B257

Board of Governors

Minutes of the Two Hundred and Fifty-Seventh (257th) Meeting held on Wednesday, September 17, 2025, at 5:30 pm

Present:	Cary O'Brien, Chair (Socio-Economic Representative)
	Leslie-Anne Barber, Vice-Chair (Socio-Economic Representative)
	Lisa Peldjak, Director General
	Sandra Stark, Acting Academic Dean
	Eldon Keon, School Centre/Board Representative (arrived 6:45 pm)
	Evelyn Gauthier, Labour Market Representative
	Lynne Perron, Parent Representative
	Sammy Jamoul, Pre-University Student Association Representative
	Eunice Kouame, Technical Studies Student Association Representative
	Dan Daminato, Teaching Professional Representative
	Mark Molnar, Teaching Professional Representative
	Emily Menard, Support Staff Representative
Also Present:	Valerie Gamache, Secretary General
Regrets:	Connor Spearman, Non-Teaching Professional Representative
	Maria-Viviana Aguilar, Pre-University Alumnus
	Kim Chan, Parent Representative
	Ledy Rivas Zannou, University-level Representative
Guests:	Sandra Ricci, Development Fund President (left at 6:30 pm)
	Caitlin Campisi, Associate Academic Dean
	Patrick Sullivan, Director of Procurement and Financial Services (virtual)
	Willy Tenadjang, Director of Information Systems and Technology
	Michèle Charlebois, Director of Human Resources
	Julie Knerr, Coordinator of Student Services
	Joyel Singfield, Manager of Rental Facilities

B257-1.0	**APPROVAL OF AGENDA**
	1.1 Call to Order/Opening Remarks
	The Chair confirmed quorum (9) and called the meeting to order at 5:33 pm and read the College Land Acknowledgement. The Chair reminded the Board of the opportunity to state any conflicts and meeting procedures.
	The Chair informed the Board of the College active promotion on important topics, such as student orientation, prevention of sexual violence, suicide prevention, National Truth and Reconciliation Day and Orange Shirt Day which is preceded by the College's Indigenous Culture Week. The Chair also reminded members of the signing ceremony of the CICan Indigenous Education Protocol tomorrow, a collaborative effort with the Kitigan Zìbì community and CICan.
	The Board was reminded of the requests to complete the Board Contact Information form, the Declaration B6.1 and the MES Questionnaire.
	Student Association Representatives Sammy Jamoul and Eunice Kouame were offered the opportunity to say a few words of introduction, and Sandra Ricci was welcomed.
	The Chair informed the Board that the candidate identified for the Technical Program Alumnus Representative was ultimately unable to commit, therefore, another recruitment campaign will be underway shortly.
	1.2 Approval of Agenda
	The Chair made a motion for the following amendments:
	• Under Business Arising, add Item 5.2 Governance Matters and:
	  o Add Item 5.2.1 Elections to the 2025-2026 Ad Hoc Committee on Board Evaluations with the related resolution;
	  o Add Item 5.2.2 Elections to the 2025-2026 Executive Committee with the related resolution;
	• Add Item 6.1.7 Policy #23 Concerning Digital Networks with the related resolution;
	• Add Item 6.1.8 Policy #51 Concerning Data Classification and Handling with the related resolution;
	• Add Item 6.1.9 Selection Committee for the Academic Dean with the related resolution;
	• Amend Item 6.1.5 from 2025-2026 College Priorities to CICan Indigenous Education Protocol with related resolution;
	• Amend Item 6.3.1 Update on MES Funding to Update on Investment Fund Results with related document;
	• Defer Item 6.3.3 2025-2030 Forecasted Five-Year Allotment of Surplus Funds – Revisions to November.
	• Move Item 3.2 Development Fund before Item 3.1 to allow Sandra Ricci to present before the Nursing Facilities tour.
	The motion was moved by Leslie-Anne Barber and seconded by Sammy Jamoul; In absence of other changes, the draft agenda was adopted as amended.

