

**CHAMPLAIN REGIONAL COLLEGE
REGULAR BOARD OF GOVERNORS MEETING
HELD ON SEPTEMBER 23, 2011 AT 7:00 P.M.
AT THE ADMINISTRATIVE OFFICE, 1301 PORTLAND BLVD., SHERBROOKE, QUEBEC**

MINUTES of a regular meeting of the Board of Governors of Champlain Regional College held at the Administrative Office at 1301 Portland Blvd., Sherbrooke, Quebec at 7:00 p.m. on September 23, 2011.

MEMBERS PRESENT:

R. Best	Faculty – St. Lambert Campus
C. Brosseau	Professional – St. Lawrence
G. Brown	Faculty – St. Lawrence Campus
S. Chabot	Pre-University Student – St. Lambert Campus
C. Corno	Director of Studies
J. Gaboury	Government Appointee
R. Garneau	Support staff representative - St. Lawrence Campus
D. Heatherington	Faculty – Lennoxville Campus
A. Landry	Technology Graduate – St. Lawrence Campus
L. Le Prohon	Government Appointee
V. McLeod (Vice-Chairperson)	Parent Representative –St. Lambert Campus
M. Murray	Government Appointee
J.-F. Poitras	Technology Student – Lennoxville Campus
K. Robertson	Director General
J. Shufelt	Government Appointee

ALSO PRESENT:

M. Filion	Director, Human Resources and Secretary General
J. Haffenden	Director, Finance and Administration
P. Kaeser	Director, Lennoxville Campus
J. Robert	Director, St. Lawrence Campus
D. Shewan	Director, St. Lambert Campus
B. Suitor	Administrative Technician

Absent:

H. Downie	Pre-University Graduate - St. Lambert Campus
L. Hanrahan	Government Appointee
J. Hobbs	Government Appointee
T. Kerwin (Chairperson)	Parent Representative – St. Lawrence Campus

AGENDA

- 2011-04-1 ANNOUNCEMENTS**
- 2011-04-2 MODIFICATIONS AND ADOPTION OF AGENDA**
- 2011-04-3 APPROVAL OF MINUTES OF PREVIOUS MEETING(S)**
- Regular Meeting of June 17, 2011
- Special Meeting of September 7, 2011
- 2011-06-4 BUSINESS ARISING FROM PREVIOUS MINUTES**
- 2011-06-5 PUBLIC QUESTION PERIOD FOR FIFTEEN MINUTES**
- 2011-06-6 NEW BUSINESS**

ITEMS RELATED TO GOVERNANCE AND STATUTORY REQUIREMENTS:

1. **RESOLUTION RE:** Director General's Renewal of Mandate (Article 12)
2. **RESOLUTION RE:** Approval of Operating Budget 2011-12
3. **RESOLUTION RE:** Approval of Capital Budget 2011-12
4. **RESOLUTION RE:** Director of Studies' Performance Plan
5. **RESOLUTION RE:** Director General's Performance Plan
6. **RESOLUTION RE:** DEC's & AECs
7. **RESOLUTION RE:** Sports Facilities Funding – St. Lambert & St. Lawrence Campuses
8. **RESOLUTION RE:** St. Lawrence Expansion Project
9. **INFORMATION RE:** AOP Summary 2010-2011

ITEMS OF AN ACADEMIC NATURE:

10. **RESOLUTION RE:** IPESA Review Process

2011-06-7 OFFICERS REPORTS

A) Directors:

- 1) Lennoxville
- 2) St. Lambert
- 3) St. Lawrence

B) Director of Studies

- Commission of Studies Meeting of August 22, 2011

C) Director General

- Executive Committee Meeting of September 14, 2011

2011-06-8 ADJOURNMENT

2011-06-1 ANNOUNCEMENTS

Regrets were received from H. Downie, L. Hanrahan, J. Hobbs and T. Kerwin.

The Chairperson welcomed Ms. Stéphanie Chabot, the new St. Lambert Pre-University Student representative, to her 1st in person Board meeting.

