

BOARD OF GOVERNORS Governance, Nominations & Human Resources Committee (GNHR)

Thursday, October 22, 2020 2:00 p.m. – 5:00 p.m. <u>Videoconference</u> Toll-Free: 1.888.240.2560 Meeting ID: 538 104 169

- Members: Maria Saros (Chair), Lisa Edgar, Laura Elliott, Mitch Frazer, Francis Garwe, Kori Kingsbury, Steven Murphy, Dietmar Reiner, Trevin Stratton
- Staff: Jamie Bruno, Becky Dinwoodie, Cheryl Foy, Lori Livingston

AGENDA

No.	Торіс	Lead	Allocated Time	Suggested Start Time
	PUBLIC SESSION – 2:00 p.m.			
1	Call to Order	Chair		
2	Agenda (M)	Chair		
3	Conflict of Interest Declaration	Chair		
4	Chair's Remarks	Chair		
5	President's Remarks	Steven Murphy	10	2:10 p.m.
6	Governance:	Cheryl Foy	25	2:20 p.m.
6.1	GNHR Terms of Reference Review* (D)			
6.2	By-laws Implementation Update* (U)			
6.3	Board Engagement:			
	(a) Board PD 2020-2021* (D)			
6.4	Development of Board Governance EDI Strategy (D)			
6.5	Strategic Discussion: Mental Health in the Time of COVID		30	2:45 p.m.
7	Consent Agenda (M):	Chair	5	3:15 p.m.
7.1	Minutes of the Meeting of May 14, 2020*			
8	Other Business	Chair		
9	Adjournment (M)	Chair		3:20 p.m.
	BREAK		10	

No.	Торіс	Lead	Allocated Time	Suggested Start Time
	NON-PUBLIC SESSION – 3:30 p.m. (material not publicly available)			
10	Call to Order	Chair		
11	Conflict of Interest Declaration	Chair		
12	President's Remarks	Steven Murphy	5	3:35 p.m.
13	Governance	Cheryl Foy	10	3:40 p.m.
13.1	2020-2021 Work Plan Review* (D)			
13.2	Durham College Board Engagement	Dietmar Reiner		
14	Nominations			
14.1	 Board membership: (a) Student Governor Election Results* (M) (b) LGIC Appointments & Co-Populous Members* (U) (c) Board Recruitment Strategy* (D) (d) Board & Committee Leadership Succession (D) 	Cheryl Foy & Becky Dinwoodie	20	3:50 p.m.
14.2	Appointment of Governor to Academic Council for 2020-2021* (D)	Cheryl Foy	10	4:10 p.m.
15	Human Resources			
15.1	Labour Relations & Human Resources Update* (M)	Cheryl Foy & Jamie Bruno	25	4:20 p.m.
16	Consent Agenda (M):			4:45 p.m.
16.1	Minutes of the Meeting of May 14, 2020*			
17	Other Business	Chair		
18	In Camera Session (M)	Chair		
19	Termination (M)	Chair		5:00 p.m.

Becky Dinwoodie, Secretary



COMMITTEE REPORT

SESSION:		ACTION REQUESTED:	
Public Non-Public		Decision Discussion/Direction	
TO:	Governance, Nominations & Hu (GNHR)	Iman Resources Committee	9
DATE:	October 22, 2020		
FROM:	Cheryl Foy, University Secretar	y & General Counsel	
SUBJECT:	Review of GNHR Terms of Refe	rence	

COMMITTEE MANDATE:

- GNHR's responsibilities under its Terms of Reference include providing advice to the Board on its governance structure and processes, and matters pertaining to the organization of the Board and its committees.
- As part of the committee's mandate, it must conduct a periodic review of its Terms of Reference and recommend revisions to the Board when appropriate.
- We are seeking the committee's feedback on its Terms of Reference.

BACKGROUND/CONTEXT & RATIONALE:

• Last year, the committee's Terms of Reference were reviewed in the context of the new brand, as well as any comments received since the terms were last updated in November 2018. The proposed amendments were editorial in nature and were approved by the Board in November 2019.

COMPLIANCE WITH POLICY/LEGISLATION:

• this is compliant with the Act and By-laws

NEXT STEPS:

1. If GNHR has any proposed amendments to the Terms of Reference, the amended Terms of Reference will be presented to the Board for approval on December 2, 2020.

