



**Minutes for the Board Meeting of the  
Lethbridge College Board of Governors  
Held on Tuesday, May 26, 2020 via  
Zoom video conferencing**

**Board of Governors**

**In Attendance**

1. Brenda Brindle
2. Paula Burns, President and CEO
3. Kristine Cassie, Vice Chair
4. Jennifer Davis
5. Jamie Fisher
6. Karri Flatla
7. Michael Marcotte, Chair
8. Frederico Marouelli
9. Jesse Poriz
10. Tracy Zappone, Vice Chair

**Regrets**

Travis Plaited Hair

**MANAGEMENT:**

Simon Griffiths, Vice President Corporate Services and CFO

Samantha Lenci, Provost and Vice President Academic

Coreen Roth, Vice President People and Planning

Kristen DeMone, Senior Executive Assistant and Board Secretary (recording secretary)

**1.0 Call to Order**

Michael Marcotte called the meeting to order at 4:31 p.m. and welcomed all in attendance. Michael acknowledged that everyone was gathered on the traditional territory of the Blackfoot confederacy. He noted that quorum requirements were met.

Michael congratulated student representatives Jesse and Frederico on their recent convocation. Additionally, he thanked them for their service to the Board of Governors.

**2.0 Consent Agenda**

**2.1 Approval of the Agenda for May 26, 2020**

**2.2 Approval of the Draft Minutes of March 17, 2020**

**2.3 Approval of the Draft Statement of March 17, 2020**

Michael asked if there were any questions. None arose.

**MOVED** by Tracy Zappone and seconded by Jennifer Davis **THAT**, the Board of Governors approves the consent agenda for the May 26, 2020 meeting.

**MOTION: CARRIED**

**3.0 Conflict of Interest Declarations**

No conflicts or perceived conflicts of interest were declared.

#### **4.0 Association Reports**

##### **4.1 LCSA Report**

##### **4.2 LCFA Report**

##### **4.3 AUPE Report**

Michael thanked each of the association/union leaders for their reports. He asked if there were any questions and none were noted.

Each association representative was asked to share their experience and the college's handling of its response to COVID-19. On behalf of the Faculty Association, Kevin Wiber shared that despite faculty concerns during this period of uncertainty, they are appreciative of the open and transparent relationship with administration. On behalf of the Student Association, Skye Harding indicated that as she was new to the position, she didn't have much to comment on, however felt things had gone as well as could be expected given the challenges all faced.

An AUPE representative was not in attendance at the meeting.

#### **5.0 Executive Leadership Team**

##### **5.1 President and CEO Report**

Paula commended the Lethbridge College community for their work and collaboration to ensure the college could move to an alternative delivery method quickly. She discussed the work underway to relaunch the college for the fall semester.

Paula spoke about her participation in the Council of Post-secondary Presidents of Alberta (COPPOA) and the Comprehensive Community Colleges (CCC) Economic Recovery Task Force, to ensure that the college is assisting in Alberta's road to recovery.

#### **6.0 Committee Reports**

##### **6.1 Academic Council**

Nothing to report.

##### **6.2 Governance and Human Resources Committee (GHRC)**

Tracy provided a report to the board highlighting the work of the Governance and Human Resources Committee over the past month. She shared much of the meeting focused on the board self-assessment and that the committee will be working on a plan to address the results.

Tracy shared that her term on the board ends in October 2020 and as such, the committee appointed Brenda Brindle as the chair of GHRC, effective October 1, 2020.

Tracy shared that the committee reviewed monitoring reports EL-1 Treatment of Students, EL-10 Access to Education, and EL-11 Ethical Research and found them to be in compliance with policy.

Tracy provided an update on the Supplemental Retirement Pension Plan for the President and CEO and shared that GHRC approved the plan as per the Board's direction and that it will now be submitted to the Minister of Advanced Education for final approval.

Tracy shared that GHRC reviewed committee membership and is recommending the appointment of Karri Flatla to the External Relations Committee.

**MOVED** by Tracy Zappone and seconded by Kristine Cassie **THAT**, the Board of Governors approve the appointment of Karri Flatla to the External Relations Committee.

**MOTION: CARRIED**

### **6.3 Finance, Audit and Risk (FAR) Committee**

Kristine provided a report to the board, sharing that the committee reviewed the board's operating and capital budget.

She discussed the Legislative Compliance report and Internal Controls framework which were reviewed by the committee.

Kristine shared that the committee reviewed monitoring reports EL-3 Financial Planning and EL-4 Financial Condition, finding them to be compliant with policy.

#### **6.3.1 Board of Governors Annual Operating Budget**

Kristine highlighted the Board of Governors annual operating budget as circulated per attachment 6.3.1 which was provided to the board for information. She shared that the FAR committee approved the budget for the 2020-21, 2021-22, and 2022-23 fiscal years.

#### **6.3.2 Related Party Disclosure**

Michael inquired if any board members or their family members had any related party transactions with Lethbridge College during the 2019-20 fiscal year. He shared that he will have transactions to disclose. No other disclosures were reported.

