

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

Thursday, October 21, 2021

2:00 p.m. – 5:00 p.m.

Videoconference

+1 226-214-6120 PIN: 309236453

Members: Maria Saros (Chair), Laura Elliott, Mitch Frazer, Francis Garwe, Kathy Hao, Kori Kingsbury, Steven Murphy, Dietmar Reiner, Trevin Stratton

Staff: Jamie Bruno, Becky Dinwoodie, Cheryl Foy, Lori Livingston

AGENDA

No.	Topic	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	2:05 p.m.
6	Governance:			
6.1	GNHR Terms of Reference Review* (D)	Becky Dinwoodie	5	2:15 p.m.
6.2	Strategic Discussion: Future of Work* (D)	Jamie Bruno	30	2:20 p.m.
6.3	Development of Board Governance EDI Strategy: Draft EDI Statement* (D)	Chair	20	2:50 p.m.
6.4	Update of Board 3-Year Governance Plan* (U)	Cheryl Foy	10	3:10 p.m.
6.5	Board Engagement:	Cheryl Foy	5	3:20 p.m.
	(a) Board PD work plan 2021-2022* (D)			
7	Policy:			
7.1	Workplace Violence Policy Review* (M)	Jamie Bruno	10	3:25 p.m.
8	Consent Agenda (M):	Chair	5	3:35 p.m.
8.1	Minutes of the Meeting of May 27, 2021*			
8.2	2022 Board Election Process*			
9	For Information:			
9.1	By-laws Implementation Update*			
9.2	Benefits Plan Amendment*			

No.	Topic	Lead	Allocated Time	Suggested Start Time
10	Other Business	Chair		
11	Adjournment (M)	Chair		3:40 p.m.
BREAK			10	
	NON-PUBLIC SESSION (material not publicly available)			3:50 p.m.
12	Call to Order	Chair		
13	Conflict of Interest Declaration	Chair		
14	President's Remarks	Steven Murphy	5	3:50 p.m.
15	Human Resources			
15.1	Labour Relations & Human Resources Update* (M)	Jamie Bruno	20	3:55 p.m.
16	Governance			
16.1	2020-2021 Work Plan Review* (D)	Becky Dinwoodie	5	4:15 p.m.
16.2	Durham College Board Engagement: Joint Meeting Debrief (U)	Dietmar Reiner	10	4:20 p.m.
17	Nominations			
17.1	Board Leadership Succession (D)	Cheryl Foy	10	4:30 p.m.
18	Consent Agenda (M):	Chair		4:40 p.m.
18.1	Minutes of the Meeting of May 27, 2021*			
18.2	Appointment of Governor to Academic Council for 2021-2022*			
18.3	LGIC Nomination*			
19	Other Business	Chair		
20	<i>In Camera</i> Session (M)	Chair		
21	Termination (M)	Chair		4:55 p.m.

Becky Dinwoodie, Secretary



COMMITTEE REPORT

SESSION:

Public
 Non-Public

ACTION REQUESTED:

Decision
 Discussion/Direction

TO: Governance, Nominations & Human Resources Committee (GNHR)

DATE: October 21, 2021

PREPARED BY: Becky Dinwoodie, Associate University Secretary & Judicial Officer

SUBJECT: Review of GNHR Terms of Reference

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:

- In June 2021, the committee’s Terms of Reference were reviewed and updated in the context of the restructuring of the Board’s Audit & Finance and Investment Committees, as well as incorporating any comments received since the terms were last updated in November 2019.

COMPLIANCE WITH POLICY/LEGISLATION:

- This is compliant with the Act and By-laws.

NEXT STEPS:

- 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 9, 2021.
-

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

Specifically, the Governance, Nominations and Human Resources Committee will 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 will 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(s) from among the external governors of the Board.
- Assessing the leadership needs of the Board, and in consultation with committee chairs, recommend Chair, Vice-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 will 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 will conduct three types of Meetings as part of its regular administration: Public, Non-Public and *In Camera* (when required).

3. MEMBERSHIP

The Committee will be composed of:

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

The Chair and Vice-Chair will be selected from among the external governors.

4. QUORUM

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

Future of Work: Modelling and Planning at Ontario Tech University

October 2021



Purpose and Overview

- Presentation to the Governance, Nominations and Human Resources Committee on our strategy and planning for the future of work at Ontario Tech.
- During spring of this year, the University initiated efforts to examine how to best respond to the changing nature of work and expectations of workers. Underscoring this approach was a commitment from our President to move our University away from pre-pandemic norms and settings that defined the traditional workplace.
- The core objectives of our Flexible Workspace Strategy are people-focused: employees have not only come to expect greater balance in their lives but, more specifically, have come to expect their employer to facilitate this balance.
- In turn, the opportunity exists to create a thoughtful and responsive strategy to strengthen employee engagement and organizational loyalty; tear down additional barriers that will advance inclusion; better support overall employee well-being and mental health; and, expand our reach to present the University as an employment option for top talent residing beyond traditional hiring boundaries.



Future of Work: Environmental Scan

- The unpredictable course of COVID-19 is appearing to mirror the general debate about the impact of the pandemic on the look and feel of post-pandemic work life.
- The groundswell of earlier opinion evoked an image of vastly scaled-down commercial hubs in cities across the North America; this perspective is being tempered by concerns that innovation, collaboration, and corporate culture may suffer without a return to some form of an in-person workplace.
- Overall, emerging (and sometimes conflicting) data requires a thoughtful and balanced approach by the university to recognize both enterprise needs and employee expectations:
 - “After the pandemic, the most progressive campuses will transition to a hybrid workforce...” – EAB, March 2021
 - 83% of organizations report engagement and productivity levels at or above pre-COVID levels – Mercer; Fall 2020
 - “The Office is Dead. Long Live the Office” – Forbes; April 28, 2021
 - 33% of employees will quit if forced to return to the office – Robert Half; April 6, 2021
 - Home working is an “aberration”; 80% of North American financial-services executives prefer workers to spend 4-5 days in the office – Bloomberg; May 4, 2021
 - Canadian office vacancy rates at 25-year high – BMO; May 1, 2021
- However, a consistent theme from national and global employee surveys conducted throughout this pandemic is that *workers prefer greater flexibility and choice in where they work*, and most prefer a hybrid remote setup than either exclusively remote or in-person schedules.



Future of Work: Collaboration and Ideation

Consultancy Group

- The University has assembled a cross-functional group of operational managers, individual contributors, and subject matter specialists to support ideation and planning for the future of work model at Ontario Tech for administrative staff:
 - Information Technology
 - Facilities and Capital Planning
 - Health and Safety
 - Project Management
 - Risk Management*
 - Human Resources and Equity, Diversity and Inclusion*

Preliminary Construct and Philosophy

- Foundational Principles: Align the underpinnings of our approach with the mission, vision and values of our university.
- Objectives and Measures: Competitive advantage and Employee Value Proposition; purpose and intention for on-campus presence → not working on-site as you would remotely.
- Evolution of Work Demand and Supply: Upskilling and re-skilling to align with value chain
- Original planning included 'pilot groups' – shifting priority to 'pilot phase' in response to broad interest from business and unit leaders to move more quickly to an adaptive work design.
- Engagement with bargaining agent for administrative staff to ensure enterprise-wide application.