SUPPORTING REFERENCE MATERIALS:

• GNHR Terms of Reference



BOARD OF GOVERNORS Governance, Nominations and Human Resources Committee

1. TERMS OF REFERENCE

The Governance, Nominations and Human Resources Committee is a standing committee of the university's Board of Governors and is responsible for providing advice to the Board on its governance structure and processes, the nomination and election of new members and board performance, and matters concerning the university's human resources policies, strategies and plans.

The Governance, Nominations and Human Resources Committee is empowered with decision-making authority on behalf of the Board of Governors with respect to the setting of human resources policies, compensation plans and collective bargaining mandates.

The Committee shall also consider such other matters that are delegated to the Committee by the Board of Governors.

Specifically, the Governance, Nominations and Human Resources Committee shall have the following responsibilities:

i) Governance

- Advising the Board on matters pertaining to the organization of the Board of Governors and its committees and the Board's relationship with other bodies at the university as established in the university's Act and By-Laws.
- Periodically reviewing the university's By-Laws and other policies of the Board and its committees, and relevant university policies, making recommendations to the relevant governing body or administrative department for development and revision when appropriate.

ii) Nominations

- Overseeing the process of recruiting, selecting and electing new governors and recommending their appointment to the Board, in accordance with the university's Act and By-laws. In doing so, the Committee shall strive to achieve a balance of skills, expertise and knowledge among its membership, while reflecting the demographic and cultural diversity of the communities served by the university.
- Overseeing the development of programs for the orientation and ongoing education of governors on university operations, matters affecting the post-secondary education sector, and good governance practices.



- Developing, implementing and monitoring procedures for assessing the effectiveness of the Board and its committees.
- Overseeing the nomination and election of a Chair and Vice-Chair from among the external governors of the Board.
- Assessing the leadership needs of the Board, and in consultation with committee chairs, recommend chair and individual member assignments for each of the standing committees.

iii) Human Resources

- Establishing collective bargaining mandates for the university's representatives engaged in negotiation of collective agreements with certified bargaining agents representing persons employed at the university
- Establishing human resources policies that govern terms and conditions of employment of university staff and faculty.
- Establishing changes to the compensation of university staff and faculty not represented by a bargaining agent.

2. MEETINGS

The Committee shall meet at least four (4) times per year, or otherwise at the Committee's discretion. In accordance with the university's Act and the Board of Governors Meeting Policy and Procedures, the Committee shall conduct three types of Meetings as part of its regular administration: Public, Non-Public and *In Camera* (when required).

3. MEMBERSHIP

The Committee shall be composed of:

• Between three (3) and seven (7) external governors.

4. QUORUM

Quorum requires that half of the Committee members entitled to vote be present.



COMMITTEE REPORT

SESSION:		ACTION REQUESTED:	
Public Non-Public		Decision Discussion/Direction Information	
TO:	Governance, Nominations & Hu (GNHR)	uman Resources Committe) e
DATE:	October 22, 2020		
PRESENTED BY:	Cheryl Foy, University Secretar	ry & General Counsel	
SUBJECT:	By-laws Implementation Plan U	lpdate	

COMMITTEE MANDATE:

In accordance with its Terms of Reference, GNHR is responsible for advising the Board of Governors on its governance structure and processes, which includes reviewing the university's By-laws and recommending revisions when appropriate.

BACKGROUND:

As part of the committee's responsibilities, a By-law Review Working Group was established in May 2015. Pursuant to the recommendations of the Working Group and GNHR, the Board approved updated By-law No. 1 and new By-law No. 2 in October 2017, to come into effect on September 1, 2018.

At the GNHR meeting in November 2017, the committee reviewed and endorsed the proposed 3-year Governance Plan for the Board. One of the governance priorities identified for both the Board and Academic Council was the implementation of the updated By-laws. Accordingly, a By-law Implementation Plan was developed to guide the process and was presented to GNHR in February 2018.

UPDATE:

Much progress has been made against the By-laws Implementation Plan. Most significantly, the establishment of a new Academic Council Governance and Nominations Committee (GNC), when the Board of Governors approved its Terms of Reference in June 2018. The GNC is responsible for overseeing the implementation of By-law No. 2; accordingly, the By-law Implementation Plan guides the development of the GNC's annual work plan. The GNC has made good progress in reviewing the Terms of Reference of

Academic Council's standing committees and developing governance procedures, namely the selection of a Vice-Chair and Board Liaison.