The *Commission d'évaluation de l'enseignement collégial* (CEEC) has announced that it will be visiting the College from November 15th to 17th. Executive Committee and/or Board of Governors members will likely be asked to meet with them on the evening of November 15th.

2011-06-2 MODIFICATIONS AND ADOPTION OF THE AGENDA

It was moved by J.-F. Poitras and seconded by L. Le Prohon that the agenda be adopted as presented.

2011-06-3 APPROVAL OF THE MINUTES OF PREVIOUS MEETING(S)

- Regular Meeting June 17, 2011

It was moved by G. Brown, seconded by M. Murray and carried that the minutes of the regular meeting of June 17, 2011 be adopted as modified.

- Special Meeting September 7, 2011

It was moved by C. Brosseau, seconded by G. Brown and carried that the minutes of the regular meeting of September 7, 2011 be adopted as presented.

2011-06-4 BUSINESS ARISING FROM PREVIOUS MINUTES

There was no business arising from previous minutes.

2011-06-5 PUBLIC QUESTION PERIOD FOR FIFTEEN MINUTES

There were no questions.

2011-06-6 NEW BUSINESS

1. RESOLUTION RE: Director General's Renewal of Mandate (ARTICLE 12)

The Director of Human Resources / Secretary General explained the senior executives' renewal of mandate procedure that was followed as defined in Bylaw 3.

College employees were asked to leave the room.

RESOLUTION No. 2656

Director General's Renewal of Mandate

WHEREAS the Evaluation Committee made a positive recommendation to the Board of Governors regarding the renewal of the mandate of the Director General;

WHEREAS the Commission of Studies was consulted as required by Bylaw 3;

BE IT THEREFORE RESOLVED THAT the Board of Governors of Champlain Regional College renew the mandate of Dr. J. Kenneth Robertson in the position of Director General for a five (5) year mandate, beginning July 1, 2012, and authorize the Secretary General to establish the new contract, without any modification to the pre-existing contractual clauses, unless approved by the Board, with the Senior Executive and to sign such a contract on behalf of the College.

MOVED: J. GABOURY

SECONDED: M. MURRAY

CARRIED UNANIMOUSLY

2. RESOLUTION RE: Approval of Operational Budget 2011-12

The Director of Finance and Administration indicated that the annual operating budget must be adopted by the Board and be forwarded to the MELS by the 30th of September each year. Normally, the operating budget is presented at the June Board meeting if we have all the necessary information. This year, because of budget reductions, the *Fédération des Cégeps* advised all CÉGEPS to hold off until the full impact would be known. The operational budget for 2011-12 will be in the amount of \$44,430,185 and of note are the following:

- Federal Reinvestment funding in the amount of \$1,353,900 has been rolled into the norms for the operating budget for 2011/12.
- The indexed budget for Champlain has been cut by \$395,000.
- Additional "reductions" for 11/12 have been announced and are expected to be applied to the accumulated operating surplus.

Mr. Haffenden explained that the operating budget conforms to the directives coming from Bill 100, and with the possible exception of accounting reform impacts, will be forwarded to the MELS within the usual timeframe.

Clarifications were provided for the information presented in the notes and explanations were given for specific yearly variances. It was suggested that there be a breakdown of income per campus presented next year.

RESOLUTION No. 2657

Approval of Operational Budget 2011-12

WHEREAS the College has prepared a balanced operating budget for the academic year 2011-2012 based on a financed activity level for regular instruction of 193,153 PES (45,925 for Lennoxville, 109,966 for St. Lambert, and 37,262 for St. Lawrence), and, a total building surface in square meters of 49,185.5 (1,840.1 for College Administration, 14,104.9 for Lennoxville, 25,394.0 for St. Lambert, and 7,846.5 for St. Lawrence); and

WHEREAS the present budget respects the regulations and the budgetary policy as set forth by the *Ministère de l'Éducation du Loisir et du Sport*; and

BE IT THEREFORE RESOLVED that the Board of Governors approve the 2011-2012 operating budget in the amount of \$44,430,185 as tabled.