Future of Work: Preliminary Concepts and Principles

Touchpoints and Considerations

- Equity and Inclusion
- Health and Safety
- Employer- or Employee-driven remote work arrangements
- Flexible Work Schedules, including inter-provincial and out-of-country options
- Space planning and asset management
- Impact on sustainability and carbon footprint
- Information and Information Technology
 - Privacy and security, system/software access, audits, troubleshooting, central timekeeping and file-sharing options
 - Document retention and access/security (micro and macro) -- transition project to electronic records management
 - Online scheduling platform (mobile compatible)
 - Telephony
- Training opportunities and transition to online/virtual learning and workshops
 - Compliance-related
 - Managing and working in remote environments (team dynamics, communication and culture-building, performance management; remote onboarding; wellness)



Future of Work: Phase 1 Markers and Milestones

Completed Deliverables

☑ Leadership Questionnaire

- Position-focused, not Employee-focused; assumptions integrated to remove influence of cost considerations and drive recommendations against standardized setting (i.e. space planning and allocation of work equipment; staff development and training; engagement and culture supports)
- Establish baseline for scale and scope of remote work; initiates data-driven planning and decision-making processes
- Early identification of patterns across business units; delineation of impact on positions between union and non-union groups, faculty and business units
- Opportunity to reconcile university's objectives with unit-specific perspectives

☑ Asset Allocation Inventory and Projection

- Manager-led review of work equipment, tools and software anticipated for remote work recommendations.
- Expected to generate early cost estimates around information technology; asses privacy and security implications.

☑ Health and Safety Checklist

- Intended as pre-requisite for any approved remote work arrangements; instructive to demonstrate reasonable care and reasonable precautions to protect the health and safety of employees working from a remote location.
- Remain vigilant and reactive to developing law around OSHA and workplace safety responsibilities



Future of Work: Phase 2 Markers and Milestones

Deliverables under development

Pulse Surveys

- Regular outreach to employees in the pilot phase, gaining valuable insight into realities of the work arrangement and impact to staff.
- Combines perspectives from users and from operational managers; acknowledging as a university that we need to learn in real time

Guidelines, Framework and Supports

- Dedicated web page offering portal for staff and managers, repository for information, data, templates and documents.
- Long-term outcome is to formalize remote work by way of policy, however...
- Short-term planning presents a general guideline tethered to the pilot phase; would allow the university a crucial opportunity to measure and evaluate impacts, and much greater flexibility to return and revise criteria, conditions, processes normally embedded into policy.
- Additional supports and tools developed involving performance management in a remote environment; mental and physical health; COVID-related anxieties.
- Remote work arrangements subject to mutual agreement, with term, employee commitments (i.e. health and safety) and options for renewal

Pilot Phase



Future of Work: Moving Forward

- Collectively, the benefits and enhancements offered through the initial features of our Future of Work strategy have an overall effect of “optimizing the employee experience”.
- Through a work schedule balanced between both remote and on-campus locations, employees would be set-up to enjoy a more optimal work arrangement. However, our attempts to launch the pilot program in late fall were delayed as a result of the cautious and necessary approach adopted by the University in response to the COVID-19 pandemic.
- The University’s mandatory vaccine directive – consistent with direction from government and public health agencies – limited on-campus presence across employee and student groups. Moreover, in recognition of the anticipated challenges presented to the operation of business units and faculties across campus, the University encouraged managers to continue with remote work arrangements for their employees where the nature of the work allowed for it.
- That said, the positive movement in response to case counts, vaccination rates, and transmission supports our intention to return staff and students to our campus, and with it the energy and spirit that makes our university vibrant and exciting.
- We are preparing for the flexible workspace pilot program to take effect as early as the start of 2022 winter term. Our efforts towards advancing this pilot program consider the health and safety of our campus community while returning to a work setting that responds to our current environment and makes the most sense for everyone involved.



Questions and Feedback





COMMITTEE REPORT

SESSION:

Public

ACTION REQUESTED:

Decision
 Discussion/Direction

TO: Governance, Nominations and Human Resources Committee (GNHR)

DATE: October 21, 2021

FROM: Maria Saros, Chair of GNHR

SLT LEAD: Cheryl Foy, University Secretary and General Counsel

SUBJECT: Draft Board of Governors Statement on Equity, Diversity, and Inclusion (EDI Statement)

COMMITTEE MANDATE:

- In accordance with its Terms of Reference, one of GNHR’s responsibilities includes periodically reviewing the policies of the Board and its committees and making recommendations to the governing body or administrative department for development and revision when appropriate.
- The draft Board EDI Statement is being presented for the committee’s feedback.

BACKGROUND:

- Concurrent with the COVID-19 crisis, we have also been witnessing a crisis of racism, hatred and violence across North America. Equity, diversity, and inclusivity are fundamental values that define our institution.
- In order to demonstrate the Board’s commitment to systemic change to organizational structures that continue to marginalize communities, one of the Board’s priorities is to develop a governance EDI strategy for the Board. This is in addition to the Board’s oversight of EDI initiatives at the university.
- The Board commenced its work on developing a Board Governance EDI Strategy last year. GNHR is the committee responsible for overseeing this initiative and advising the Board accordingly.
- As part of the Board’s initial work on this, the Board of Governors had a professional development session dedicated to EDI before its meeting in February 2021 and GNHR had discussions focused on EDI during each of its meetings last year.

- As it started this process, the Board acknowledged the important work that has already begun at the university, including the President’s Equity Task Force Report.

Summary of key takeaways from GNHR EDI discussions:

- the institution should be a leader in this area for the broader community;
- Board recruitment process should be reviewed and updated in order to bolster EDI considerations;
- the Board should work to ensure its composition reflects the community it serves;
- requires Board to commit to ongoing professional development with respect to EDI;
- important for the Board to be thoughtful in its work and avoid making merely symbolic statements;
- consider updating the Board’s annual practices assessment to incorporate EDI-focused questions; and
- EDI should be incorporated into the Board’s decision-making processes.

Working Group:

- In order to assist GNHR with this work, a working group consisting of several members of GNHR and other external governors met in July to prepare a draft Board EDI statement for the committee’s review.
- The working group members are:
 - Maria Saros, Chair of GNHR
 - Kevin Chan
 - Stephanie Chow
 - Francis Garwe
 - Kori Kingsbury
 - Roger Thompson
- The working group was guided by the key takeaways from the discussions of GNHR and the Board.
- The draft Board EDI statement is attached for the committee’s review and feedback.

QUESTIONS FOR DISCUSSION BY THE COMMITTEE:

- Does the statement appropriately reflect the university’s mission, vision and values?
- Is there anything missing from the statement?
- Will the statement provide a sufficient framework to guide the Board’s EDI governance strategy?

NEXT STEPS:

- The committee’s feedback will be incorporated and the statement will be presented to the Board for consultation at the meeting on December 9.

SUPPORTING REFERENCE MATERIALS:

- draft Board EDI Statement

Commitment to EDI:

The Ontario Tech University Board of Governors acknowledges and is grateful for the friendship of the people of the Mississaugas of Scugog Island First Nation on whose traditional lands the university's campus is located. The Board is committed to equity, diversity, and inclusion (EDI) and to removing barriers for the groups most likely to experience them, including: Indigenous persons; persons with a disability; Lesbian, Gay, Bisexual, Trans, Queer, 2-spirit, Non-Binary (LGBTQ2+) persons; racialized persons; and women.

The Board's Role:

The Board will support and foster the advancement of EDI programs and initiatives at the University and is committed to incorporating EDI in its decision-making and recruitment practices.

University Culture:

The Board commits to fostering an inclusive culture at Ontario Tech University. The Board believes EDI is at the heart of the university's mission of *technology with a conscience*, and engages regularly with university leadership on the progress against Ontario Tech's EDI strategy.

Board Decision-Making:

The Board commits to incorporating EDI in the performance of its duties and its decision-making processes to ensure the Board is reviewing matters through an EDI lens.

Board Recruitment:

The Board will pursue recruitment strategies that enable it to broaden the EDI of the Board when recruiting governors.

Board Composition:

The Board is committed to incorporating EDI in its governor appointments and to ensuring that Board members reflect the communities the university serves.

