in the afternoon speaking to four substantial items from the meeting:</p> <ul style="list-style-type: none"> • Enrolment Update • Truth and Reconciliation • Sexual Assault • Quality Assurance | |
| 6 | <p>MATTERS OF BOARD DECISION</p> <p>Board of Governors By-Law 1 (General Governance) and By-Law 2 (Bank, Borrowing, Etc.) were discussed during the In-Camera meeting and presented at the open Board meeting for approval, to adhere to the requirements of having these public documents approved during the open Board meeting.</p> <p>Resolution # 3 Moved by: Jim Pine Seconded by: Sandra Maracle AND carried, “THAT the Board of Governors approves revisions to Board By-Law 1 (General Governance) pertaining to the process when determining a Chair for the Standing Committees.”</p> <p>Resolution # 4 Moved by: Sara Kelleher Seconded by: David MacKinnon AND carried, “THAT the Board of Governors approves revisions made to Board By-Law 2 (Bank, Borrowing, Etc.)”</p> | |
| 7 | <p>OTHER BUSINESS</p> <p>No items were presented.</p> | |

| | KEY POINTS/ACTION REQUIRED | FOLLOW-UP RESPONSIBILITY |
|----------|---|---------------------------------|
| 8 | <p>ADJOURNMENT</p> <p>With no further items to discuss, the meeting adjourned at 7 pm.</p> <p style="text-align: center;">_____</p> <p>Bob Forder, Chair</p> <p style="text-align: center;">_____</p> <p>Ann Marie Vaughan, Secretary</p> | |

Reports from the Board of Governors Chair and the College President are shared with Governors as part of their meeting package.

**CHAIR’S REPORT TO THE BOARD
September 20, 2018**

As we begin another term, I welcome everyone back and hope that you had the opportunity for some down-time over the summer.

1. Board Recruitment

I want to thank Governors Allen, Farrell, Williams and President Vaughan for their contribution of time and valued discussions as members of the Nominating Committee. Seven candidates were interviewed for three vacancies on the Board effective September 1, 2018.

A recommendation by the Executive Committee (Nominating Committee) for candidates as future governors on the Board will be presented at the In Camera meeting.

2. Lieutenant Governor in Council (LGIC) Appointment

Colleges Ontario is working on the system’s behalf to address outstanding LGIC board appointments by flagging delayed appointments for the Minister’s and Premier’s Offices to review.

Loyalist is one of the Colleges affected by this delay as a decision regarding our nomination for David Allen, which was submitted on December 13, 2017, has not been received. David was appointed to the Board through the LGIC Public Appointments Secretariat (PAS) process in 2015, and was eligible to serve a second three-year term effective September 1, 2018.

3. Approval of By-Law 1 (General Governance)

As you are aware, approval by the Board of the revised By-Law 1 was obtained at the June 20, 2018 In Camera meeting. Because our Board By-Laws and Policies are public documents, approval should have occurred during the open Board meeting versus the In Camera meeting.

Item 5i on the Board of Governors meeting agenda includes the approval of Board By-Law 1. Since the June In Camera meeting, the By-Law has been updated to better convey the process when determining a Chair for the Standing Committees. As an addition to the process of electing a chair for the Academic, Student Affairs and Advocacy; Finance, Corporate Services and Governance committees, page 26 of By-Law 1 now also include the election of the Chair of the Audit Committee. This decision was made in order to align to the election practices of the other committees. This election process was discussed and agreed upon during the May 2018 Executive Committee review, however was not reflected in the by-law presented during the June 2018 meeting.

4. Board Orientation – October 18th

The October 18th Board Orientation program is open to all Governors with a priority for new governors to attend. An agenda for the program will be shared as soon as possible.

PRESIDENT’S REPORT TO THE BOARD September 20, 2018

1. Strategic Mandate Agreement – Implementation

Implementation has begun of the College’s differentiation noted in the SMA, including:

- a) Recruitment of graduate attributes coordinator;
- b) Recruitment of full-time faculty to chair economic cluster groups (continuing); and,
- c) Retreat with full-time faculty on SMA targets and the plan on how to achieve identified targets over the next three years.

Next steps

- a) Complete recruitment of faculty and staff to groups; and,
- b) Retreats with all faculty and staff groups within the College on defining a destination college and achieving identified targets.

2. Strategic Plan

Through a request for proposals process Strategy Corporation was retained to assist us with the development of a revised strategic plan for Loyalist College. Strategy Corp is also conducting interviews with key external stakeholders of the College to inform the plan. A draft plan has been developed and will be refined once the external interviews are complete. That will start an internal feedback process and dialogue. The November Board of Governors meeting has been reserved for presentation and discussion of the new strategic plan.

3. Health and Wellness Commitment and Strategy

- a) Numerous enhancements were made to food service operations at Loyalist with the lens of health and wellness including expanding service hours and adding healthy food options to the menu;
- b) A report on student wellness activities was developed by the Student Services lead in that area
- c) Recruitment of a Director of Student Success took place August 2018;
- d) A series of consultations took place about the health and wellness complex and the residence operations; and,
- e) Enhancements were made to student orientation to focus on student health and wellness.