MOVED: J. SHUFELT
SECONDED: J.-F. POITRAS
CARRIED UNANIMOUSLY

3. RESOLUTION RE: Approval of Capital Budget 2011-12

The Director of Finance and Administration indicated that the MELS requires that our annual capital budget of \$3,145,926 for Immobilier and \$1,440,000 for Mobilier be approved by the Board of Governors. The budgeted expenditures are submitted by the campuses to the Director of Finance and Administration who consolidates the list and prepares the document for submission to the MELS; and the campus allocations are determined by the size of our buildings (renovation) and by numbers of students (Equipment). Also of note are the following:

- The capital budget is financed entirely by short term and long term borrowing;
- The MELS doesn't require details of any projects less than 10% of the value of the annual budget.

Discussion was held regarding the future consideration of Smart Boards in the classrooms by the Academic Leadership Team (ALT).

RESOLUTION No. 2658

Approval of Capital Budget 2011-12

WHEREAS the capital budget for 2011/12 must be submitted to the MELS by September 30, 2011 in the prescribed format; and

WHEREAS the budget revenue includes the 2011/12 allocations for renovations and equipment, balances carried forward from 2010/11, and funds coming from the Knowledge Infrastructure Plan;

BE IT THEREFORE RESOLVED that Board of Governors approve the 2011/12 capital budget as submitted totalling \$3,145,926 for renovations, and \$1,440,000 for equipment.

MOVED: J. GABOURY
SECONDED: D. HEATHERINGTON
CARRIED UNANIMOUSLY

4. RESOLUTION RE: Director of Studies' Performance Plan

The Performance Plans for both the Director General and the Director of Studies must annually be approved by resolution as required by Bylaw 3, in order to set priorities and outcomes for the current year and be used to guide their evaluation processes. These plans are proposed by the DG and DS and are based on feedback from the Evaluation Committee of the previous year, elements of the Annual Operational Plan (AOP) and of the College Strategic Action Plan (CSAP).

On August 25th, 2011, both the DG and DS met with the Chair and Vice-chair of the Board for preliminary feedback on proposed priorities and outcomes. The proposed DG and DS Performance Plans are the revised drafts, which have been adjusted following feedback from the Executive Committee.

Mr. Corno presented and explained the reasoning for the key priorities included in his plan.

A suggestion was made regarding the participation of faculty members at the Academic Leadership Team (ALT) meetings.

RESOLUTION No. 2659

DIRECTOR OF STUDIES' PERFORMANCE PLAN

WHEREAS, the Executive Committee has reviewed the Director of Studies' Performance Plan Priorities and Outcomes for the 2011-2012 academic year and has recommended it be forwarded to the Board of Governors;

BE IT THEREFORE RESOLVED that the Director of Studies' Performance Plan be approved by the Board of Governors.

MOVED: J. SHUFELT
SECONDED: J.-F. POITRAS
CARRIED UNANIMOUSLY

5. RESOLUTION RE: Director General's Performance Plan

The Director General also presented and explained the reasoning for the key priorities included in his plan. Thereafter, suggestions and questions were welcomed.

RESOLUTION No. 2660

DIRECTOR GENERAL'S PERFORMANCE PLAN

WHEREAS, the Executive Committee has reviewed the Director General's Performance Plan Priorities and Outcomes for the 2011-2012 academic year and has recommended it be forwarded to the Board of Governors;

BE IT THEREFORE RESOLVED that the Director General's Performance Plan be approved by the Board of Governors.

MOVED: G. BROWN
SECONDED: L. LE PROHON
CARRIED UNANIMOUSLY

6. RESOLUTION RE: DECs & AECs

RESOLUTION No. 2661

DIPLOMAS FOR COLLEGIAL STUDIES (DECs) AND ATTESTATIONS FOR COLLEGIAL STUDIES (AECs)

All necessary records having been submitted and verified, it is moved by M. Murray, seconded by C. Brosseau and carried that CHAMPLAIN REGIONAL COLLEGE (Lennoxville Campus, St. Lambert Campus and St. Lawrence Campus) recommend that a Diploma for Collegial Studies or an Attestation for Collegial Studies be issued to the students whose names appear on the attached lists.