Board Education:

The Board approaches its role in advancing EDI as a journey that requires regular engagement with the university community and an open mindedness to continually seek out new knowledge and perspectives. The Board is committed to providing continuous learning for governors to ensure its policies reflect best practices for diverse recruitment. The Board will incorporate EDI learning in its professional development programming for governors.



COMMITTEE REPORT

SESSION:

Public

ACTION REQUESTED:

Decision
 Discussion/Direction

TO: Governance, Nominations and Human Resources Committee (GNHR)

DATE: October 21, 2021

FROM: Cheryl Foy, University Secretary and General Counsel

SUBJECT: Updated Governance Plan 2021-2024

COMMITTEE MANDATE:

- The Board is responsible for the effective governance of the university. In accordance with its Terms of Reference, one of GNHR’s responsibilities includes providing advice to the Board on its governance structure and processes.
- As the Board’s 3-year governance plan was set to end in 2020, we are providing an overview of the governance objectives that have been completed, those that are ongoing, and proposed governance priorities for 2021-2024.
- We are seeking the committee’s feedback on the proposed priorities in order to help guide the development of an updated plan for 2021-2024.

BACKGROUND:

- As part of GNHR’s focus on continuous governance improvement, a 3-year governance plan was developed in 2017-2018 to help guide the work of the committee and the Board over the next 3 years. The key governance priorities identified by GNHR at the time were: leadership, engagement, and education. A copy of the 2018-2020 plan is attached for reference.
- A tremendous amount of work has been accomplished since then to help advance the university’s governance priorities. These accomplishments have strengthened the university’s governance processes and improved Board and Academic Council effectiveness.
- There are several ongoing priorities that continue to be a focus for GNHR and the Secretariat, which are:
 - Continued implementation of By-law No. 2 for Academic Council
 - Strengthening of bicameral governance

- Board orientation & professional development
 - Board engagement & effectiveness
 - Board recruitment with a focus on diversity
 - Board succession & leadership
 - Policy Framework
 - Board & stakeholder relationships
- Much progress has been made and we now turn our attention to where we need to go next. In order to assist with the development of an updated and more detailed 3-year governance plan, we are seeking the committee's feedback on the following proposed governance priorities for 2021-2024:
 - Continued enhancement of bicameral governance
 - Review of Board committee structure in context of university's strategic priorities
 - Board recruitment with a focus on EDI considerations
 - Strengthening Academic Council's effectiveness as a governing body
 - Adapting governance during a time of change
 - Improve professional development offerings for governors to enhance skills and competencies
 - Review & update Board's skills matrix
 - Continued incorporation of technology to enhance Board engagement & effectiveness

Questions for Discussion by the Committee:

- How do the proposed governance priorities align with the university's strategic priorities?
- How do the proposed governance priorities help advance the university's ability to be a leader during a time of significant change?
- How do these governance priorities support the effectiveness of the board, academic council and the senior leadership team?
- What other priorities might we consider?

NEXT STEPS:

- The committee's feedback on the proposed priorities will be incorporated and the proposed priorities will be presented to the Board for feedback at the meeting on December 9.
- The proposed priorities will be used to guide the development of a more detailed 3-year governance plan and presented to GNHR for review at their meeting on January 27.
- The updated plan will be presented to the Board for approval.

SUPPORTING REFERENCE MATERIALS:

- 2018-2020 Governance Plan & Accomplishments

Governance Plan 2018-2020

2017-2018 BOARD PRIORITIES		
BOARD QUALITY	SUGGESTED LEAD	STATUS
1. Leadership Succession Planning – develop & implement a Board & Committee leadership succession plan taking into consideration opportunities & challenges facing the university	GNHR Chair	COMPLETE & ONGOING
2. Governor Recruitment – implementation of a targeted recruitment process in order to strengthen Board diversity <ul style="list-style-type: none"> • Targeted Board recruitment process conducted in 2018, with a focus on diversity 	GNHR Chair	COMPLETE
BOARD GOVERNANCE		
1. Presidential Transition – oversight of presidential transition	Board Chair	COMPLETE
2. Implementation of Updated By-laws – develop a By-law implementation plan to guide the implementation of the updated By-laws <ul style="list-style-type: none"> • By-law Implementation Plan developed & incorporated into GNHR and Academic Council work plans • Implementation of By-law No. 1 is complete 	University Secretary	COMPLETE



Governance Plan 2018-2020

2018-2019 BOARD PRIORITIES		
BOARD QUALITY	SUGGESTED LEAD	STATUS
<p>1. Board Education – assess & determine governors’ governance education needs, as well as educational needs depending on specific institutional & general post-secondary sector issues</p> <ul style="list-style-type: none"> • Development & implementation of an annual Board Orientation/PD Work Plan • Implementation of optional Board PD sessions throughout the Board year 	University Secretary	COMPLETE & ONGOING
<p>2. Board Engagement – continue to monitor governor attendance in light of Board attendance requirements</p>	University Secretary	COMPLETE & ONGOING
<p>3. Governor Succession Planning - build & maintain a pool of eligible governor candidates; implement succession planning for governors</p> <ul style="list-style-type: none"> • Pool of candidates was developed from 2018 recruitment process & resulted in appointment of two governors in 2020 	GNHR Chair	COMPLETE & ONGOING



Governance Plan 2018-2020

2018-2019 PRIORITIES		
BOARD GOVERNANCE		
<p>1. By-law Orientation – conduct governor orientation session on the updated By-laws</p> <ul style="list-style-type: none"> • Conduct annual joint orientation session for Board of Governors & Academic Council 	University Secretary	COMPLETE & ONGOING
<p>2. Strengthen Bicameral Governance – develop initiatives designed to increase engagement with Academic Council & strengthen bicameral governance</p> <ul style="list-style-type: none"> • Annual joint orientation session conducted following September AC meeting • Conducted joint educational session on Microcredentials & Badges in October 2019 • Appointment of governor member of Academic Council • Appointment of Board Liaison from Academic Council 	University Secretary	EXCELLENT PROGRESS ONGOING



Governance Plan 2018-2020

2019-2020 BOARD PRIORITIES		
BOARD QUALITY	SUGGESTED LEAD	STATUS
1. Governor Recruitment – update & maintain skills matrix of governors & Board requirements to help identify skills/industry/diversity gaps on the Board	University Secretary	ONGOING
2. Implement Committee Evaluation – include evaluation of understanding & advancement of committee mandate, discussion level, member engagement, committee materials, efficiency of meetings <ul style="list-style-type: none"> • Board Committee Practices Assessment developed and implemented in 2020 	University Secretary	COMPLETE
Board Governance		
1. Governor Orientation – update & implement standardized governor orientation session & material for new governors <ul style="list-style-type: none"> • Annual joint orientation session conducted following September AC meeting 	University Secretary	COMPLETE



Governance Plan 2018-2020

2017-2018 ACADEMIC COUNCIL GOVERNANCE PRIORITIES	SUGGESTED LEAD	STATUS
<p>1. Implementation of Updated By-laws – develop By-law No. 2 implementation plan for Academic Council's review</p> <ul style="list-style-type: none"> • Developed By-law No. 2 Implementation Plan • Established Academic Council's Governance & Nominations Committee (GNC) to strengthen Academic Council's governance processes & is responsible for implementing By-law No. 2 	University Secretary	EXCELLENT PROGRESS AND ONGOING
<p>2. Review Committees' Terms of Reference – in context of By-law No. 2, Academic Council & By-law Review Working group discussions</p> <ul style="list-style-type: none"> • AC has completed the review and update of the Terms of Reference for the following standing committees: Steering Committee (formerly Executive Committee), Undergraduate Studies Committee, Graduate Studies Committee & Governance & Nominations Committee 	University Secretary	GOOD PROGRESS AND ONGOING
<p>3. By-law Orientation – conduct Academic Council orientation session on the updated By-laws</p> <ul style="list-style-type: none"> • Annual joint orientation session conducted following September AC meeting 	University Secretary	COMPLETE & ONGOING





COMMITTEE REPORT

SESSION:

Public
 Non-Public

ACTION REQUESTED:

Decision
 Discussion

TO: Governance, Nominations & Human Resources Committee (GNHR)

DATE: October 21, 2021

PREPARED BY: Becky Dinwoodie, Associate University Secretary & Judicial Officer

SUBJECT: Board Orientation/Education Work Plan 2021-2022

COMMITTEE MANDATE:

GNHR is responsible for 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. In accordance with the committee's mandate, the 2021-2022 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 in 2018-2019, a more detailed Education Plan was developed. We found it was a good exercise and have continued with this practice. 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 2021-2022.