4. Employee Engagement Survey

Results of the Employee Engagement Survey were shared with the College community in June 2018. Myself and the Executive Director of Human Resources met with divisional leaders over the summer, to discuss the survey results at the divisional level and to start the process to shape an organizational plan to share best practices and address areas where we could improve.

Our solid 59% survey response rate from full- and part-time faculty and staff shows that our community is engaged – and employees had some great things to say about Loyalist. Here are some of the key findings:

- 67% overall engagement (21% neutral/undecided)
- 79% are proud to tell others they work at Loyalist (14% neutral/undecided)
- 83% feel their job provides them with a sense of personal accomplishment (10% neutral/undecided)
- 80% said there is a strong sense of physical safety (13% neutral/undecided)
- 67% reported good work/life balance (18% neutral/undecided)

- 73% have a strong understanding of their roles, responsibilities and resources to do their jobs (12% neutral/undecided)
- 75% feel there are professional growth opportunities (14% neutral/undecided)

Recognizing that there is work to be done, the survey revealed three key areas of improvement, which influence overall engagement:

1. Senior Leadership, which includes communication, trust and setting clear goals
2. Organizational Vision, which includes a clear link between work and Loyalist's long-term objectives
3. Organizational Culture, which includes accountability, respect, conflict and community

Key activities:

- a) Results shared with College Community, June 2018
- b) Review of results at the divisional level with Executive Member and divisional lead
- c) Requests for divisional discussions and plan to Human Resources by mid-October
- d) College-wide committee being developed November 2018
- e) Regular updates from President to College Community

5. Executive Recruitment

Ms. Megan Shepard has been recruited to the position of Senior Vice President Corporate Services and CFO. Megan has worked at Queen's University for the past ten years, where she has served as Associate Vice-Principal, Planning & Budgeting, for the past five years. Previously she served as Senior Financial Analyst at York University and has also held positions at the University of Victoria and the University of Ontario Institute of Technology.

Megan holds a Masters of Business Administration (Finance), from Dalhousie University, and an Honours Bachelor of Commerce degree from the University of Guelph. She is a member of the Canadian Association of University Business Officers (CAUBO) and the Society of College and University Planners (SCUP).

Recruitment is ongoing for the position of VP External and Chief Innovation Officer. Boyden Executive Search firm has been retained for the recruitment. It is anticipated that the position will be filled by December 2018. During the recruitment process, Kerry Lorimer will serve as Acting Executive Director of External Affairs and Advancement. Continuing Education will report to Valerie Peticca (Executive Director of Human Resources) during this time.

6. Board policies-bylaws, review of College policies

Kirsten Mason has been recruited to the position of Policy and Planning Advisor. This position will report to the President and will focus on policy development, board and government reporting and executive decision-making support and analysis.

7. Orientation

In May 2018, Loyalist College began a process to rejuvenate and refocus their Orientation programming. Leadership of Orientation transferred to the Student Life and Leadership team and Student Government approved a small increase in Student ancillary fees directed towards this initiative. Goals were set out to begin to focus on the following; student learning opportunities, student relationship forming and bonding opportunities, the building of school traditions and pride, student leadership and engagement opportunities and greater community engagement. Over the course of the next couple of months some initial planning was developed, a current Loyalist Student, Josh Roberts was hired as a summer student to help support and coordinate Orientation programming and plans began to be put into place.

1. We designed and delivered eight different fun, educational and student bonding programs that were delivered to over 40 faculty programs, including highlights of the Loyalist Escape Room and the Student Success Feud.
2. We created partnerships with several local businesses, who supported our Orientation BBQ and Friday Night Lights events, providing giveaways and resources to students.

3. We brought back Beach Day as part of Residence Move-In day and brought over 100 students to Sandbanks park, especially a highlight for many of our international student staying in residence.
4. The City of Belleville provided a Bus Pull activity and the Quench Buggy to provide fresh water and reduce our wastes throughout the week
5. We held a wonderful Friday Night Lights event in partnership with our Athletics Team, consisting of a free BBQ, fun activities and amazing fireworks. The College and the faculty union funded the event. A tradition we hope to continue.

Orientation staff overheard at Friday Night Lights...“I have been at Loyalist for 31 years. This was the best day”

Orientation is a critical component of student retention and success. Allowing students to effectively integrate and build relationships is central to this process. In addition, a focus on orientation creates a sense of belonging that ultimately affects our destination vision.

8. World Federation of Colleges and Polytechnics (WFCP)

As Chair of the WFCP Affinity Group on Entrepreneurship I will be attending the conference in Melbourne, Australia October 7-10, 2018. The congress theme is *Preparing for the Skills Future, Now* and will feature speakers from all over the globe including Australia, New Zealand, Japan, China, Canada, United States and United Kingdom.