



St. Lawrence

CEGEP CHAMPLAIN

MINUTES

Regular meeting of the Governing Board

held on May 27, 2025, at 5:00 pm
at CEGEP Champlain- St. Lawrence room 242 (Boardroom)

Sitting members present

H. Adra	Student Representative
J. Babineau	Student Representative
E. Berryman	Director of the Constituent College and Director of Studies
J.-F. Champoux	Government Appointee, <i>Conseil régional des partenaires du marché du travail de la Capitale</i>
M. Dussault	Government Appointee, Socio-Economic sector
N. Gagné	Professional Representative
M.-P. Lamarche	Government Appointee, School Boards sector
C. Nadeau	Support Staff Representative
F. Séguin	Faculty Representative
M. Vigneault	Government Appointee, Socio-Economic sector

Sitting members absent

L. Birch	Faculty Representative
D. Fava	Parent Representative
S. Mellouli	Government Appointee, University sector

Invitees

S. Beaulieu-Benoit	Consultant, MNP
V. Delgado	Human Resources and Communications Coordinator
T. Jones	Coordinator of Administrative and Auxiliary Services and Coordinator of Student activities - Sports and sociocultural
Y. Rainville	Director of Administrative Services, Champlain Regional College (Interim)
J. Ruel	Institutional Development Counsellor

Quorum attained with 10 of 13 sitting members present.

1. Opening remarks and confirmation of the quorum

Everybody is welcomed. Quorum is confirmed at 10 of 13 sitting members. The meeting is called to order.

2. Adoption of the agenda

It is moved to adopt the agenda as modified.

MOVED BY J.-F. Champoux
SECONDED BY N. Gagné

There is no call for the vote.

THE MOTION CARRIES

Modified Agenda		
1. Opening remarks and confirmation of the quorum	M. Vigneault	1 min
2. Approval of the agenda	M. Vigneault	5 min
3. Approval of the previous minutes and business arising	M. Vigneault	5 min
3.1 Regular meeting, March 25, 2025		
4. Internal Business of the Governing Board		
4.1 Declaration of conflict of interest	M. Vigneault	1 min
4.2 Remarks on the evaluation of the previous regular meeting	M. Vigneault	5 min
4.3 Update on Board membership	E. Berryman	2 min
5. Question period from the public		15 min
6. New business		
6.1 Results of the Employee Satisfaction Survey	E. Berryman and Consultant	15 min
7. Election of the Chair and Vice-Chair for 2025-2026	M. Vigneault	10 min
8. Information and consultation		
8.1 Resolution: Adoption of the 2025-2026 St. Lawrence operating budget	E. Berryman and T. Jones	15 min
8.2 Resolution: Adoption of the 2025-2026 St. Lawrence capital budget	E. Berryman and T. Jones	10 min
8.3 Resolution: Recommendation on the 2025- 2026 Administrative services operating budget	E. Berryman and T. Jones	5 min
8.4 Resolution: Recommendation on the 2025-2026 Administrative services capital budget	E. Berryman and T. Jones	5 min
8.5 Resolution: Adoption of the policy on the Commission of Studies	E. Berryman	15 min
9. Varia		
9.1 Updates CEEC	E. Berryman	5 min
9.2 Updates on Building Projects	E. Berryman	5 min

9.3 2025-2026 Calendar of Meetings

M. Vigneault

1 min

10. Adjournment

3. Approval of the previous minutes and business arising

3.1. Regular meeting, March 25, 2025

3.1.1 Minutes

It is proposed to adopt the minutes as modified.

MOVED BY N. Gagné

SECONDED BY C. Nadeau

There is no call for the vote.

THE MOTION CARRIES

The minutes are adopted unanimously.

4. Internal business of the Governing Board

4.1. Declaration of conflict of interest

The Chair asks if there was any conflict of interest. None is reported.

4.2. Remarks on the evaluation of the previous regular meeting

The Chair reports a low response rate to the survey. Members are reminded to complete the survey. One comment was received regarding the process of submitting documents to the Governing Board, suggesting that ideas be formulated more clearly before presentation.