SUPPORTING REFERENCE MATERIALS:

- Draft Board Orientation/Education Work Plan 2021-2022

BOARD ORIENTATION/EDUCATION WORK PLAN 2021-2022

Date	Suggested Topic	Lead
September 17	<ul style="list-style-type: none"> • Optional OnBoard Training Session for new governors 	Becky Dinwoodie
tbd	<ul style="list-style-type: none"> • Leadership PD Session 	Cheryl Foy
September 28	<ul style="list-style-type: none"> • Joint Orientation Session for Academic Council & new governors 	Cheryl Foy & Becky Dinwoodie
tbd	<ul style="list-style-type: none"> • Board Committees - New Member Orientation <ul style="list-style-type: none"> ○ 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
November 5	<ul style="list-style-type: none"> • Optional ½ hour PD session – SLT member 	TBD
December 9 (immediately before Board meeting)	<ul style="list-style-type: none"> • Equity, Diversity & Inclusion Session: Truth & Reconciliation & Postsecondary Institutes (session with IEAC & Rick – smudging to start the year off with good intentions) 	TBD
January 7	<ul style="list-style-type: none"> • Optional ½ hour PD session – SLT member 	TBD
February 4	<ul style="list-style-type: none"> • Optional ½ hour PD session - SLT member 	TBD
March 10 (immediately before Board meeting)	<ul style="list-style-type: none"> • OTT Update 	Rachel Sumner
April 1	<ul style="list-style-type: none"> • Optional ½ hour PD session - SLT member 	TBD

April 28 (immediately before Board meeting)	<ul style="list-style-type: none"> • Campus Tour (if possible) or 5-Minute Research Presentations 	Invited Faculty Researchers
May 6	<ul style="list-style-type: none"> • Optional ½ hour PD session - SLT member 	TBD
June 29	<ul style="list-style-type: none"> • AGM – alumni & SU presentations 	Susan McGovern

Proposed Optional PD sessions:

- Susan McGovern (did not conduct a session last year)
- Les Jacobs (did not conduct a session last year)
- Jamie Bruno (did not conduct a session last year)
- Government Policy Overview (federal & provincial)
- Microcredentials (Rachel Sumner – tbc)
- Cybersecurity
- History of Shared Campus
- Deeper Dive into Asking Good Questions



COMMITTEE REPORT

SESSION:

Public
 Non-Public

ACTION REQUESTED:

Decision
 Discussion/Direction
 Information

TO: Governance, Nominations and Human Resources Committee

DATE: October 21, 2021

PRESENTED BY: Jamie Bruno, Chief Work Transformation and Organization Culture Officer

SUBJECT: Policy Against Violence in the Workplace

COMMITTEE MANDATE:

- Under the University’s Act, section 9(1), the Board of Governors has the power: “to establish academic, research, service and institutional policies and plans and to control the manner in which they are implemented”. The university’s Policy Framework is a key institutional policy that delegates the Board’s power, establishing categories of policy instruments with distinct approval pathways.
- In accordance with its Terms of Reference, one of GNHR’s mandate includes the establishment of human resources policy instruments.

Request: We are seeking:

- (a) the committee’s recommendation of the Policy Against Violence in the Workplace for approval by the Board of Governors; and
- (b) the committee’s approval of the related Procedures Against Violence in the Workplace, as presented.

BACKGROUND/CONTEXT & RATIONALE:

- The *Policy Against Violence, Harassment and Discrimination in the Workplace* was approved in December 2016 and last reviewed in May 2020.
- Since 2020, the University has continued in its efforts to focus and enhance its policy framework in a manner that both consolidates student, staff and faculty communities as it relates to the prevention of harassment and discrimination, as well as to isolate necessarily the policy and procedures governing workplace violence prevention.

- In spring 2020, the new policy framework recommending a stand-alone harassment and discrimination prevention policy was endorsed by senior leadership. Following policy consultation that commenced last fall, the University received approval for its *Respectful Campus Policy and Procedures* on April 22, 2021.
- The alignment between the *Respectful Campus Policy and Procedures* and the University's organizational structure is now more clear and unambiguous; the creation of a dedicated, institution-wide human rights office attends to complaints of harassment and discrimination originating from all university members. Further, the existence of a single anti-harassment/discrimination policy instrument replaces the dual and separate pathways previously in place for students and staff/faculty.
- In May 2021, the university prepared an interim [Policy Against Violence in the Workplace](#) that removed all references and criteria involving harassment and discrimination. The provisions governing workplace violence prevention remained unchanged.
- As part of our policy framework, the University proceeded with community consultation on the *Policy Against Violence in the Workplace* as follows:
 - November 25, 2020: Policy Advisory Committee
 - December 2020: Notification to the Faculty Association
 - February 11: North Campus Joint Health and Safety Committee
 - June 7, 2021: Downtown Joint Health and Safety Committee
 - June 8, 2021: Administrative Leadership Team
 - June 22, 2021: Academic Council
 - July 5-16, 2021: Online consultation

Feedback

- The University received a question at Academic Council related to the reason for the stand-alone policy. The response was aligned with the explanation provided within this document.
- The remaining feedback was offered by the Faculty Association and is summarized in Appendix A.
- We appreciate the time and consideration offered by our university community to contribute to sound and comprehensive policy to improve overall governance at Ontario Tech.

IMPLICATIONS:

- The commitment to comply with the terms of our policy framework supports the transparent and timely exchange of information and ideas from across the University community, and serves to strengthen the final version of the applicable policy and procedures in a manner that best supports staff, faculty and students.

MOTIONS:

- (a) *That the Governance, Nominations and Human Resources Committee hereby recommends the Policy Against Violence in the Workplace, as presented, for approval by the Board of Governors.*
- (b) *That the Governance, Nominations and Human Resources Committee hereby approves the Procedures Against Violence in the Workplace, as presented.*

NEXT STEPS:

- Policy will go to the Board of Governors for approval on December 9, 2021.
- Upon approval the university will proceed to formalize the *Policy Against Violence in the Workplace*, which includes posting to our policy library.

