



**MINUTES OF A MEETING  
BOARD OF GOVERNORS  
October 20, 2021  
8:30 – 11:00 am  
Microsoft Teams**

**Present:** D. Hampton-Davies, Board Chair (External Governor), J. Fleming, Past Chair (External Governor), M. Hofstetter (External Governor), V. Varma (External Governor), B. Dosunmu (External Governor), C. Ezeokafor (External Governor), A. Coats (External Governor), A. Minott (External Governor), S. de Eyre (External Governor), S. Cumming (Internal Governor), S. Abd El-Sayed (Internal Governor), M. Szablowski (Internal Governor), R. Poulton (External Governor), S. Sharma (Internal Governor)

**Regrets:** K. Mann (External Governor)

**Ex Officio:** J. Morrison, President and Vice Chancellor

**Secretary:** R. Sandhu, General Counsel, Corporate Secretary and Special Advisor to the President

**Recorder:** J. Hinchliffe, Secretary of the Board

**Guests:** R. Piper, VP Human Resources;

T. Smith, EA to the President, Secretary to the Advisory Council, W. Hall, AVP Advancement, C. Szustaczek, VP External Relations, W. Steffler, VP Finance and Administration, D. McQuarrie, Registrar, C. Altilia, Provost and VP Academic, A. Pike, Chief Change Officer, M. McCollum, AVP Facilities, E. Shaw, Observer

**1. Call to Order**

Meeting was called to order at 8:31 am.

**2. Approval of Agenda**

It was moved by B. Dosunmu, seconded by Vanita;

Be it resolved:

THAT The Board of Governors approve the agenda for October 20, 2021 as presented.

Carried.

**3. Declaration of Conflict of Interest**

In response to the Chair's query, no conflicts of interest were raised.

#### 4. Approval of Minutes from June 16, 2021.

It was moved by C. Ezeokafor seconded by A. Coats;

Be it resolved:

THAT the Board of Governors approve the minutes from June 16, 2021 as presented.

Carried.

#### 5. Chair's Remarks

D. Hampton-Davies welcomed new members S. Cumming, M. Szablowski, S. de Eyre and A. Minott. Board leadership was recognized and R. Sandhu, General Counsel, Secretary to the Board and Special Advisory to the President was welcomed.

Remarks from the Chair included:

- Reintroduction of the consent agenda;
- Refreshed approach to agenda packages and presentations;
- In camera items have been moved to the end of the agenda;
- In camera sessions with and without management will be scheduled for every meeting as a matter of good governance;
- Networking opportunities scheduled throughout the year.

#### 6. President's Report

J. Morrison welcomed members to a new Board term. Remarks from the President and Vice Chancellor included:

- Fall 2021 Leadership Bridge Program. An opportunity for Board members to connect with students;
- Free assessments provided by Centre for Health and Human Performance;
- First meeting of the Advisory Council scheduled Wednesday, October 27<sup>th</sup>;
- National Day of Truth and Reconciliation observed at Sheridan September 30<sup>th</sup>;
- Sheridan Student Union
  - Food First program;
  - Recent gift of \$250,000 from Sheridan Student Union to support scholarships and bursaries;
  - \$430,000 donation supporting Health Promoter Specialists who focus on student wellness at Sheridan.
- New partnership with NBCUniversal to support students in Bachelor of Film and Television program who identify as Black, Indigenous and/or from a racialized community;
- Student refugee program
- Come From Away premier on Apple TV+

#### 7. Consent Agenda

It was moved by M. Hofstetter, seconded by A. Coates;

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

- Minutes from June 16, 2021
- Code of Conduct
- Terms of Reference for Board Leadership
- Germs of Reference for Advisory Council

Carried.

There were no questions or comments on the consent agenda.

## **8. Graduands Statement for Fall Ceremony**

The Chair read the following statement:

*In maintaining our commitment to public health directives aimed at protecting our community's safety, our traditional, in-person convocation ceremonies that are typically held in October have been postponed.*

*Our institutional priority is to confer the credentials of those who have completed their academic program requirements by August 2021.*

*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.*

## **9. Engaging Sheridan to Support Our Students**

A recurring giving campaign will be launched in which employees are invited to make recurring gifts through payroll deduction in support of Sheridan students. The Board was asked to consider engaging in the recurring giving campaign. The goal is to achieve 100% participation with non-student members of the Board. A follow up email with more detail will be shared following the meeting.

## **10. Employee Engagement Results**

Results from three COVID employee surveys conducted since the onset of the pandemic were presented. There were improvements around levels of fatigue/burnout, ability to focus and feeling respected/valued between the first two surveys and the third survey. Sentiments around change management and communications remain strong. Data gleaned from the third COVID employee survey will guide decision-making in relationship to communications, change management, remote working, return to work and wellness.

## **11. Board Evaluation Results**

The results of the 2020-2021 Board evaluation were presented for information. Several recommendations have already been implemented. A continuous feedback loop using post meeting surveys and one on one consultations will strengthen and support governance excellence.

## **12. Q1 Budget update**

The Chair of Finance, Audit and Property provided a high-level update on the first quarter budget. The forecast presents a \$14 million deficit for 2021-2022 – an improvement from the initially budgeted \$35 million deficit. Lower domestic enrolments were noted. This is a trend seen across the college sector. Cost management strategies in the form of activities-based budgeting (ABB) will be implemented in a parallel budget approach for 2021-2022.

## **13. ABB Parallel Budget**

The 2022-2023 budget will be presented in ABB format. This approach will increase transparency and accountability within the budget process and will support long term financial sustainability. Implementation is on track.

**14. Enterprise Risk Management Update**

The Enterprise Risk Management update at the Finance, Audit and Property Committee meeting was deferred. Risk leaders have been focusing on the return to campus. A fulsome update including risk mitigation strategies and action plans will be included on the November committee agenda. The Manager of Enterprise Risk departed Sheridan. Deloitte has been contracted to support the continued work on the risk appetite statement that will be brought to the Board at a future meeting.

**15. In camera Session**

The public portion of the agenda concluded, and the meeting moved in camera at 9:51 am. Meeting observers departed.

**16. Front Running Projects**

An update on front running projects was provided in camera.

**17. Property Acquisition**

An update on a potential property acquisition was provided in camera.

**18. Financial Health Metrics**

An update on Sheridan's financial health metrics was provided in camera.

**19. President's Report In Camera**

A report from the President and Vice Chancellor was provided in camera.

**20. In Camera with and without management**

An in-camera discussion with management was held. Following the discussion, guests and members of management departed the meeting. An in-camera discussion without management was held.

**21. Adjournment**

Having no further business, the Board meeting was adjourned at 11:07 am.