B257-2.0	**CONSIDERATION OF MINUTES** **2.1** Board of Governors Meeting Minutes of June 17, 2025 were adopted as presented via the Consent Agenda. **2.2** Board of Governors Special Meeting Minutes of August 20, 2025 were adopted as presented via the Consent Agenda. **2.3** Executive Committee Special Meeting Minutes of August 20, 2025 were deposited for information and acknowledged by the Board via the Consent Agenda motion.
B257-3.0	**ANNUAL BOARD ORIENTATION**
	3.1 Nursing Facilities Tour The Director General led Board members on a fifteen-minute tour. **3.2 Development Fund** The President of the Development Fund, Sandra Ricci, presented a brief personal history of her connection to the College, the origins of the Development Fund, and its influencers. It underscored the dedication and talent of the College community, how the Fund strengthens the relationships with the feeder schools, and how the College shaped many lives and their well-being. In response to a query, Sandra Ricci said the Fund no longer seeks to raise funds for major capital projects which, in her view, are well in hand, but focuses instead on bursaries for new students. **3.3 Academic Services** Acting Academic Dean, Sandra Stark, presented the 2025-2026 Work Plan for Academic Services. The main focuses for the year are continued monitoring and implementation of Law 14, polishing academic policies, Library integration, mental health, Indigenization, and improved articulation agreements with universities. In response to a query regarding the articulation agreements, Sandra Stark stated that the Quebec universities are better aligned, whereas it is less beneficial for students going to Ontario universities. **3.4 Student Services** In absence of the Director of Student Services, Julie Knerr, Coordinator, presented the 2025-2026 Work Plan. The focuses are divided by six (6) Strategic Orientations with an emphasis on amplifying and better communicating the supports available to students, greater collaboration with other Services and community partners, and extra-curricular activities.

3.5 Procurement and Financial Services

Patrick Sullivan, Director of Procurement and Financial Services, presented the 2025-2026 Work Plan. The main focuses are sustainable and local procurement, the evaluation and adoption of AI, reflecting A/R more in the balance sheet, upgrades to expense reimbursements, expand internal accounting know-how, and internal control on assets.

3.6 Human Resources

Michèle Charlebois, Director of Human Resources, presented the 2025-2026 Work Plan. The main focuses are on broader training/workshop topics vis-à-vis EDI+B, records management, Indigenization, health and safety which includes mental health and physical wellness, policy updates will focus on ethics and integrity and the DPR process, and faculty evaluation, on-boarding and off-boarding process improvements, and Ecologisation.

The Chair thanked Michèle and her team for her support in the hiring of the Director General.

3.7 Building Services

On behalf of Karl Lamarche, Joyel Singfield, Manager of Facility Rentals, presented the 2025-2026 Work Plan. The main focuses of the year are to remove barriers to student success, enhance community engagement and outreach, enhance community engagement and outreach, and improve infrastructure and ecological operations.

The Chair remarked on the cleanliness of the facilities given the high number of people in the building and thanked Building Services staff.

3.8 Information Systems and Technology

Willy Tenadjang, Director of Building Resources, presented the 2025-2026 Work Plan. The five (5) key points are directly tied to the three-year roadmap that the IST team must complete. As an update, Cloud migration completion is now at 71%, Eduroam is on track to be completed by January 2026, and disaster recovery simulations will be rolled out over the course of year.

In response to queries, Willy confirmed that budget restraints greatly impact IST and also confirmed that disaster recovery simulations do not impact the students.

The Chair thanked Willy and his team for the AV improvements in the boardroom.

B257-4.0	**STANDARD BUSINESS**

4.1 ACS Graduates

RESOLUTION #B257-4.1

ATTESTION OF COLLEGE STUDIES (ACS) | ATTESTION D'ÉTUDES COLLÉGIALES (AEC) GRADUATES

WHEREAS the Academic Dean has confirmed that the students named in the appended document (Ref. Doc. #B257-4.1a) have met the attestation requirements of their programs in the 2025 Summer semester.

