



BOARD OF GOVERNORS

Governance, Nominations & Human Resources Committee (GNHR)

Minutes of the Public Session of the Meeting of October 21, 2021

2:00 p.m. – 3:40 p.m., Videoconference

- Members:** Maria Saros (Chair), Laura Elliott, Mitch Frazer, Kathy Hao, Kori Kingsbury, Steven Murphy,
- Regrets:** Francis Garwe, Dietmar Reiner, Trevin Stratton
- Staff:** Jamie Bruno, Sarah Cantrell, Cheryl Foy, Barb Hamilton, Krista Hester, Lori Livingston, Brad MacIsaac, Krista Secord
- Guests:** Chelsea Bauer (FA), Mike Eklund (FA), Christine McLaughlin (FA), Jordyn Perreault-Laird (OCUFA), Hannah Scott (FA)

1. Call to Order

The Chair called the meeting to order at 2:03 p.m.

2. Agenda

The Chair noted that item 16.2 will be deferred until the Board meeting.

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

3. Conflict of Interest Declaration

None.

4. Chair's Remarks

The Chair thanked the university community for a gradual and safe return to campus. Work continues to ensure the Board is as effective and engaged as possible. She hopes everyone had an opportunity to review the material in advance of the meeting, as they will be discussing several important topics, including the continued work on the EDI statement.

5. President's Remarks

The President welcomed everyone to the start of another Board year. He discussed the start up and reported it has been a smooth and safe transition. He shared that his conversations with students have the same themes: they are happy to be back on campus and they feel very safe when on campus. He is hearing similar comments from faculty and staff. This provides a good basis for thinking about how we move forward together as a community. The university took a prudent approach as it was uncertain as to what the fourth wave was going to look like and it is promising to see that vaccinations seem to be working on flattening and even reducing the curve.

The President emphasized the importance of discussing what the university will look like in a post-COVID era. He has been holding consultations with Academic Council and other groups. He has no doubt that the university will come out of it with a strong value proposition. The community has rallied during the pandemic and he is proud of what we have been able to achieve. He noted that we will have a better idea of what that will look like next September. The goal is not to get the model perfect in September 2022 but to start a journey that never ends.

The President also discussed the opportunity to change the model of how we are working. There are people across the region who are interested in being part of the university's story but distance poses an obstacle. They are also thinking about what leadership will look like in this era. We are all looking for a more humane way to live and still accomplish a lot. While the model is not a perfect one, the university has made great strides and will continue to work to improve it. Focus continues to be on the space and IT side of things.

The Chair agreed that the university should not lose what is working well. There was a question about whether the Board would be returning to in-person meetings next fall. The President advised that the Board will be receiving a survey about the effectiveness of virtual, in-person, and hybrid meetings. The governors' feedback will be collected and will help guide how we move forward.

6. Governance

6.1 GNHR Terms of Reference Review

B. Dinwoodie provided an overview of the committee's terms of reference, which is an annual standing item for the first committee meeting of the year. It provides the committee members with an opportunity to refamiliarize themselves with the committee's mandate. A member inquired whether the committee's work on EDI needs to be incorporated into the terms of reference. There was a discussion about the process to update the terms of reference. C. Foy clarified that it would be advisable to wait until the full Board has an

opportunity to discuss the EDI statement and whether GNHR should be responsible for EDI work or whether it should be assigned to a smaller group.

6.2 Strategic Discussion: Future of Work

J. Bruno delivered a presentation on the Future of Work at the university. He provided an overview of the consultations that have been taking place. He welcomed the committee's advice on additional ways to set us up for success as we move forward and their feedback on the efforts that are already under way. J. Bruno explained that the university leadership was consulted to explore the necessary locations of the work being delivered (occasionally on campus (2 days or less) or primarily on campus (3 days or more)). He reported that the majority of positions only need to be on campus occasionally. He stressed that the consultation was focused on the position as opposed to individual employees. Further, the discussion is independent of costs.

J. Bruno advised that this work is being done in conjunction with space planning. He is having regular discussions with B. Maclsaac, which are focused on maximizing space usage as opposed to space reduction. He also discussed the importance of trying to understand the reasons for people leaving the university. Accordingly, metrics will be collected through exit interviews.

Questions and comments from the committee included:

- Support for grounding it at the position level as opposed to individual based – are there any positions that can be done completely remotely?
 - J. Bruno advised that they do not anticipate positions that will be completely off campus; while a position may not necessarily be held to a weekly schedule, almost every position is looking at some time on campus.
- Any consideration being given to allow employees flexibility by having days be activity based as opposed to day based (e.g. need to attend campus for meetings)? This would provide employees with the flexibility to avoid traffic or avoid using public transit.
 - J. Bruno confirmed that this is being considered and it is a long-term consideration.
- Would think that there would be a number of faculty who enjoy the remote work flexibility. For those who prefer to work remotely, is an alternate physical location up for consideration?
 - J. Bruno advised that external partners have been consulted to review the circumstances that need to exist for this possibility; the current thought is that staff should be available to attend campus as need be.
 - He advised that they must also take into consideration the different legislation that might apply to staff working outside of the province/Canada.