The implementation of the new By-laws is providing a solid foundation for good governance processes and is working to strengthen bicameral governance.

NEXT STEPS:

We will continue to update GNHR on the progress being made on the By-laws Implementation Plan.

SUPPORTING REFERENCE MATERIALS:

• By-laws Implementation Plan Update



BY-LAWS IMPLEMENTATION PLAN – BY-LAW No. 1

Article	Actions Required	Lead	Target Date	Status
Definitions - "Administrative Staff"	 Review of policy instruments to update term "non-academic staff" to "administrative staff" 	Office of University Secretary & General Counsel (USGC)	2020	in progress
	 Definition broadened to include part-time continuing employees Update Board Election Procedures, if required 	USGC	Fall 2018	COMPLETE
3.3(c)	 Reduce number of elected student governors from 2 to 1 – open to undergraduate & graduate students implement change in Spring 2018 election 	USGC	Spring 2018	COMPLETE
	Update Board Election Procedures, if required	USGC	Fall 2018	n/a
4.2 - 4.6	Board "Conflict of Interest" provisionsInclude in governor orientation	USGC	Fall 2018	COMPLETE
6.11	 Rules of Order changed to <i>Democratic Rules of</i> <i>Order</i> by Francis & Francis Distribute copies to the Board during orientation 	USGC	Fall 2018	COMPLETE – available through university library



BY-LAWS IMPLEMENTATION PLAN – BY-LAW No. 2

Academic Council – Immediate Priority	Lead	Target Date	Status
 Discussion regarding establishment of a governance committee/working group of Academic Council (AC) 	Office of University Secretary & General Counsel (USGC)	Summer 2018	COMPLETE - TERMS OF REFERENCE APPROVED JUNE 2018
Solicit nominations for Academic Council's Governance & Nominations Committee (GNC)	USGC	Summer 2018	COMPLETED & ONGOING

Article	Actions Required	Lead	Target Date	Status
1.1(a)(ii)	Develop procedure for selection of Vice-Chair for AC	AC (GNC)	Summer 2018	COMPLETED – GNC approved Feb 2020
1.1(a)(iii)	 Develop procedure for selecting temporary Chair for AC 	AC (GNC)	Summer 2018	AC agreed that Vice-Chair should be temporary Chair & separate temporary Chair selection process unnecessary



1.1(a)(iv)	 Review of appointment process & committee appointment procedures to be completed together with the review of AC committees' terms of reference 	AC (GNC)	Fall 2019	ONGOING - CPRC, Admissions & Scholarships Committee, ACX, GSC & GNC COMPLETE Honorary Degrees, Research Board, Academic Appeals Committee on work plan 2020- 2021
Article	Actions Required	Lead	Target Date	Status
2.3	Increase in elected faculty & student membership of Academic Council	USGC	Spring 2018	COMPLETE & ONGOING (held Spring & Fall
	Include additional positions in 2018 Spring Election			elections)
2.4	 Include additional positions in 2018 Spring Election Review & update Academic Council Election procedures 	USGC	Spring 2020	elections) On work plan for 2020-2021

BY-LAWS IMPLEMENTATION PLAN - PARKING LOT

Issue	Actions F	Required	Lead	Target Date
	AC = Academic Council	GNC = Governance & Nominat	ions Committee	



AC Committees	 Review Terms of Reference & appointment procedures: ACX (now Steering Committee) - COMPLETE CPRC (now USC) - COMPLETE GSC - COMPLETE Admissions & Scholarship (dissolved) - COMPLETE Academic Appeals Honorary Degrees Research Board GNC - COMPLETE 	GNC	ONGOING - Honorary Degrees, Research Board & Academic Appeals in progress & on work plan 2020- 2021
Faculty Councils (FC)	Review Terms of Reference	GNC	2020-2021
	Review meeting processes	GNC	2020-2021
	Review communication between FC & AC	GNC	2020-2021
Outdated Academic Council Handbook	 Review & update Academic Council Handbook Consider eliminating Academic Council Handbook & replacing with Terms of Reference, Policies & Procedures 	AC/GNC	IN PROGRESS - 2020-2021



COMMITTEE REPORT

SESSION:		ACTION REQUESTED:	
Public Non-Public		Decision Discussion Information	
то:	Governance, Nominations & Human F	Resources Committee (Gl	NHR)
DATE:	October 22, 2020		
FROM:	Cheryl Foy, University Secretary & Ge	eneral Counsel	
SUBJECT:	Board Orientation/Education Work Pl	an 2020-2021	

COMMITTEE MANDATE:

GNHR is responsible for overseeing the development of programs for the orientation and ongoing education of governors on university operations, matters affecting post-secondary education sector, and good governance practices.