AND WHEREAS the Attestation of College Studies (ACS) is issued to graduating students by the College upon the recommendation of the Board of Governors.

Moved by: Leslie-Anne Barber

Seconded by: Sammy Jamoul

THEREFORE, BE IT RESOLVED THAT:

The CÉGEP Heritage College Board of Governors accepts that the students named in the appended document (Ref. Doc. #B257-4.1a) as having met the attestation requirements of their programs in the 2025 Summer semester as defined in the College Education Regulations.

Resolution #B257-4.1 was approved by the Board via the Consent Agenda motion.

4.2 DCS Graduates

RESOLUTION #B257-4.2

DIPLOMA OF COLLEGE STUDIES (DCS) | DIPLÔME D'ÉTUDES COLLÉGIALES (DEC) GRADUATES

WHEREAS the Academic Dean has confirmed that the students named in the appended document (Ref. Doc. #B257-4.2a) have met the diploma requirements of their programs in the 2024 Fall, 2025 Winter, 2025 Summer, and 2025 Fall semesters.

AND WHEREAS the Diploma of College Studies is issued to graduating students by the Ministry upon the recommendation of the Board of Governors.

Moved by: Leslie-Anne Barber

Seconded by: Sammy Jamoul

THEREFORE, BE IT RESOLVED THAT:

The CÉGEP Heritage College Board of Governors accepts the students named in the appended document (Ref. Doc. #B257-4.2a) as having met the diploma requirements of their programs in the 2024 Fall, 2025 Winter, 2025 Summer, and 2025 Fall semesters as defined in the College Education Regulations.

Resolution #B257-3.2 was approved by the Board via the Consent Agenda motion.

4.3 2024-2027 Three-Year Board Work Plan

This item was acknowledged via the Consent Agenda motion.

4.4 Director General Report

The Director General provided a verbal update on the following:

- As an update to the written Report, zero (0) disclosures were made in the 2024-2025 fiscal year as per Procedures #40 Related to Safe Disclosure.
- Thanks were expressed to Michele Charlebois, Sandra Stark, and Caitlin Campisi for their support during her vacation.
- A record number of students attended the Orientation session which saw an increase of students from WQSB.
- The College signing ceremony for the CICan Indigenous Education Protocol was coordinated in collaboration with the Kitigan Zìbì community and Bianca Martin. Elders from the Indigenous community are anticipated to attend as well as local press.

4.5 Academic Dean Report

The Academic Dean provided a verbal update on the following:

- As a result of greater collaboration with IST and Student Services, the year had a smooth start.
- The Continuing Education MS Network and Security Administrator Program has started, however, as a result of the impacts of Law 14, the Early Childhood Education Program did not.

4.6 Student Association Report

The President of the Student Association provided a verbal update on the following:

- On and off-campus activities were planned for every week of September.
- This year's cohort are quite motivated as demonstrated by the number of clubs that are up and running and fundraising activities.
- The Student Association elections are complete and a review of the Constitution will begin.
- Representatives have been assigned to Academic Senate.
- In response to requests, the Association helped re-stock the music room.
- Board members were invited to request being added to the Association's mailing lists to receive synopses of Association activities.