7. RESOLUTION RE: Sports Facilities Funding – St. Lambert & St. Lawrence

The Director of Finance and Administration indicated that the MELS has announced funding to improve sports and recreation infrastructure throughout the province, and to promote increased physical activity of the population in a safe and secure environment. The College would like to submit a number of projects for funding consideration, and the procedure requires a supporting resolution from the Board of Governors.

The qualifying projects could include construction of new facilities and the renovation or upgrade of existing facilities. The government funding of an approved project will not exceed 50% of the net cost, and therefore the College must commit to providing funding for at least 50% of each project.

No projects were presented for the Lennoxville Campus, as it shares Bishop's University's sport facilities.

RESOLUTION No. 2662

SPORTS FACILITIES FUNDING – SUBMISSION OF PROJECTS

WHEREAS the MELS has announced funding to improve sports and recreation infrastructure throughout the province, and to promote increased physical activity of the population in a safe and secure environment; and

WHEREAS qualifying projects could include construction of new facilities and the renovation or upgrade of existing facilities; and

WHEREAS the government funding of an approved project will not exceed 50% of the net cost, and therefore the College must commit to providing funding for at least 50% of each project; and

WHEREAS the College would like to submit a number of projects for funding consideration, and the procedure requires a supporting resolution from the Board of Governors; and

BE IT THEREFORE RESOLVED that the Board of Governors supports the submission of the projects described in the attached list, and commits the College to its share of the cost of the approved projects.

MOVED: J.-F. POITRAS
SECONDED: J. SHUFELT
CARRIED UNANIMOUSLY

8. RESOLUTION RE: St. Lawrence Expansion Project

The St. Lawrence Campus Director indicated that an analysis of the facility at St. Lawrence clearly indicates a need for additional space for a multi-disciplinary amphitheatre for the College and the Quebec City Anglophone Community. Funding from various levels of government seems assured and the MELS has identified this project as a priority project, and both the Federal Government and the St. Lawrence Alumni Foundation have pledged financial support.

RESOLUTION No. 2663

ST. LAWRENCE AMPHITHEATRE EXPANSION PROJECT

WHEREAS an analysis of the facility at St. Lawrence clearly indicates a need for additional space for a multi-disciplinary amphitheatre; and

WHEREAS there is a clearly identified need for a multi-disciplinary amphitheatre for the Quebec City Anglophone Community; and

WHEREAS the MELS has identified this project as a priority project; and

WHEREAS the Federal Government is expected to financially support this project; and

WHEREAS the St. Lawrence Alumni Foundation has made a commitment to financially support this project;

BE IT THEREFORE RESOLVED that the Board of Governors supports the submission of this project for provincial and federal funding, and commits College financial resources up to a maximum of \$700,000.

MOVED: C. BROUSSEAU
SECONDED: G. BROWN
CARRIED UNANIMOUSLY

9. INFORMATION RE: Annual Operational Plan Summary (AOP) 2010-11

The Director General indicated that the Annual Operational Plan (AOP) 2010-2011 Year End Summary being presented to the Board summarizes all of the results for all campuses and services across the College, and is a summary of the larger administrative document used by the management team.

The next step will be to synthesize these results for publication in our Annual Report, which will be presented to the Board at the December meeting. The key will be to identify the results that are most important to our internal and external public and articulate them in a way that is clear and concise. Much of the finer detail that is found in this report will not be forwarded to the Annual Report, which is why we believe it is essential for the Board to have this information prior to the synthesis process.

The Directors were invited to highlight some items of particular interest for Board members.

10. RESOLUTION RE: IPESA Review Process

The Director of Studies explained that:

- the *Commission d'évaluation de l'enseignement collégial* (CEEC) had issued a recommendation that the College needed to address;
- the campuses had expressed an interest in updating certain areas of the policy to reflect changing realities; and
- following a thorough consultation process, a revised text of the IPESA was adopted by the Board of Governors and submitted for analysis to the CEEC.

