



**MINUTES OF A MEETING
BOARD OF GOVERNORS
October 7, 2020
8:30 am – 10:30 am
Microsoft Teams**

Present: J. Fleming, Board Chair, D. Hampton-Davies, M. Rubinoff;
S. Abd El-Sayed; P. Palermo; J. Rivard; V. Varma; M. Dubé; B. Dosunmu;
M. Hofstetter; T. Leedale; K. Mann;

Ex Officio: J. Morrison, President and Vice Chancellor

Treasurer: W. Steffler, VP Finance and Administration and CFO

Regrets: A. McDonald

Recorder: J. Hinchliffe

Guests: M. McCollum; P. Davey; M. Reid (Urban Strategies); L. McGrath (Urban Strategies); D. McKerrall; K. Cameron; M. Chapman; A. Pike; C. Altilia; D. McQuarrie; R. Sandhu; J. Ngobia; R. Dewey

1. Call to Order

Meeting was called to order at 8:31 am.

2. Approval of Agenda

It was moved by T. Leedale, seconded by P. Palermo

Be it resolved:

THAT The Board of Governors approve the agenda for October 7, 2020 as presented.

Carried.

3. Declaration of Conflict of Interest

In response to the Chair's query, there were no conflict of interest.

4. Chair's Remarks

J. Fleming provided remarks that included the following topics:

- Welcome to new Governors, A. McDonald and K. Mann
- Congratulations to M. Dubé, re-elected Student Governor
- S. Paquette resigned from the Board
- M. Gill resigned from the Board

- Progress on LGIC vacancies
- The reinstatement of the consent agenda
- Continuance of governance transformation
- Initiating a governance review lead by the Governance and People Committee

President's Remarks

J. Morrison provided remarks on the following topics:

- Changes to executive team leadership to enhance organizational alignment and synergy
- Second round of recommendations from the Galvanizing Education Hub
- Establishment of pandemic advisory councils for Support Staff and Students
- Town hall scheduled October 15, 2020
- Updates on front running capital projects and equity and inclusion anticipated

5. Consent Agenda

It was moved by D. Hampton-Davies, seconded by T. Leedale;

Be it resolved:

THAT the Board of Governors approve the following documents in the consent agenda:

1. Board Minutes of June 24, 2020
2. 2019-2020 Annual Report
3. 2020-2021 Business Plan
4. Strategic Mandate Agreement

Carried.

There were no questions pertaining to the consent agenda.

6. Enrolment Update

The Integrated Planning and Analysis team has modeled various enrolment scenarios. Sheridan is on track to achieve enrolment as outlined in the high impact scenario. A. Pike introduced the topic and M. Chapman presented.

Discussion including how the current enrolment plan relate to previous years' enrolment and international recruitment took place. The Board will receive an update on the internationalization plan at a future Board meeting.

7. Employee Engagement Survey

A review of the employee engagement survey results from winter 2018 and work to-date aimed at addressing prioritized areas of focus was shared with the Board. In addition, the results of the COVID employee engagement survey conducted in the spring were reviewed.

When comparing the results from the current COVID survey with the employee engagement survey, there were large and positive shifts in sentiment on key areas including:

- Motivation
- Communication
- Appropriate job resources

A second pan-institutional employee engagement survey is begin planned for late 2021. A second COVID employee survey will be rolled out in late October and throughout the pandemic. Data collected from these surveys will inform action planning pan-institutionally.

8. On Campus Pandemic Operations

The Chief Risk Officer provided an update on the on-campus pandemic operations. The enterprise risk framework informs on-campus pandemic operations. An incident management system allows for timely communications, compliance tracking and responses to incidents in a scalable way.

The Board inquired about the risk for closure of the Davis campus. The extent to which the cases are connected is the trigger to campus shutdowns by Public Health. Public health will inform Sheridan about individuals if they require information for contact tracing.

9. Flexible Budget Update

The budget continues to be in-line with budget planning. October 9 is the last date for students to drop courses for a full tuition reimbursement. Numbers will be reviewed thereafter to understand the impact. Management is monitoring and will be adjusting the forecast monthly. Budget updates will be reported at the Finance, Audit and Property Committee and Board meetings for the duration of the fiscal year.