	4.7 Subcommittee Minutes Minutes were acknowledged via the Consent Agenda motion.
B257-5.0	**BUSINESS ARISING** **5.1 Academic Matters** **5.1.1 2025-2026 Academic Senate Non-Teaching Professionals Appointments** This item was acknowledged via the Consent Agenda motion. **5.2 Governance Matters** **5.2.1 Elections to the 2025-2026 Ad Hoc Committee on Board Evaluations** The Director General wished to offer the new Student Association Representatives with the opportunity to serve on Committees and recapped how it provides them with increased skills and knowledge. **RESOLUTION #B257-5.2.1** **2025-2026 ELECTIONS TO THE AD HOC COMMITTEE ON BOARD EVALUATIONS** **WHEREAS** in accordance with the Ad Hoc Committee on Board Evaluations Terms of Reference, "*The Committee shall comprise of no less than seven (7) members. The ex officio members shall be the Board Vice-Chair and the Secretary General and the five (5) other members shall be elected by and from the Board of Governors:* • *Two (2) External Board members* • *Two (2) Internal Board members* • *One (1) student representative*" **AND WHEREAS**, on June 17, 2025, elections to the 2025-2026 Ad Hoc Committee on Board Evaluations were held resulting in a vacancy for a Student Association Representative as the 2025-2026 Student Association Representatives had not yet been identified. **AND WHEREAS** on September 17, 2025, the Board of Governors acknowledged the appointment of the Student Association representatives via Resolution #B257-6.1.1 of the Consent Agenda motion. **Moved by: Leslie-Anne Barber** **Seconded by: Mark Molnar** **THEREFORE, BE IT RESOLVED THAT:** The Board of Governors approves the appointment of Sammy Jamoul as the Student Representative on the 2025-2026 Ad Hoc Committee on Board Evaluations. **Resolution #B257-5.2.1 was unanimously adopted.**

	5.2.2 Elections to the 2025-2026 Executive Committee **RESOLUTION #B257-5.2.2** **2025-2026 ELECTIONS TO THE EXECUTIVE COMMITTEE** **WHEREAS** in accordance with the Executive Committee Terms of Reference, "*The Committee shall comprise of no less than six (6) members in total. Ex officio members shall include the four (4) Officers of the College:* *1. Board Chair* *2. Board Vice-Chair* *3. Director General* *4. Academic Dean* *Two (2) other members shall be elected by and from the members of the Board of Governors.*" **AND WHEREAS**, on June 17, 2025, elections to the 2025-2026 Executive Committee were held resulting in the appointment of Dan Daminato and Maria-Viviana Aguilar via Resolution 256-6.4.3. **AND WHEREAS**, the 2025-2026 Student Association Representatives had not yet been identified. **AND WHEREAS** on September 17, 2025, the Board of Governors acknowledged the appointment of the Student Association representatives via Resolution #B257-6.1.1 of the Consent Agenda motion. **Moved by: Mark Molnar** **Seconded by: Evelyn Gauthier** **THEREFORE, BE IT RESOLVED THAT:** In accordance with the Executive Committee Terms of Reference, the Board of Governors approves the appointment of Eunice Kouame to the 2025-2026 Executive Committee. **Resolution #B257-5.2.2 was unanimously adopted.**
B257-6.0	**NEW BUSINESS** **6.1 Governance Matters** **6.1.1 Appointment of Student Association Representatives to the 2025-2026 Board of Governors** **RESOLUTION #B257-6.1.1** **APPOINTMENT OF 2025-2026 STUDENT ASSOCIATION REPRESENTATIVES** **WHEREAS** in accordance with Articles 8(e) and 9 of the General and Vocational Colleges Act (CQLR, c C-29), members of the Board of Governors include "*two students attending the college, one registered in a*

program of pre-university studies and one in a program of technical studies, appointed in accordance with section 32 of the Act respecting the accreditation and financing of students' associations (chapter A-3.01)" for a term of one (1) year.

AND WHEREAS in accordance with Article 4.04.1f) of the Constitution of the CÉGEP Heritage College Student Association, the Association President shall serve as an ex officio member on the Board of Governors.

AND WHEREAS on May 16, 2025, Sammy Jamoul was elected President of the CÉGEP Heritage College Student Association.

AND WHEREAS in accordance with Article 4.02.1 Delegation of the Constitution of the CÉGEP Heritage College Student Association, "*The Executive may appoint a representative or representatives if need be.*"

AND WHEREAS on September 10, 2025, the Executive appointed Eunice Kouame, Student Association member, as the Technical Studies representative to the 2025-2026 Board of Governors.