In accordance with the committee's mandate, the 2020-2021 Board Orientation/ Education Work Plan ("Education Plan") is coming forward for review and discussion.

BACKGROUND/CONTEXT:

In anticipation of the larger than usual number of new governors, a more detailed Education Plan was developed for 2018-2019. Although there was only one new governor last year, we found it was a good exercise and developed a plan for 2019-2020. We will continue with this practice going forward. Rather than focusing on orientation, this year's plan focuses on educational sessions that align with the Board's work for the year and the university's strategic priorities.

CONSULTATION:

The Education Plan was developed in consultation with President and the Board Chair.

NEXT STEPS:

Incorporating GNHR's feedback, the work plan will be used as a guide to develop the Board educational sessions for 2020-2021.

SUPPORTING REFERENCE MATERIALS:

• Draft Board Orientation/Education Work Plan 2020-2021



BOARD ORIENTATION/EDUCATION WORK PLAN 2020-2021

Date	Suggested Topic	Lead
September 22 & October 27	Orientation Session for Academic Council & new governors	Cheryl Foy & Becky Dinwoodie
TBD	 Board Committees - New Member Orientation Orientation session prior to first committee meeting for new members Committee mandate & work plan Key issues facing the committee 	Committee Chair, Steven Murphy & Cheryl Foy
December 2 (immediately before Board meeting)	Ontario Tech Talent (OTT) Session	Steven Murphy
February 25 (immediately before Board meeting)	Equity, Diversity & Inclusion Session	Guest Speaker
April 22 (immediately before Board meeting)	3-Minute Research Presentations	Invited Faculty Researchers
June 25	AGM – alumni & SU presentations	Susan McGovern

Supporting Student Mental Health in the Time of COVID

Monica Jain, Director, Careers, Counselling and Accessibility Jarek Baginski, Manager, Student Mental Health Services

October 2020



Purpose

Recognize that mental health is increasingly important and that the context for students has changed dramatically.

Need to assess whether we are keeping up, changing accordingly, and focused on key next steps/strategies.

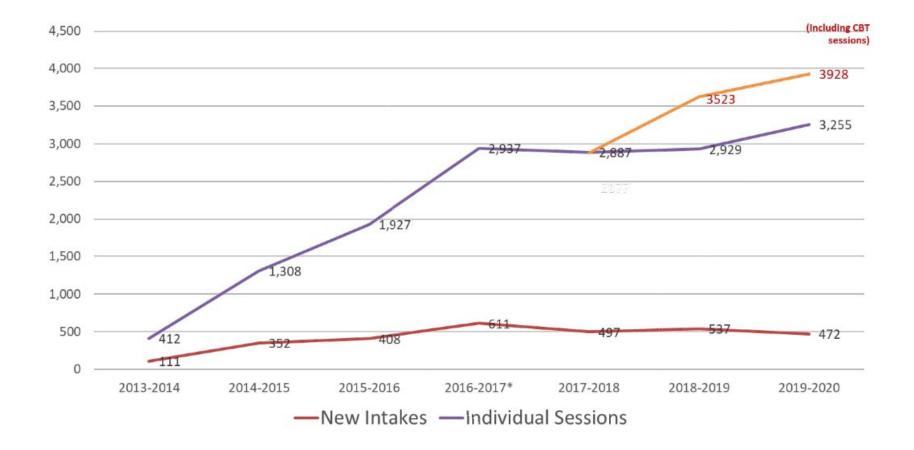


A look at the mental health landscape and the needs of our students

- Adverse mental or behavioral health condition
- Emergence of difficulties consistent with:
 - Heightened stress
 - Anxiety
 - Depressive affects
 - Loneliness/isolation
 - Dependencies/maladaptive coping
 - Domestic/relational distress



COUNSELLING SESSIONS





How we are adapting and responding?

- Shift from in person to virtual service delivery
- Launch of stepped care service model
- Student Engagement Initiatives
- Peer to peer supports & programming
- Increasing partnerships with community agencies



Shift to virtual mental health supports

- Continued student access to support through virtual delivery.
- Individual counseling via phone or video conferencing; participation in online support groups and programming.
- Resources to 24/7 supports made available to students.