### **6.4 External Relations Committee**

Michael provided an update on the External Relations Committee meeting. He shared that Paula provided an update on the political landscape. He added that the committee reviewed their work plan and while there were no changes made at the meeting, the committee is anticipating some revisions and additions in the fall.

### **7.0 Lethbridge College's Annual Operating and Capital Budget**

Paula discussed Lethbridge College's annual operating and capital budget as circulated in attachment 7.0. Paula shared that the college has met its expenditure target for 2020-21 as outlined in the Investment Management Agreement. Paula spoke about changes to the college's work force. She noted that it is a precarious budget and drew the board's attention to the assumptions and risks circulated as part of attachment 7.0.

Paula asked if there were any questions.

There was an inquiry regarding student enrollment and how the college arrived at tuition revenue in the budget. Paula spoke about the comprehensive process in place to evaluate student enrollment. She shared that a conservative approach to enrollment was taken with an anticipated reduction from original estimates in the budget, recognizing that it is an unprecedented time around the world. A further inquiry focused on factors that drive enrollment and whether the college draws enrollment from regional areas where post-secondary tuition and cost of living may be higher. Discussion ensued.

There was an inquiry regarding Trades and experiential learning that is required as part of their programs. Samantha shared that there are changes coming to the Trades programs and there is a move to a permanent blended delivery model. Discussion ensued.

**MOVED** by Kristine Cassie and seconded by Tracy Zappone **THAT**, the Board of Governors approves Lethbridge College's annual operating and capital budget for the 2020-21 fiscal year as per attachment 7.0, with management having license to make minor refinements.

**MOTION: CARRIED**

### **8.0 Lethbridge College's Investment Management Agreement**

Paula highlighted Lethbridge College's Investment Management Agreement (IMA) as circulated in attachment 8.0. She provided background information on the document, sharing that it will replace the Comprehensive Institutional Plan (CIP) and is a three-year agreement requiring board and ministerial approval. Paula shared that the performance metrics contained within the IMA are tied to funding.

Paula shared that Advanced Education has extended the timelines due to the uncertainties created by COVID-19.

Paula provided an in-depth review of the IMA and discussed the three performance metrics that will be in effect for 2020-21: expenditure target, administrative expense ratio, and enrolment targets. She shared that the college has met the expenditure target with the board's approval of Lethbridge College's annual operating and capital budget.

Paula asked if there were any questions.

A board member inquired as to what the enrollment targets were based on. Paula shared that they are based on enrollment numbers from 2018-19.

**MOVED** by Kristine Cassie and seconded by Tracy Zappone **THAT**, the Board of Governors approves Lethbridge College's Investment Management Agreement as circulated per attachment 8.0, with management having license to make minor refinements.

**MOTION: CARRIED**

#### **9.0 Performance Management Plan for the President and CEO**

Paula provided background information on the development of her Performance Management Plan as presented in attachment 9.0. She shared that the plan was reviewed by GHRC and that the committee recommended an addition to the Key Responsibilities/Roles Description section to address the request from Minister Nicolaides to meet regularly with the Board Chairs from each post-secondary institution for updates on progress.

Paula highlighted her leadership goals and her personal strategic plan.

Paula asked if there were any additional priorities that the board would like to see the college achieve which could be added to her performance plan. None arose.

A board member inquired about the metric to measure employee engagement. Coreen provided background information on the employee engagement survey and spoke about the transition to the employee experience monitor score. Discussion ensued and it was agreed a metric would be added to measure this.

**MOVED** by Brenda Brindle and Karri Flatla **THAT** the Board of Governors approve the Performance Management Plan for Dr. Paula Burns as presented in attachment 9.0.

**MOTION: CARRIED**

Jamie Fisher and Jennifer Davis opposed until the employee engagement metric in appendix A contained within the Performance Management Plan is amended.

#### **10.0 Information**

##### **10.1 Appointment Letter – Karri Flatla**

##### **10.2 Lethbridge College Students' Association Submission Letter to Minister Nicolaides – Board of Governors Student Representatives**

**10.3 Board of Governors Correspondence to Lethbridge College  
Students' Association**

**10.4 Letter to Minister Nicolaides from Board Chair and President and  
CEO**

**10.5 Draft Board Calendar 2020-21**

**10.6 Board Work Plan 2020-21**

**10.7 EL-3 Financial Planning**

**10.8 EL-4 Financial Condition**

**10.9 EL-1 Treatments of Students**

**10.10 EL-10 Access to Education**

**10.11 EL-11 Ethical Research**

Michael asked if there were any questions.

There was an inquiry regarding the letter to Minister Nicolaides from the board chairs and Presidents of UL, MH and LC. Paula provided background information on the collaborative efforts of the three institutions which led to the correspondence.

### **11.0 Other**

No other business arose.

### **12.0 Adjournment**

**MOVED** by Tracy Zappone **THAT**, the Board of Governors adjourns its public meeting of May 26, 2020 at 6:02 p.m.

**MOTION: CARRIED**