Moved by: Leslie-Anne Barber

Seconded by: Sammy Jamoul

THEREFORE, BE IT RESOLVED THAT, in accordance with the General and Vocational Colleges Act (CQLR, c C-29) and the Constitution of the CÉGEP Heritage College Student Association, the Board of Governors acknowledges the appointment of Sammy Jamoul (Pre-university studies), Student Association President, and Student Association member Eunice Kouame (Technical Studies) to the 2025-2026 Board of Governors.

Resolution #B257-6.1.1 was adopted via the Consent Agenda motion.

6.1.2 Board Contact Information and Form #B6

The Board Chair reminded members to complete both forms as soon as possible.

6.1.3 Procedures #40 Relating to Safe Disclosure

As an update to the written Report, the Director General informed the Board that no disclosures were made for the 2024-2025 fiscal year.

6.1.4 2024-2025 MES Questionnaire (RFA)

The Board Chair reminded members that the questionnaire forms part of the RFA process and must be submitted to the External Auditor no later than October 1, 2025.

6.1.5 CICan Indigenous Education Protocol

The Director General provided an overview of the signing ceremony to be held Thursday, September 18, 2025, and the history of the file.

RESOLUTION #B257-6.1.5

CICAN INDIGENOUS EDUCATION PROTOCOL

WHEREAS Indigenisation is one (1) of nine (9) Strategic Orientations of CÉGEP Heritage College's 2023-2028 Strategic Plan in response to the 94 Calls to Action detailed in the Truth and Reconciliation Commission Report.

AND WHEREAS a committee of the Colleges and Institutes Canada (CICan) composed of college and institute representatives from coast to coast to coast developed the CICan Indigenous Education Protocol and was approved by the CICan Board of Directors on September 26, 2024.

AND WHEREAS the Protocol serves as a roadmap for the College which pledges to infuse indigenous peoples, cultures and history to enrich and bond College community lives and experiences.

AND WHEREAS the College expressed a desire to become the seventy-fifth signatory of the Protocol.

Moved by: Dan Daminato

Seconded by: Emily Menard

THEREFORE, BE IT RESOLVED THAT the Board of Governors supports CÉGEP Heritage College's desire to commit to the implementation of the College community by signing the CICan Indigenous Education Protocol principles as presented in Reference Document #B257-6.1.5a.

Resolution #B257-6.1.5 was unanimously adopted as amended.

6.1.6 2025-2026 College Priorities/Annual Objectives of the Director General

The Director General presented an overview of the priorities for 2025-2026. The themes were first discussed with the Board Chair and then presented to Senior Management and to staff at Welcome Back meeting. As a reminder of process, the Director General's annual evaluation is based on the priorities.

RESOLUTION #B257-6.1.6

2025-2026 ANNUAL OBJECTIVES OF THE DIRECTOR GENERAL

WHEREAS in accordance with the Board of Governors Charter, the Board of Governors approves the annual objectives of the Director General as presented in Reference Document #B257-6.1.6a.

Moved by: Mark Molnar

Seconded by: Leslie-Anne Barber

THEREFORE, BE IT RESOLVED THAT the Board of Governors adopts the 2025-2026 Annual Objectives of the Director General as presented in Reference Document #B257-6.1.6a.

Resolution #B257-6.1.6 was unanimously adopted.

6.1.7 Policy #23 Concerning Digital Networks

The Director of Information Systems and Technology presented an overview of the proposed revisions.

RESOLUTION #B257-6.1.7

POLICY #23 CONCERNING DIGITAL NETWORKS

WHEREAS a review was undertaken by the Director of Information and Systems Technology of Policy #23 Concerning Digital Networks (Reference Document #B257-6.1.7a) to incorporate provisions regarding Artificial Intelligence to align with legislation and Policy #5 Concerning the Evaluation of Student Achievement.

AND WHEREAS on September 9, 2025, Senior Management approved the proposed revisions to the Policy.

Moved by: Emily Menard

Seconded by: Dan Daminato

THEREFORE, BE IT RESOLVED THAT:

The Board of Governors adopts the revisions to Policy #23 Concerning Digital Networks as presented in Reference Document #B257-6.1.7a.