APPENDIX A: Feedback from the UOIT Faculty Association

Section of Policy	Feedback	Recommendation	Action
1. Definitions	References to “employee” and “worker” could cause confusion	None specified.	The term “worker” is used only within the definitions section for defining acts that constitute workplace violence under the OHSA. “Worker” is used when defining workplace violence and workplace sexual violence. The use of the term “worker” allows us to import definitions directly from the legislation.
	Definition of “faculty” diverges from that in our collective agreement	This term is not found in the policy or procedure; is it necessary to define these separately?	No change. The definition is required to further support definition of “Member”.
	Include definition for “interim measures” and a statement that these will comply with collective agreement provisions.	Same as feedback.	No change. Interim measures could include a range of options, over different periods of time and affecting single or multiple parties.
2. Paragraph 5	Reference to promotion and evaluation is not necessary.	Should be replaced with “all aspects of the employment relationship should be free of workplace violence”.	No change. Paragraph refers to all aspects of employment relationship, and extends to make clear aspects include areas not linked to direct work assignments.
3. Paragraph 15	Ontario Health and Safety Act requires that policy should be reviewed every year.	Revision to require policy review annually.	Accepted. Duplicative content preceded this paragraph under 13.3 where annual review is noted.
Section of Procedures	Feedback	Recommendation	Action
1. Definitions	References to “employee” and “worker” could cause confusion	None specified.	See above.
	Definition of “faculty” diverges from that in our collective agreement	This term is not found in the policy or procedure; is it necessary to define these separately?	See above.
	Include definition for “interim measures” and a statement that these will comply with collective agreement provisions.	Same as feedback.	See above.
2. Paragraph 7	Limitation on role of support person may not consider assistance required where a disability with communication exists. A union representative may need to attend where discipline may be imposed or where a grievance has been filed.	Amendments to indicate that “normally a person participating in an interview must answer questions themselves?”	The policy refers to <i>the Fair Processes Policy</i> under paragraph 20, which includes under its conditions to ensure administrative fairness in decision-making processes: <i>A Respondent is supported or, where appropriate, has a right to representation</i>
3. Paragraph 14.1	Time period of 30 days to commence an investigation.	Is there an opportunity of any impacted parties to mutually agree to an extension?	No change.
4. Paragraph 16.3	Reference to collective agreement	Can 16.3 be collapsed with 16.2?	No change. 16.2 refers to all Employees and 16.3 isolates

			those represented by a bargaining agent.
5. Paragraph 17.3	Shared campus with Durham College and complaints that span both workplaces.	Add language that the University work with Durham College to explore possibilities for holding the other person responsible, including requesting action by that person's employer.	No change. The focus of any language to include a specific third party in this manner would not be appropriate. .
6. Paragraph 18	Ontario Health and Safety Act requires that policy should be reviewed every year.	Revision to require policy review annually.	Accepted.

APPENDIX B: Summary of Revisions to Policy and Procedures

Policy Against Violence in the Workplace

s. 2 Definitions	Added definition of “Reprisal”, “Worker”. Definition of “Worker” includes “Persons who perform work or supply services for monetary compensation are considered to be workers.”
s. 8 Scope and Authority	Added “Ministry of Labour, local law enforcement” to the list of external resources and processes.
s. 9	Replaced commitment “all employees are treated with dignity” with “all employees are safe and secure from acts of violence”
s. 9.2	Added “The University will comply with Section 32.0.3(1) of the Occupational Health and Safety Act by assessing the risk of workplace violence that may arise from the nature of the workplace, type of work or conditions of work.”
s. 9.10	Removed “the severity of the matters at issue” as a criteria for responding to Reports.
s. 11	Added “Students who engage in Workplace Violence will be held accountable and may be subject to disciplinary penalties, up to and including expulsion.”
s. 13.1 c) Employee responsibilities	Added requirement to report incidents to “the office of campus safety” “and/or Human Resources”
s. 13.1 d) Employee responsibilities	Changed “Where it is requested and reasonably required Employees shall participate in the reporting process” to “Employees are required to participate”
s. 13.2 e) Person of Authority responsibilities	Changed “Human resources is directly involved in the incidents at issue, in which case assistance should be sought from UOIT General Counsel” to “Office of Campus Safety”
s. 13.3 e)	Added “ensuring employees receive information related to a risk of Workplace Violence from a person with a history of violent behavior if the employee can be expected to encounter the violent person in the course of his or her work, and the risk of Workplace Violence is likely to expose the employee to physical injury;”
s. 14	Added a section on the responsibilities of the Office of Campus Safety: “OCS will take primary responsibility for responding to actual or attempted acts of Workplace Violence on campus.”

Workplace Violence Procedures

s.1 purpose	Added Purpose: “The purpose of these Procedures is to establish a dispute resolution framework for the handling of Reports of Workplace Violence; ensuring the University effectively addresses and responds to these Reports consistent with legislative obligations.”
s. 2 Definitions	Added to definition of “Employee”: “Students who are employed at Ontario Tech during the course of their studies, are “Employees” for the purposes of this Policy when they are engaged in employment activities, but not otherwise.”

	<p>Added standard definition “University Member”.</p> <p>Added definition “Reprisal” includes retaliation, coercion, dismissal, threats or intimidation of anyone who in good faith: raises complaints or concerns, exercises their rights or participates in a remedial process under this Policy instrument.</p> <p>Added definition “Worker” means any individual employed by Ontario Tech, including but not limited to workers who are members of a bargaining unit, and workers who are not. Students who are employed at Ontario Tech during the course of their studies, are workers for the purposes of the policy when they are engaged in employment activities, but not otherwise. Persons who perform work or supply services for monetary compensation are considered to be workers.</p>
s. 3 Scope and Authority	<p>Changed intent of the policy from preventing Violence by taking proactive measures to addressing “violence against Employees from all sources, including colleagues, coworkers, supervisors, managers, administrators, students and to ensure that other members of the University community, and the public.”</p>
s. 6.4	<p>Removed “Except as required under the Policy and its underlying procedures, or as otherwise required by law, investigation reports created under this procedure will not normally be disclosed or produced to a Complainant, Respondent or witness.”</p>
s. 7	<p>Changed from allowing an advisor and up to two support persons to allowing a single support person. Added requirement that support person must be unconnected to the incident.</p>
s. 11.1	<p>Added: “Anyone who witnesses or is involved in an incident of attempted or actual Workplace Violence, should promptly call 911 and/or report it to Security. Security will attend forthwith and intervene as required based on the exigencies presented by the incident. The Office of Campus Safety will be notified by Security. Where applicable, Security may be instructed to immediately secure the scene and ensure all relevant physical and electronic evidence is secure. Security will record the names and contact information of University Members who are involved in the incident or who witnessed the incident (either for the Office of Campus Safety or local law enforcement, if appropriate and/or necessary). The Office of Campus Safety will ensure the procedural rights granted to those individuals under their respective collective agreements are maintained. At the conclusion of their initial intervention, Security will complete an Incident Report and submit it to the Office of Campus Safety to be forwarded to the Director of Human Resources. If the incident report involves a member of the Human Resources team, then the report will be raised directly with The Office of the University Secretary and General Counsel.</p>
s. 15.2	<p>Added: “In the case of an incident report submitted by the Office of Campus Safety, Human Resources will assess the report to determine if additional investigation is warranted or necessary.”</p>

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BOARD OF GOVERNORS

Governance, Nominations & Human Resources Committee (GNHR)

Minutes of the Public Session of the Meeting of May 27, 2021

2:00 p.m. – 3:20 p.m., Videoconference

Members: Maria Saros (Chair), Laura Elliott, Francis Garwe, Mitch Frazer, Kori Kingsbury, Steven Murphy, Dietmar Reiner

Regrets: Lisa Edgar, Trevin Stratton

Staff: Jamie Bruno, Barb Hamilton, Lori Livingston, Andrew Sunstrum, Sarah Rasile

Guests: Chelsea Bauer, Mike Eklund, Christine McLaughlin

1. Call to Order

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

2. Agenda

Upon a motion duly made by L. Elliott and seconded by D. Reiner, the Agenda was approved as presented.

3. Conflict of Interest Declaration

None.

4. Chair's Remarks

The Chair welcomed everyone to the last committee meeting of the 2020-2021 Board year. She thanked the committee for their contributions over the past year. She noted a growing sense of optimism with the continued vaccination roll out and she hopes everyone can return to campus soon. The Chair also noted that the committee has a full agenda and she looks forward to the discussions to be had during the meeting.