Launch of Stepped/Integrative Care-Informed Mental Health Service Model

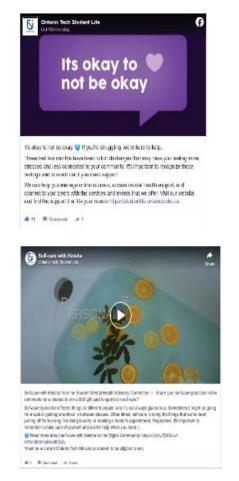
- Launched September 2020
- Aims to match the appropriate level of treatments/care to student's needs
- Goal is to make services more accessible, more efficient and more expedient
- Current wait times for an intake appointment are between 0 and 3 days.

(*improvement from up to five weeks)

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Mental Heaten			
Welcome to Student Mental Health S	Services! We are committed to support	ing your mental health in a variety of way	5.
Our new Stepped Care approach allo	ws us to offer you a range of supports	to get you through life's challenges. Explo	re the Stepped Care options below.
If you would like some help navigatin	e your choices, book an intake session	with our Student Wellness Coordinator.	
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Student Engagement & Peer Initiatives



- Social engagement and promotion of opportunities for students to get involved in campus life
- Peer leader and mentoring programs
- Ongoing workshops and learning communities



8

Partners

- Campus Health Centre
- Ontario Shores Centre for Mental Health Sciences
- Oshawa Psychological Services
- Centre for Mental Health and Addictions
- CAREA



QUESTIONS/DISCUSSION

"Shout out to the people working at mental health services at the student life offices. You guys have helped me personally, so many times and are always available and try to accommodate for everyone. Mental health is not something anyone should be ashamed to discuss, and no one should hesitate from seeking help if they need it."

"I am still around because of you"





BOARD OF GOVERNORS

Governance, Nominations & Human Resources Committee

Minutes of the Public Session of the Meeting of Thursday, May 14, 2020 Video Conference, 2:00 p.m. to 3:15 p.m.

- **Members:** Francis Garwe (Chair), Doug Allingham, Laura Elliott, Mitch Frazer, Steven Murphy, Maria Saros, Trevin Stratton
- **Regrets:** Kori Kingsbury
- Staff: Jamie Bruno, Becky Dinwoodie, Cheryl Foy, Lori Livingston, Niall O'Halloran, Olivia Petrie
- **Guests :** Chelsea Bauer (FA), Mike Eklund (FA)

1. Call to Order

The Chair called the meeting to order at 2:01 p.m.

2. Agenda

The Chair noted that a request was received to move the Code of Ethics from item 8.1 to the policy section as item 6.3(d) and that a motion is no longer required for agenda item 15.1

Upon a motion duly made by L. Elliott and seconded by S. Murphy, the Agenda was approved as amended.

3. Conflict of Interest Declaration

There was none.

4. Chair's Remarks

The Chair welcomed the new Chancellor to his first committee meeting and thanked everyone for participating. He invited guests to introduce themselves. The Chair offered special thanks to the university leadership team as they have stepped up in big ways. He shared that he is proud and happy to have the team pull this heavy weight in responding

to the pandemic situation. The Chair remarked that the broader community is thankful for the support of the university.

5. President's Remarks

The President noted that although we are living through an unprecedented time, the university continues to provide value added to all levels of government. The President reported that he has been on multiple calls with the Deputy Minister of the Environment with respect to the testing of wastewater for COVID. The university continues to be proactive and the consistent message is that we are willing to do whatever is needed to support the government and population through this crisis.

The President also reported that they continue to inform government officials of the burden of the debenture. Throughout COVID, the university has contributed by partnering in the production of PPE, ventilator support, donating PPE, and graduating our nurses early. The Ministers know that we have punched way above our weight as an institution. The number one issue is helping businesses maintain employment and supporting individuals who have lost jobs. It is important to demonstrate that the work done by universities is relevant. We are maintaining strong relationships with all levels of government to ensure we are part of the COVID turnaround.

The President spends evenings checking in with colleagues around the globe, which helps him learn from other jurisdictions. Many postsecondary institutions are still online and those that have gone back to campus are considered second or third tier.