4.3. Update on Board membership

The Chair reports that no confirmation has been received from the Ministry on this matter, but one of the two individuals recommended to the Ministry indicated that she received a communication stating that she is on the waiting list.

5. Question period from the public

No questions are raised by the public.

6. New business

6.1. Results of the Employee Satisfaction Survey

As part of its development goals, St. Lawrence mandated the firm MNP to conduct the College's first employee satisfaction survey, administered in February and March 2025. Results were shared with all employees and the Director General. An executive summary and the full presentation are included in the meeting binder.

The Chair specifies that he was not involved in any way in the administration of the survey, does not know the consultant in charge, and reports no conflict of interest.

The MNP consultant, S. Beaulieu-Benoit, presents the highlights of the report:

- The mandate was to assess employees' perceptions regarding five dimensions: tasks, roles and responsibilities, relationships with co-workers, management and immediate supervision, and the organization.
- The methodology included a survey distributed to all employees (89 responses) and 23 individual interviews. The respondents included teachers, professionals, support staff and managers.
- High scores are reported for tasks, relationships between co-workers, roles and responsibilities, management and immediate supervision. Lower scores are noted in perceptions of the organization, particularly regarding Champlain Regional College.
- The Employee Net Promoter Score (eNPS) is reported as excellent.
- In conclusion, the scores are very good. Some concerns are raised regarding workload, which is perceived as heavy, but this does not seem to affect job satisfaction. The perception of the management team, specifically a lack of communication and consultation, seems to affect the job satisfaction of several employees.

On a comment about the high proportion of neutral responses and a question about the availability of a breakdown of promoters, neutrals, and detractors by employee category, the consultant explains that neutrals tend to align more with promoters when the latter are in the majority, and that a breakdown is not currently included. She offers to follow up and share the information with the Director of the Constituent College.

The Chair remarks that the high number of neutral responses presents an interesting challenge and that the survey findings could help inform actions to increase the number of promoters. The Board could request a follow-up from the St. Lawrence management team on this.

The Human Resources Coordinator, V. Delgado, informs members that a committee will be formed with employee representation to analyze the results further, select key areas of focus, and develop an action plan to be submitted to management. A follow-up survey is planned for the winter, which will help assess the impact of implemented measures.

A similar survey was conducted in the other constituent colleges. Members express interest in learning about their results, noting that such insights could encourage constructive exchanges on respective strengths and inspire mutual learning. Members also express interest in comparing results with other CEGEPs. The consultant explains that while MNP does not currently use benchmarking, it could be included in a future mandate if the college chooses to repeat the survey annually.

Whether MNP conduct future surveys or not, using the same questions and methodology would be necessary to ensure year-over-year comparability. The college

retains access to the questions and methodology should it choose to administer future surveys internally.

A member highlights the high response rate as a sign of employee engagement.

The Chair thanks all employees who participated in the survey.

7. Election of the Chair and Vice-Chair for 2025-2026

The Chair yields the floor to E. Berryman to preside over the election. The election procedure is outlined.

Election of the Chair: C. Nadeau nominates M. Vigneault for the position of Chair. M. Vigneault accepts the nomination. There is no other nomination. M. Vigneault is declared Chair for the 2025–2026 year. M. Vigneault notes that he continues to work for MNP and confirms this will be his final year as Chair and member of the Governing Board.

Election of the Vice-Chair: F. Séguin nominates M.-P. Lamarche for the position of Vice-Chair. M.-P. Lamarche accepts the nomination. There is no other nomination. M.-P. Lamarche is declared Vice-Chair for the 2025–2026 year.

8. Information and consultation

8.1. Resolution: Adoption of the 2025-2026 St. Lawrence operating budget

The context in which the budget was developed was marked by recent and significant cuts.

T. Jones explains that the budget planning process begins in March, based on the previous year's figures. Consultations were conducted as usual. Upon receiving the confirmed allocation on May 9, a shortfall of \$325,000 was identified. To address this, T. Jones and E. Berryman worked with managers to adjust certain expenses, increase revenues, and used deferred revenues from previous years to balance the budget.