5. President's Remarks

The President commented that it is a great situation when the President and Board Chair are aligned. He noted it is nice to see the proposed committee restructuring coming forward. The proposed restructuring reflects the continued efforts to promote Board member engagement and ensuring that governors' time is used as effectively as possible. We are continuously thinking about processes and structures to improve governance at the institution, which includes spending less time "talking at" governors and more time focused on discussion.

The President reported that the Provost is doing an excellent job planning for the fall. The approach is planning to be back on campus in a measured and safe way, which is consistent with the approach the senior leadership team has taken throughout the pandemic. They are working through numerous combinations of scenarios and providing students with flexibility to be on campus or online. As we look forward to the 2022-2023 academic year, the President hopes it will look much more like what we want our learning to be.

The President also provided an update on Ontario Tech Talent (OTT). The Executive Director has built a small but mighty team and has done an incredible amount of heavy lifting. The Executive Director has been communicating with various constituencies across the university, as well as meeting with employers to discuss their skills gaps. OTT is currently focusing on healthcare, manufacturing and energy. The work being done by the OTT team is really starting to take root and partnerships are being established. Earlier that week, they received an indication from the Ministry regarding potential funding and possibly allowing OTT to compete in a microcredentials pool.

The President also discussed the Brilliant Energy Institute, which is a research institute and involves a group of approximately 30-40 faculty. He reported on several recent developments, including a substantial donation and that they are in the final stages of hiring an executive director.

The President responded to questions from the committee. There was a discussion regarding the status of microcredentials in the province.

6. Governance

6.1 Governance EDI Strategy

The Chair reminded the committee that the takeaway was to develop an EDI statement for the Board. She thanked GNHR for the robust discussions they have had over the past few meetings. She shared the key points from the committee's EDI discussions, particularly the importance of being thoughtful in their work and not rushing to symbolism

and ensuring the statement is not created in a vacuum. She confirmed that an EDI question was incorporated into the annual Board assessment and the results will be reviewed once all assessments have been completed. The Chair suggested that a small working group be assembled from across the Board to review the results of the assessment, in addition to the learnings from the committee's past discussions, with a view to develop a statement for presentation at the first GNHR meeting in the fall. The Chair invited the committee's feedback on the proposed process and the committee supported the approach.

6.2 Review of Committee Structure

D. Reiner reviewed the mandate of GNHR. He discussed the considerations that went into the review of committee structure, which included:

- increased governor engagement;
- increased focus on strategy;
- balancing of the workload across committees;
- making the best and most efficient use of governors' experience and capabilities; and
- ensuring governors can fulfill their fiduciary obligations.

D. Reiner provided an overview of the recommended changes and the rationale underlying the recommendations. F. Garwe expressed support for the merger of the Investment and Audit & Finance committees and the recommended change to the membership of the Audit & Finance Committee.

There was a question regarding the increased workload of the Audit & Finance Committee and whether there is a risk tolerance dashboard to help guide the committee. D. Reiner advised that the university is still maturing when it comes to risk management and risk management reporting to the Board. The President added that there is a strategic risk register and a general risk register. As the university continues to refine who is doing what, the risk management process will also need to be refined. The President explained the detailed process used to identify the categories of risk (green, yellow, red), which helps identify for the Board the areas that require focus. He also noted that it takes time to build a risk culture, which will include an examination of where these registers most logically fit in terms of Board committees. Further, risk management is not a standalone activity. As the university reaches maturity, anything that comes to a committee for consideration should include a component of the risk involved and mitigation factors.

Upon a motion duly made by D. Reiner and seconded by F. Garwe, the Governance, Nominations and Human Resources Committee unanimously recommended the proposed committee structure and the changes to the committees' Terms of Reference, as set out in the report, and directed the Office of the University Secretary & General Counsel to implement the recommended changes for approval by the Board of Governors.

6.3 Board Engagement:

(a) Annual Board & Committee Practices Assessment Results

B. Dinwoodie provided the committee with an update on the completion of the annual Board and Committee practices assessments. She noted that the committee set a goal of a 100% response rate and the deadline to complete assessments was extended until the day before in an effort to meet the goal. As of the meeting, the response rate was 81% for the Board assessment and 89% for the committee assessment. B. Dinwoodie identified the next steps as being:

- continuing to work on obtaining the remaining assessment results;
- reviewing the results with the GNHR Chair to determine the key results she would like to highlight for the Board at the AGM.

7. Policy Updates:

7.1 Annual Report on Student Sexual Violence Policy Implementation

L. Livingston reminded the committee that the university is required to report to the Board on an annual basis regarding the anti-student sexual violence initiatives on campus. S. Rasile provided an overview of the report that was included in the meeting material. She reported that the numbers in the report are consistent with those of previous years. She noted that the majority of complaints related to historical incidents of sexual trauma, only one of which happened on campus. There was a concern about the potential increase in virtual incidents of sexual violence. Due to a number of students returning to live at home due to the pandemic, they are observing survivors of interfamilial sexual violence now living with the perpetrator and requiring counselling. They are also seeing a significant increase in students seeking assistance for mental health due to the pandemic.

S. Rasile reported that they recently received approval to hire a gender based support worker. Further, they are working to develop additional educational sessions and training. The province provides up to four hours of free legal advice to survivors of sexual violence and they are working to help students access this assistance.

S. Rasile provided an overview of the types of virtual programming being offered. Next year, with the addition of a new position, they will be able to streamline the support for students. A subject expert has been hired to support the development and delivery of the training. She also discussed policy and procedural effectiveness. The Director of Human Rights joined the Advisory Committee on Student Sexual Violence Prevention and Support last spring and has been reviewing the related policies and procedures to identify priority areas for updating.

S. Rasile responded to the following questions from the committee:

- Is the pattern of disclosures being historical in nature consistent with previous years?
 - S. Rasile confirmed that this is consistent.
- It would be helpful to understand the qualifications and role of different positions and the type of support they receive.
 - S. Rasile discussed the roles of: support worker, equity advocate, and ambassador.
- What happens in the cases where the university learns that a student is living with a perpetrator?
 - Depends on what is shared with the counsellor and the counsellor would advise appropriately.

D. Reiner commented that they are going above and beyond compliance with the legislation.

7.2 Annual Review of Workplace Violence Policy

J. Bruno advised that now that the university has a standalone harassment policy, the Workplace Violence Policy remains. They will be working through the steps on the consultation process, will gather feedback over the next two months, and will report on the results of the review at the first GNHR meeting in the fall.

7.3 First Annual Human Rights Report

A. Sunstrum presented the draft of the first annual Human Rights Report, which was included in the meeting material. He invited feedback from the committee and noted that the final version of the report would be presented at the AGM. He shared that he and Cheryl Foy are proud of the work that has been accomplished with the support of the broader community. There remains work to be done, but this initial report will allow them to identify where we started. A. Sunstrum explained he began with a systems review of the processes at the university and identified areas for improvement. Over the past year, the Human Rights Office was established. This was the first year that the university has tracked human rights-related data. This information provides a baseline for future trend analysis and will allow the university to assess progress. The committee had the following feedback and questions:

- The bulk of issues is categorized as “general/human rights” – is this the protected grounds category or just general human rights?