The President reviewed the broad categories of learning from COVID:

- How do you integrate technology into learning most effectively? This has taken hold across all continents. Integral to think about how to maintain a sense of community.
- Increased desire for collaboration; acknowledgment that institutions cannot do everything on their own; leverage different strengths of institutions; for institutions to stay in existence or protect their positions, there is an observed need for collaboration that has not been as prevalent before.
- All of the schools are discussing that the "new normal" will no longer exist how do we begin in this phase of technology and learning when unsure about what end stage will look like?

The university is well positioned to move forward in this context.

D. Allingham commented that staff and faculty are doing an amazing job under the leadership of the senior leadership team.

A member commented that people are bored of watching tv while in isolation and asked whether there is opportunity for the university to put on one/two day courses for adults/teenagers to further education in certain areas over the summer. The President advised that Osman Hamid, the Director, Creativity & Entrepreneurship, has been giving a lot of thought to online platforms for sessions for small/medium businesses that would be offered for free. There are a number of courses/programs being offered over the summer.

There was also a discussion about what next year might look like for first-year students. The President advised that the hope is to start and end the semester in the same mode. Researchers and graduate students are anxious to return to their labs. Whether this is possible depends on physical distancing requirements. There is proactive planning for some limited face to face learning. The number one concern of parents and students is health and safety.

The President also advised that the opinions of students change once they have a positive online experience. There are many universities presenting themselves as offering a significant amount of face to face teaching in the fall and they might not be able to deliver on that. We do not want to lose students to the perception that we will be offering more online courses than other institutions. The university is being more straight forward about the reality of the fall and not over promising. A comment was made that the experience of high school students with online learning has been hit and miss. It will be important to ensure students know that the university effectively uses technology in teaching and learning and that our faculty is second to none. Marketing of the university's plan will be key, as well as confirming that safety is the primary concern.

6 Governance:

6.1 Board Engagement:

(a) Annual Board & Committee Practices Assessments

C. Foy reviewed the results of the Board and Committee Practices Assessments with the committee.

6.2 Annual GNHR Board Report

C. Foy reviewed the annual Board Report with the committee and invited comments. There were no comments from the committee.

(M. Saros joined at 3:00 p.m.)

6.3 Policy Update:

(a) Pandemic Planning: Next Steps

C. Foy provided an update on the next steps in pandemic planning. The university continues to monitor the information coming in about what is expected for the fall. The senior leadership team has been working on what assumptions would underlie a potential return to campus in the fall or later. She advised that the assumptions would be presented

to Academic Council and the Provost would be giving an update. They will also be examining how the university supports online education, as well as a return to campus.

(b) Report on Annual Review of Workplace Violence Policy

J. Bruno reviewed the report with the committee. He advised that the consultations and engagement with necessary stakeholders have been completed.

The key takeaway is that workplace violence should likely not be included in the same policy as harassment. The recommendation is to move forward with the policy as is and consider this during the annual review later in 2020/2021.

(c) Annual Report on Student Sexual Violence Policy Implementation

O. Petrie presented the annual report. She confirmed that the report is a compliance piece. The university continues to support students who have experienced any form of violence, but particularly sexual violence, even though we have transitioned online. The university also supports students who have experienced sexual violence in previous years. Education was a priority this year. The "We Get Consent" campaign was rolled out throughout the year. In March, the university received the results of a survey conducted across Ontario institutions. The advisory committee will review the results to refine the direction being taken, if necessary. With the receipt of the survey results and the hiring of a dispute resolution officer, the advisory committee will continue to meet over the summer to develop policy amendments.

In response to a question about how the statistics compare to previous years, O. Petrie advised that the statistics seem to be staying relatively the same. They are looking at transitioning the first-year student orientation online while maintaining its effectiveness. A question was also asked about whether there is anything in particular with respect to our student demographics that we should be particularly concerned about. O. Petrie advised that we do have a unique population as there is a large percentage of first-generation students. However, she was unsure of how our numbers compare to those of other institutions.

(d) Code of Ethics

C. Foy provided an overview of the Code of Ethics policy documents and invited feedback from the committee.

- 7. Consent Agenda:
- 7.1 Board schedule 2020-2021

7.2 Minutes of the Meeting of March 26, 2020

Upon a motion duly made by L. Elliott and seconded by M. Saros, the Consent Agenda was approved as presented.

9. Other Business

10. Adjournment

Upon a motion duly made, the public session adjourned at 3:37 p.m.

Becky Dinwoodie, Secretary