- Will there be changes to the footprint for office space and any reduced costs coming out of it? How does this align with the planning for students returning to campus?
 - Short-term focus is on repurposing space; the intent is not to lose the footprint of physical space but rather looking at opening it up for other purposes; they are always looking for new space for student learning and study space.
- Suggestion for metrics to involve student feedback on their experience given the importance of social activity on campus to students.
- Consultation with all stakeholders will be the key to success – once the program is in place, important to consider equity implications – ensure that people feel included in the organizational dynamic.

The Chair noted that the hybrid experience has not been positive as people participating virtually struggle to feel included and there is a natural vibe for those meeting in person. She also commented that she feels confident that it is being approached in a well thought out way.

6.3 Development of Board Governance EDI Strategy: Draft EDI Statement

The Chair provided an overview of the development of the EDI statement. She noted that there are not many other institutions where the Boards have started this type of work. The Chair reviewed the questions included in the accompanying report and invited the committee’s feedback on the draft EDI statement.

The committee had the following comments:

- In a hybrid/remote environment, the land acknowledgment might differ depending on where people are participating from; accordingly, should provide some flexibility.
- Great to have such a statement when start work as governors; referred to the key takeaways, particularly ensuring that as a Board, members are reflective; the actions that come out of the philosophical statements will be most important;
- the assessment conducted at year end will help governors think about what we have accomplished as a Board coming out of our commitment to EDI; commended the work done by the working group.

The Chair confirmed that the draft statement will go to the full Board in December for consultation.

6.4 Update of Board 3-Year Governance Plan

C. Foy highlighted the governance accomplishments that have been made under the existing 3-year governance plan. She highlighted that the 2018-2020 governance plan was the first governance plan for the university. Much work has been done to enhance bicameral governance and enhance the role of Academic Council. C. Foy commented that it was timely that H. Scott and M. Eklund are in attendance, as they were involved in the by-law review, which formed a big part of the governance plan. She congratulated the committee and staff on the work that has been accomplished. She provided an overview of the potential priorities proposed in the report. She noted that we demonstrate leadership as a university with our commitment to good governance and it is important to consider how we continue that work.

The following is a summary of the committee's feedback on the proposed priorities:

- Opportunity to do more formal/informal joint events with Academic Council (AC) – opportunity to educate more governors on the work of AC.
 - S. Murphy commented that informal opportunities are also important for relationship building and getting to know each other; he affirmed that L. Elliott's participation as a member of AC has been invaluable and that they are also looking for a Board liaison from AC.
 - the Chair added that informal gatherings would be a great opportunity as they would help build a sense of collegiality.
- Support the proposed priorities. Why was the improvement of Board engagement/effectiveness limited to the incorporation of technology as Board effectiveness goes beyond technology?
 - C. Foy clarified that the priorities can be updated to reflect that it goes beyond technology.
- L. Elliott confirmed that her participation in AC and the blended learning discussions have been hugely beneficial to her understanding of faculty concerns and issues they face; anything we can do to further develop the relationship between AC and the Board would be hugely advantageous; in light of the committee's previous discussion, the priorities should be done through the lens of EDI – what does this mean from an EDI perspective? Important to ensure that the Board focuses on EDI learning as there is much to be learned about equity, Indigenous culture, etc.
- If prioritize professional development, EDI should be at the top.
- The Chair agreed with including a review of the Board's skills matrix as there are a number of new governors and a changing landscape.

C. Foy confirmed that the priorities would be updated and presented to the Board for feedback

6.5 Board Engagement: Board PD work plan 2021-2022

C. Foy provided an overview of the proposed PD work plan. Based on the committee's discussions during the meeting, more EDI topics will be developed. This is the proposed schedule and it can be filled out as the committee would like. The committee supported the cybersecurity topic. The committee also supported keeping the sessions to 30 minutes as they feel it will encourage attendance. A suggestion was also made that a session focused on helping governors understand the academic landscape would be helpful (e.g. What are new trends emerging post-COVID across the sector).

7. Policy:

7.1 Workplace Violence Policy Review

J. Bruno advised that this was the final step in disentangling various policy documents, as set out in the accompanying report. There was a discussion regarding the recent news of sexual assaults occurring during orientation parties at other institutions. C. Foy clarified that the Student Sexual Violence Policy is distinct from this policy.

Upon a motion duly made by K. Kingsbury and seconded by L. Elliott, the Governance, Nominations and Human Resources Committee unanimously approved the following 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.*

8. Consent Agenda:

8.1 Minutes of the Meeting of May 27, 2021

8.2 2022 Board Election Process

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

9. For Information:

9.1 By-laws Implementation Update

9.2 Benefits Plan Amendment

10. Other Business

11. Adjournment

There being no other business, upon a motion duly made by L. Elliott, the public session adjourned at 3:05 p.m.

Becky Dinwoodie, Secretary