The Board inquired whether the expense fixed cost reductions will be maintained long term or on an interim basis. It is expected that management finds long term efficiencies with expanded use of technology and innovation.

The meeting moved in camera for the next item.

10. Front Running Projects

A report on front running capital projects was reviewed in camera. Guests from Urban Strategies and the Capital Projects team joined the meeting.

NOT FOR OFFICIAL MINUTES

A report outlining the process used to identify a front running project from the master plan was shared. The report reviews the outcome on the first phase of the concept development and identified a front running project focused on arts and digital innovation at the Trafalgar campus. This proposal will be submitted to the government should a call for 'shovel-ready' projects be made.

The Board inquired about the timeline for updates and approvals on the front running project. The team will return and provide an update at the end of the second phase. The Board also inquired about the current strategies to strengthen the partnership opportunities between Sheridan and Brampton. Management stated that there are stronger partnerships in positions of influence in Oakville. Planning priorities in Brampton are not always clear and consistent. Creating more space on one campus can however provide for flexibility elsewhere.

It was moved by T. Leedale, seconded by B. Dosunmu;

THAT the Board of Governors approve:

1. Proceed with development of a front running project at Trafalgar campus.
2. Consider smaller-scale, student focused investment projects at Davis campus.
3. Investigate options to proceed with the development of a larger scale front running project at Davis following the completion of the Trafalgar concept development in early 2021.

Unanimously carried.

The meeting moved out of camera.

11. Degree Conferral

D. McQuarrie, Registrar, joined the meeting.

The Chair of the Board read the Board conferral statement:

In maintaining our commitment to public health directives aimed at protecting people's safety, we are required to postpone our traditional, in-person convocation ceremonies that are typically held in October.

Our institutional priority is to confer the credentials of those who have completed their academic program requirements by August 2020.

Therefore, presented to the Sheridan Board of Governors, is the list of Graduands who have successfully completed the curriculum of their chosen program and have been recommended by the faculty to be awarded their credentials in recognition of their academic accomplishment.

On behalf of the Board of Governors, I confer their diplomas, degrees, and certificates on them with all the honours, privileges and responsibilities pertaining thereto, in absentia.

A list of graduands is on file with the Board Secretariat. Congratulations to all!

12. Inclusive Communities Update

The Vice President, Inclusive Communities, provided an update to the Board. The updates will be a regular installment on the Board agenda.

Foundations of equitable practice training was developed for all Sheridan employees. The 4-hour module launched in August and nearly ¾ of employees have completed the training. Categories of the training include:

- Human Rights 101
- Unconscious Bias Training
- Anti-Oppression and Anti-Racism Training

Sheridan has committed to hiring six Indigenous and Black faculty positions in the Faculty of Animation, Arts and Design over the next two years. Two of these positions have already been advertised for the Music Theatre program. The community has been informed through Sheridan Insider announcements. This process is aligned with the Ontario Human Rights Code and the Charter of Rights and Freedoms.

Access for underrepresented students in programs is being addressed, in part, through a new scholarship program for Black and Indigenous students.

A Diversity and Equity Council remains in place to advise the VP Inclusive Communities. The Council is made up of staff, students and employees and strives to meet the needs of our diverse community.

The Black Sheridan student group made a number of requests to senior leadership last summer, all of which have been agreed to:

1. *Request:* Consistent recognition of the Black Community that is not limited to Black History Month

Response: A staff member has been assigned to keep track and identify opportunities for further engagement.

2. *Request:* Hold staff and students accountable for issues that come forward.
Response: Sheridan has an established practice of accountability.
3. *Request:* Make diversity census public.
Response: A town hall highlighting the data from the diversity census was hosted in September. The information is also available online.

This summer, Sheridan signed the Black North Initiative CEO Pledge, committing Sheridan to specific actions and targets designed to dismantle systemic anti-Black racism and create opportunities for underrepresented members of its community.

The meeting moved in camera.

13. In Camera

Management departed the meeting and a discussion was held in camera for the members of the Board. The meeting moved out of camera.

14. Adjournment

Having no further business, the Board meeting was adjourned at 10:34 am.