At the June 17, 2011 Board of Governors meeting where a revised IPESA was adopted, it was noted that it would be appropriate to more fully elaborate on the context that marked this review, in light of the policy's requirement to proceed with an evaluation of the policy at least every five years. Mr. Corno provided additional information regarding the context that led to a revision of the policy rather than a formal and full evaluation.

RESOLUTION NO. 2664

IPESA REVIEW PROCESS

In consideration of the IPESA's extensive review conducted through the College's consultative bodies during the 2010-2011 academic year, it was moved by J. Shufelt and seconded by G. Brown that the process that led to the revised IPESA approved at the June 17th, 2011 meeting be considered as satisfying the need for the cyclical evaluation as stated in the policy under article 9.2.1.

CARRIED UNANIMOUSLY

2011-06-7 OFFICERS' REPORTS

A) Directors

Lennoxville

The Campus Director, Mr. Kaeser, noted the Campus' enrolment increase.

St. Lambert

The Campus Director, Mr. Shewan, presented the newly available Writer's Toolkit books for students which were written by Faculty through release time.

St. Lawrence

The Campus Director, Mr. Robert, noted the Campus students' success at Forces Avenir and presented the Campus' new 2012-2013 viewbook.

B) Director of Studies

The Director of Studies referred to the following reported items and opened the floor for any questions:

- Commission of Studies (August 22, 2011)

Ms. Stephanie Chabot, student representative from the St. Lambert campus, and Mr. Brian Crane, Faculty member also from the same campus, were both welcomed as new members of the Commission of Studies.

The main item on the agenda was the review of the proposed AOP for 2011-2012. Different initiatives were highlighted; some that were campus specific and others that were College wide, notably efforts that will be made to implement the newly revised IPESA. Positive feedback was received on the outcomes and strategies that were proposed.

The Gator project was also featured, allowing members to get a more in depth look at a student success initiative at the St. Lawrence campus involving a hybrid model of synchronous and asynchronous teaching and learning activities.

- Plan d'optimisation

As reported in earlier Board of Governors meetings, MELS is carrying forward its *Plan d'optimisation* for professional programs at the high-school level and for technical programs at the college level. The purpose of the exercise is primarily to ensure that academic programs better reflect the needs of industry.

In June 2011, the MELS provided further details on the Plan in a letter sent to each College. Our various career programs have been categorised as belonging to a given family of programs. For example, our business programs have been grouped with Hotel Management and Fashion Management. A specific timeline to complete the analysis has been announced for each family of programs, ranging from December 2011 to June 2012. This analysis could lead to more generic approaches of our technical programs. MELS has committed to share the results of their investigation with each College.

- Special Needs dossier

MELS has formally announced a new model for delivering services for special needs students at the College level which has implications in terms of resources and practices at our various campuses. The MELS has determined with the *Fédération des Cegeps* certain priorities which should be addressed during this academic year. In particular, each college has to ensure that services are being provided to this clientele and must determine ways to foster a more global and institutional approach to meet the challenges associated with a growing number of students in this situation and the different types of disabilities that are emerging.

- Revision of the Fine Arts Program

MELS has announced a formal revision of the Fine Arts program which will be renamed "Visual Arts". This revision comes at the request of universities who felt that incoming students in fine arts programs were not adequately prepared in a number of basic artistic skills. However this revised program, which the Lennoxville campus intends to introduce for the 2012-2013 academic year, does allow for more flexibility since some competencies will be left to the discretion of each establishment. It should be noted that the revision of this program may also have implications and lead to adjustments to the Creative Arts, Literature and Languages Program offered at our three campuses.

- Forces AVENIR

Forces AVENIR is a non-profit organisation which aims to recognise student engagement. All Cegeps were invited to submit projects for consideration. Finalists were invited to a

gala which was held on September 7 in Quebec city. In attendance, faculty and staff from the College, along with the Chair of the Board of Governors, were in a position to cheer on the various Champlain students that were nominated, notably the students belonging to the Health and Wellness committee from the St. Lambert campus and students involved in Eco St. Lo at the St. Lawrence campus which were awarded a prize within the Environment category. The grand prize was awarded to two students who conducted research on Parkinson's disease, one of which being a student from the St. Lawrence campus.