- A. Sunstrum clarified that they are usually general human rights issues and tend to be requests for information on human rights more broadly (e.g. policy consultation).
- Has anything surprised you over the past year? Are the cases that go to the Human Rights Tribunal tracked?
 - A. Sunstrum confirmed that the types of complaints coming forward are not surprising and that he was pleasantly surprised by the number of cases that were resolved before proceeding to the investigation stage.
 - He noted that he has not been monitoring the cases that go to the Human Rights Tribunal. Our legal office would have access to that information and he can start tracking those statistics.
- How should the Board receive this baseline? Is there anything to be concerned about at this stage?
 - A. Sunstrum advised that in the context of his experience, there is nothing to be concerned about at this stage. It is positive news that the majority of matters were resolved early.
 - As people become more aware of the Human Rights Office, he anticipates that numbers will continue to rise and having more complete data will allow trends to be identified.
 - He clarified that for student sexual violence cases, there is a distinction between disclosures and reports. The Human Rights Office handles formal reports made by students.
- As the university has been remote over the past year, what types of accommodation cases are being brought forward?
 - A. Sunstrum directed the committee to the protected grounds section, which all relate to accommodation. The majority of issues related to the duty to accommodate on the grounds of disability, which is also consistent with his experience.
- With respect to the category of “unspecified” protected grounds, are there any emerging themes?
 - A. Sunstrum advised that much of the advice and information sought is of a general human rights nature (e.g. reviewing a policy from the lens of human rights obligations; roles and responsibilities in the institution; review of training material), which do not neatly fall into a specific Code ground.
- It was suggested to consider adding clarifying language in the report to explain that the “unspecified” matters are more administrative in nature.

The Chair thanked A. Sunstrum for the progress being made.

8. Consent Agenda:

In relation to the committee's Annual Board Report, D. Reiner commented that GNHR has accomplished a lot of work this year and he commended the committee for their work.

Upon a motion duly made by L. Elliott and seconded by D. Reiner, the Consent Agenda was approved.

8.1 Amendments to By-law No. 1

8.2 Policy Documents:

- (a) Board of Governors Recruitment, Appointment and Leadership Policy
- (b) Board of Governors Procedures for the Election of Administrative Staff, Student, and Teaching Staff Governors

8.3 Annual Board Report

8.4 Board Schedule 2021-2022

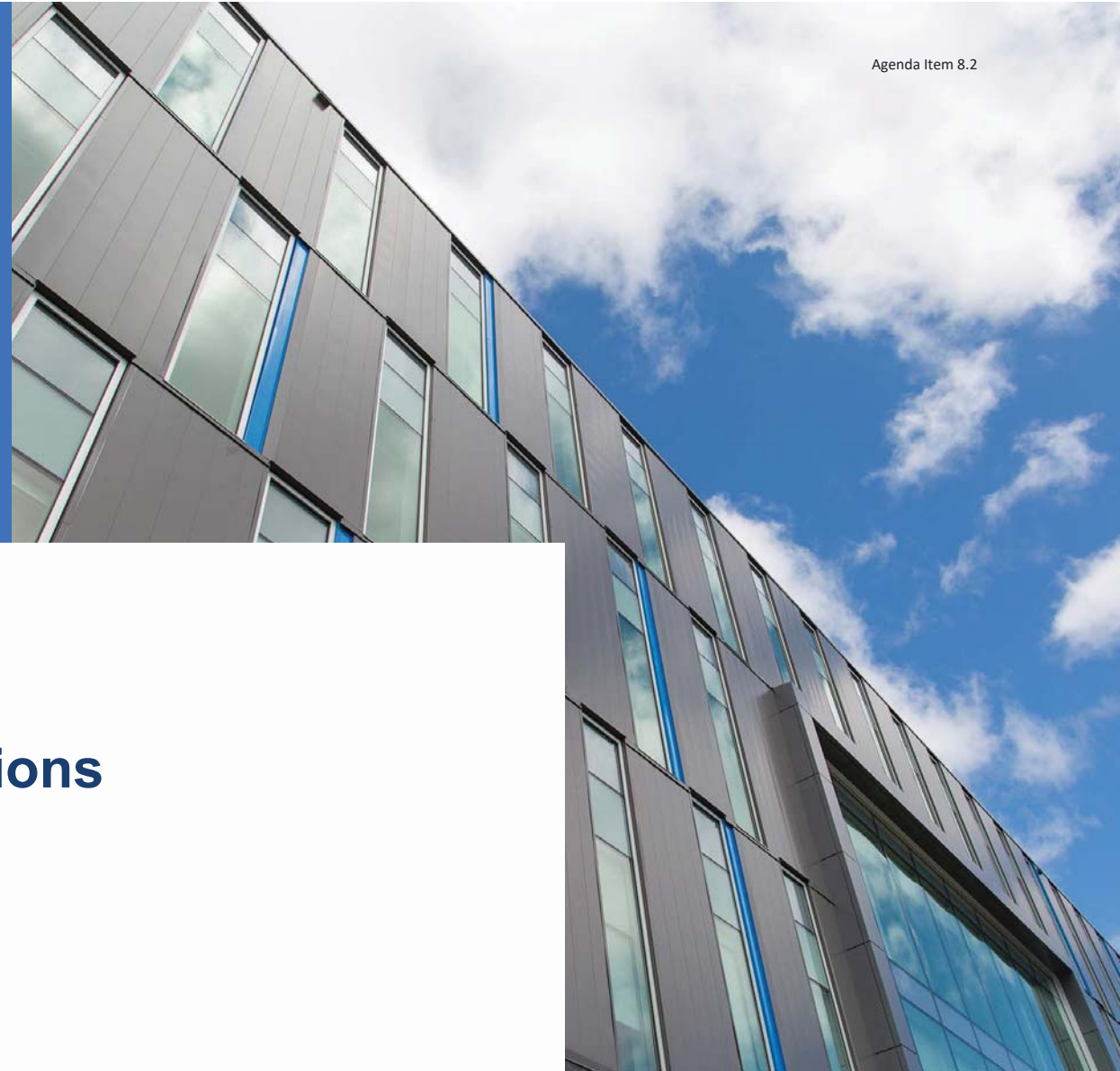
8.5 Minutes of the Meeting of March 30, 2021

9. Other Business

10. Adjournment

There being no other business, upon a motion duly made by D. Reiner, the public session adjourned at 3:10 p.m.

Becky Dinwoodie, Secretary



Board of Governors Elections 2022

Board of Governors Open Elected Positions 2021

Position	Number of Vacancies
Student Governor	1



Proposed Election Timeline*

Process	Proposed Dates
Nomination & Election Process Announcements	Monday, January 31
Nominations Open	Monday, February 7
Nominations Close	Monday, February 21
Review of Candidate Eligibility	Tuesday, February 22 to Friday, February 25
Student Candidate Information Meetings (mandatory)	Monday, February 28 & Tuesday, March 1
Campaign Period (if required)	Monday, March 7 – Wednesday, March 16
Voting Period (if required)	Wednesday, March 16 until Friday, March 18
Voting Results Presented to GNHR for Recommendation	Thursday, March 31 (pending any outstanding investigations per Election Procedures)
GNHR's Recommendation Reported to Candidates	By Friday, April 1
GNHR's Recommendations presented to Board of Governors for Approval	Thursday, April 28

*scheduled to run concurrently with Academic Council election





COMMITTEE REPORT

SESSION:

Public
 Non-Public

ACTION REQUESTED:

Decision
 Discussion/Direction
 Information

TO: Governance, Nominations & Human Resources Committee (GNHR)