Resolution #B257-6.1.7 was unanimously adopted.

6.1.8 Policy #51 Concerning Data Classification and Handling

The Director of Information Systems and Technology presented an overview of the proposed Policy.

RESOLUTION #B257-6.1.8

POLICY #51 CONCERNING DATA CLASSIFICATION AND HANDLING

WHEREAS, following a directive from the ministère de la Cybersécurité et du Numérique regarding the proper classification and secure handling of data and to align with other legislation, the Director of Information and Systems Technology undertook the development of Policy #51 Concerning Data Classification and Handling as presented as Reference Document #B257-6.1.8a.

AND WHEREAS on September 9, 2025, Senior Management approved the proposed Policy.

Moved by: Sammy Jamoul

Seconded by: Evelyn Gauthier

THEREFORE, BE IT RESOLVED THAT:

The Board of Governors adopts Policy #51 Concerning Data Classification and Handling as presented as Reference Document #B257-6.1.8a.

Resolution #B257-6.1.8 was unanimously adopted.

6.1.9 Selection Committee for the Academic Dean

The Director General informed the Board of the need to find an incumbent for her former position and provided an overview of the process.

RESOLUTION #B257-6.1.9

SELECTION COMMITTEE FOR THE HIRING OF THE ACADEMIC DEAN

WHEREAS, as defined by the Regulation respecting certain conditions of employment of senior executives of general and vocational colleges (CQLR, c C-29, r 0.2), "*senior executive means an academic dean, a director general of a college, a director general of a regional college or a director of a constituent college within the meaning of the General and Vocational Colleges Act;*".

AND WHEREAS, in accordance with Bylaw #1 Concerning the General Administration of the College, the Board of Governors appoints senior executives.

AND WHEREAS, in accordance with the Committee on Senior Executive Management Terms of Reference, the Committee is responsible for the selection process of senior executives and recommends the appointment of senior executives to the Board of Governors for approval.

AND WHEREAS, in accordance with the Committee on Senior Executive Management Terms of Reference, the Committee and the Director General shall consult on the selection of the Academic Dean.

AND WHEREAS, the Director General wishes to strike a selection committee for the Academic Dean composed of the Director General (*ex officio*) to serve as Committee Chair, the Chair of the Board of Governors (*ex officio*), and, as recommended by the Director General, two (2) internal Board representatives, and two (2) external Board representatives.

Moved by: Dan Daminato

Seconded by: Leslie-Anne Barber

THEREFORE, BE IT RESOLVED THAT:

Upon recommendation by the Director General, the committee for the selection of the Academic Dean shall be composed of the following members:

1. Director General (*ex officio*), Committee Chair
2. Chair of the Board of Governors (*ex officio*)
3. Mark Molnar, Internal Board representative
4. Connor Spearman, Internal Board representative
5. Eldon Keon, External Board representative
6. Lynne Perron, External Board representative

Resolution #B257-6.1.9 was unanimously adopted.

	6.2 Academic Matters **6.2.1 2024-2025 Annual Report of the Academic Dean** This document was acknowledged via the Consent Agenda motion. **6.2.2 2025-2026 Academic Senate Work Plan** This document was acknowledged via the Consent Agenda motion. **6.3 Financial Matters** **6.3.1 Update on Investment Fund Results** The Director of Procurement and Financial Services provided an overview of the results. **6.3.2 2024-2025 Q4 Report** The Director of Procurement and Financial Services provided an overview of the results. Student cap lessens budgetary impacts on the College.
B257-7.0	**OTHER** **7.1 Roundtable** The Chair thanked the Board and opened the floor for comment; none were forthcoming.
B257-8.0	**NEXT MEETING** **8.1** The next meeting is scheduled for November 5, 2025.
B257-9.0	**TERMINATION** All business having been concluded the meeting was terminated at 7:57 pm.

Valerie Gamache
Secretary General

Cary O'Brien
Chair