- Fall enrolment

A breakdown was provided per campus per program of total enrolments for the Fall 2011 semester, with comparative data from earlier years. As the numbers attest, our regular day divisions are doing quite well in maintaining high levels of enrolment.

- MELS: French Language

The MELS has also committed \$13 million to the Cégep network to foster a greater mastery of French. This represents \$35,000 per year for the next five years for Champlain and will require that adjustments be made to our present strategic plan or annual operating plan.

C) Director General

The Director General referred to the following reported items and opened the floor for any questions:

DIRECTOR GENERAL'S OFFICE:

Meeting with the Chair and Vice-Chair:

- On August 25th, the Director of Studies and Director General met with our Chair and Vice-Chair to plan for the year ahead. This annual meeting provides an opportunity for the Director General (DG) and the Director of Studies (DS) to discuss priorities and orientations for the year ahead and to share expectations; topics included: the DG and DS priorities and desired outcomes; Board operations; projects and initiatives; Board elements of the AOP (Bylaw and Policy Review); CEEC fall visit; 40th Anniversary Celebrations; amongst other emergent topics.

Bylaw & Policy Review:

- To ensure that the College meets the Board expectations outlined in the AOP, a model with a few examples for the review of bylaws and policies to assist the Board in determining which will need reviewing or developing within a clear timeline is presented. The administration plans to forward to the Board the completed table for its review and recommendations over the course of the fall semester. Some of the policies have not been reviewed in over a decade, therefore, this type of periodic review can be very valuable as it ensures that our policies are current and meet the needs of the College.

Annual Operational Plan (AOP) 2011-2012

- Following the approval of the AOP 2011-2012 at the June meeting of the Board of Governors, over the summer months all of the campuses and services identified the performance and success indicators for the many activities that will be implemented during the academic year. A copy of the plan with the indicators is available to Governors on their College web services. The first update will be provided to the Board at the December Board of Governors.

HUMAN RESOURCES:

Human Resources-Pay Software Implementation (SRIC):

- Over the summer a great deal of work was done in preparation for the implementation of the new HR-Pay software implementation. This implementation is rather complex in that it implies: a review of our HR-Pay practices to ensure that they are compatible with the new program; the transfer of a large amount of data into the system with the added complexity of our three campus structure; creating the links to our financial systems; training of staff; and more. The work that has been done over the summer has gone well and is on schedule. The implementation of the pay segment of the new software is anticipated for January 2012.

Competency Based Approach (CBA) to HR:

- In June, the CBA Ad-hoc Committee tasked by the Director General's Advisory Committee (DGAC) with the initial identification of the key competencies for management staff submitted their report. On August 17, DGAC reviewed their recommendations and initiated the final work to ensure that the competencies identified can be integrated into a variety of HR processes. The next steps will be to: share with the Ad-hoc Committee the work done by DGAC for their feedback; consider any recommendations coming from the Committee and finalizing the listing; and sharing the results with the All Management Team at the fall planning and training session.

FINANCIAL SERVICES:

Additional Financial Reductions for 2011-2012:

- The College was recently informed that the Minister intends to make additional financial reductions for the current year in the amount of \$29.8 million. These funds are to come from the colleges' "solde de fonds", which in essence is the colleges' surplus funds. This is rather than reducing the current year's operating revenue. The Fédération des Cégeps is calling an "Extraordinary Meeting of the General Assembly" on September 16th to discuss this situation and determine a course of action. It is important to note that the College has not as yet received a notification from the Minister to this effect.

Mr. Kaeser was congratulated for his recognition of community outreach with the Department of Defence 52nd Ambulance Unit in light of his assistance with training and providing access to campus facilities.

2011-06-8 ADJOURNMENT

There being no further business, it was moved by M. Murray and carried that the meeting adjourn at 9:52 p.m.

(Original signed)

Valerie McLeod
Vice-Chairperson

Bridget Sutor
Administrative Technician