DATE: October 21, 2021

PREPARED BY: Becky Dinwoodie, Associate University Secretary & Judicial Officer

SUBJECT: By-laws Implementation Plan Update

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 and updating 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”	<ul style="list-style-type: none"> Review of policy instruments to update term “non-academic staff” to “administrative staff” 	Office of University Secretary & General Counsel (USGC)	2020	in progress
	<ul style="list-style-type: none"> Definition broadened to include part-time continuing employees Update Board Election Procedures, if required 	USGC	Fall 2018	COMPLETE
3.3(c)	<ul style="list-style-type: none"> 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
	<ul style="list-style-type: none"> Update Board Election Procedures, if required 	USGC	Fall 2018	n/a
4.2 – 4.6	<ul style="list-style-type: none"> Board “Conflict of Interest” provisions Include in governor orientation 	USGC	Fall 2018	COMPLETE
6.11	<ul style="list-style-type: none"> Rules of Order changed to <i>Democratic Rules of 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
<ul style="list-style-type: none"> 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
<ul style="list-style-type: none"> 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)	<ul style="list-style-type: none"> Develop procedure for selection of Vice-Chair for AC 	AC (GNC)	Summer 2018	COMPLETED – GNC approved Feb 2020
1.1(a)(iii)	<ul style="list-style-type: none"> 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)	<ul style="list-style-type: none"> Review of appointment process & committee appointment procedures to be completed together with the review of AC committees' terms of reference 	AC (GNC)	Fall 2019	<p>ONGOING - CPRC, Admissions & Scholarships Committee, ACX, GSC & GNC COMPLETE</p> <p>Research Board & Academic Appeals ToR reviewed by GNC & AC in 2021 & on 2021-2022 work plan for approval; Honorary Degrees Committee on work plan 2021-2022</p>
Article	Actions Required	Lead	Target Date	Status
2.3	<ul style="list-style-type: none"> Increase in elected faculty & student membership of Academic Council Include additional positions in 2018 Spring Election 	USGC	Spring 2018	COMPLETE & ONGOING
2.4	<ul style="list-style-type: none"> Review & update Academic Council Election procedures 	USGC	Spring 2020	COMPLETE – updated procedures approved by GNC April 2021

5.1	<ul style="list-style-type: none"> Develop procedure for selecting Academic Council liaison with the Board 	AC	Summer 2018	COMPLETE – GNC approved Feb 2020
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BY-LAWS IMPLEMENTATION PLAN - PARKING LOT

Issue	Actions Required	Lead	Target Date
AC Committees	<ul style="list-style-type: none"> Review Terms of Reference & appointment procedures: <ul style="list-style-type: none"> ACX (now Steering Committee) - COMPLETE CPRC (now USC) - COMPLETE GSC - COMPLETE Admissions & Scholarship (dissolved) - COMPLETE Academic Appeals Research Board Honorary Degrees GNC - COMPLETE 	GNC	ONGOING - Research Board & Academic Appeals ToR reviewed by GNC & AC in 2021 & on 2021-2022 work plan for approval; Honorary Degrees Committee on work plan 2021-2022
Faculty Councils (FC)	<ul style="list-style-type: none"> Review Terms of Reference 	GNC	IN PROGRESS – reviewed by GNC in Jan 2021 & AC in Mar 2021 - on work plan to be

			completed in 2021-2022
	<ul style="list-style-type: none"> • Review meeting processes 	GNC	2021-2022
	<ul style="list-style-type: none"> • Review communication between FC & AC 	GNC	2021-2022
Outdated Academic Council Handbook	<ul style="list-style-type: none"> • Review & update Academic Council Handbook • Consider eliminating Academic Council Handbook & replacing with Terms of Reference, Policies & Procedures 	AC/GNC	IN PROGRESS - 2021-2022



COMMITTEE REPORT

SESSION:

Public
 Non-Public

ACTION REQUESTED:

Decision
 Discussion/Direction Information

Financial Impact Yes No

Included in Budget Yes No

TO: Governance, Nominations & Human Resources Committee (GNHR)

DATE: October 21, 2021

FROM: Jamie Bruno, Chief Transformation and Organization Culture Officer

SUBJECT: Expanded list of Eligible Service Providers: Mental Health Services

COMMITTEE MANDATE

In accordance with GNHR’s Terms of Reference, the committee is responsible for oversight of the university’s human resources policies, strategies and plans, including the university’s pension plan (Plan).

The Senior Administration Sub-Committee (SASC) is a sub-committee of the Senior Leadership Team. The SASC exercises overall responsibility for the proper administration of the Plan and administration and investment of the Fund. As set out in its Terms of Reference, SASC is responsible for approving Plan amendments and reporting to GNHR as necessary or required.

We are providing GNHR with an update on a recent amendment to the Plan.

BACKGROUND & RATIONALE

As part of Ontario Tech’s comprehensive benefits plan for eligible employees, the university currently has dedicated annual coverage for mental health services and supports. The provision for benefits under this specific coverage is limited to services offered by licensed *Psychologists*. The current policy provides 80% coverage per visit up to \$700 per calendar year. In addition, the university’s Health Spending Account (HSA) can be accessed for the purposes of covering outstanding balances from per visit costs.

This would include covering costs associated with mental health services delivered by other qualified and approved practitioners (subject to approval from Canada Revenue Agency). The HSA provides the opportunity for employees to “top up” their coverage and access to mental health services.

The access to, and availability of non-private, licensed *Psychologists*, has presented greater challenges with the rising demand for these services, exacerbated by the onset of the global pandemic caused by COVID-19 in March 2020. The university recognizes the need for enhanced access to mental health services and has responded in the following ways:

- Since March 2020, Ontario Tech has expanded its Employee Family Assistance Program, making it available to all full time and limited term employees and their family members.
- Since the onset of the pandemic, the university has offered 18 workshops focused on mental health and wellness which have been delivered as part of HR’s Learning and Development Catalogue.
- The university has leveraged the success of the Healthy Workplace Committee to expand awareness for, and engagement in, wellness initiatives.
- In September 2021, the university Safety Week was expanded to include Health and Wellness programming throughout the week. Various workshops were presented, including one by Lifeworks to address COVID fear and anxiety. During this week, Dr. Wendy Stanyon, faculty member in the Faculty of Health Science, deployed her expertise and presented on Mindfulness.

While these additional efforts have improved access to mental health resources for our employees, we recognize the importance of mental well-being to our university community. Ontario Tech has maintained a pulse on this issue, and we have investigated options to improve access to mental health services. Through consultation with our insurance carrier, Sun Life Financial, we explored opportunities that would expand our list of eligible mental health providers to include other qualified practitioners. In doing so, the university has confirmed that the list of eligible, registered practitioners can be expanded to include the following providers at no additional cost to our current rates:

- Psychotherapist
- Social Worker
- Marriage and Family Therapist
- Clinical Counsellors

AREAS FOR CONSIDERATION

Key guiding principles were considered in our review of this service:

- The university’s continued focus on student and employee wellness includes improvements to mental health and mental well-being.

- This change to our benefits plan will create more opportunities for eligible employees to connect with desired services in a timely manner, and expand the scope of eligible providers within geographic boundaries closer to home.
- This change is for employee's with extended health care coverage within their group benefits plan and is aligned with the coverages offered across the Sun Life Financial book of business.
- The expanded list of service providers does not generate any additional costs, thus complying with the compensation limitations prescribed under Bill 124 (*"Protecting a Sustainable Public Sector for Future Generations Act, 2019"*).

ALIGNMENT WITH MISSION, VISION, VALUES & STRATEGIC PLAN:

Our mission, as outlined in Ontario Tech's Integrated Academic-Research Plan, is to respond to the needs of our university community and "what we do" to achieve our mission is rooted in how we approach our priorities. The pandemic has highlighted mental health as a priority for our employees and the expansion of eligible practitioners within this benefit category recognizes the diverse needs of our university community. It also contributes to further eradicating stigma and systemic discrimination that exists in programs which don't fully represent the myriad of complex challenges faced by a diverse university population. Expanding our eligible mental health providers, furthers our efforts to remove stigma and draw attention to the importance of mental health.

NEXT STEPS:

- Change will be effective January 1, 2022