No deficit is projected for the upcoming year. It was noted that staff salary increases were already factored in last year, explaining the minimal year-over-year difference in this area. No cuts are made to student services or staffing plans; all services and positions are maintained. However, the continued use of deferred revenues—which now total under \$100,000—and persistent cuts present a risk for subsequent years. Although the College has a \$2 million accumulated surplus, it cannot be used under current rules. Besides, the college retains discretionary control over only 8% of its budget.

A member asks if all personnel would maintain their current employment status (e.g. full-time). T. Jones indicates that staffing decisions are pending. Another member notes a 14% increase in student fees, which is attributed to the anticipated enrolment of more international students.

RESOLUTION NO. LAW-2025-18

2025-2026 Champlain – St. Lawrence Operating Budget

WHEREAS the *Ministère de l'enseignement supérieur* has provided the financial information for the 2025-2026 allocation; and

WHEREAS Champlain – St. Lawrence has prepared a balanced budget for the financial year 2025-2026 for a total of **\$15,484,664**; and

WHEREAS the present budget respects the regulations and the budgetary policy as set forth by the *Ministère de l'Enseignement supérieur*; and

BE IT THEREFORE RESOLVED that the Governing Board adopts the 2025-2026 operating budget as tabled;

BE IT THEREFORE FURTHER RESOLVED that the Governing Board recommends to the Board of Governors that the Champlain-St. Lawrence's operating budget be integrated into the Champlain Regional College 2025-2026 operating budget.

MOVED BY M.-P. Lamarche

SECONDED BY J.-F. Champoux

There is no call for the vote.

THE MOTION CARRIES

8.2. Resolution: Adoption of the 2025-2026 St. Lawrence capital budget

E. Berryman clarifies that the current capital budget is provisional, and figures may be updated in August.

Y. Rainville explains that one of the major changes is the shift in the fiscal year, which now runs from April 1 to March 31 instead of July 1 to June 30. The cycle had to be readjusted to fit the new timeline. It is no longer possible to generate a surplus or set aside funds. Any unspent funds must be returned to the government by March 31.

He notes that we are now moving to a call for projects model, with projects needing to be ready on the shelf should the desired funding be received. However, even this presents challenges as obtaining quotes for such projects requires funding.

Another significant change is that the College is receiving about half of the amount usually allocated in the capital budget. As a result, the approach had to be adjusted — all constituent colleges were consulted, presented their requests, and identified their priorities. These were ranked as follows: 1) safety and security, 2) fulfilling the mission, 3) due for replacement, and 4) nice to have.

The committees responsible for making the final decisions have not yet had time to meet, hence the provisional budget.

T. Jones adds that the 10-year planning horizon is maintained. Even though compressed to two weeks, the local consultation process was maintained.

T. Jones presents the capital budget highlights, including the roof replacement and parking projects. He points out that the \$1.9 million in surplus is partially accessible upon request. The self-financed part of the surplus, linked to revenues from the bookstore and parking, may be used for projects.

RESOLUTION NO. LAW-2025-19

2025-2026 Champlain – St. Lawrence Provisional Capital Budget

WHEREAS we received from the *Ministère de l'enseignement supérieur* an unofficial allocation for the capital budget; and

WHEREAS the Ministry has changed the yearly cycle to April 1 to March 31 instead of the July 1 to June 30; and

WHEREAS decisions were already taken to meet the new budgetary annual cycle; and

WHEREAS Champlain–St. Lawrence has prepared the provisional annual capital budget respecting the regulations and budgetary policies as set forth by the Ministry; and

WHEREAS, the total 2025-2026 provisional capital budget, including the Ministry allocations for immovable and movable assets and other revenues totals \$ **1,035,650** with planned expenses of \$ **1,015,650**; and

BE IT THEREFORE RESOLVED that the Champlain–St. Lawrence Governing Board adopts the 2025-2026 provisional capital budget as tabled.

BE IT THEREFORE FURTHER RESOLVED that the Governing Board recommends to the Board of Governors that the Champlain–St. Lawrence capital budget be integrated into the Champlain Regional College 2025-2026 provisional capital budget.

MOVED BY C. Nadeau
SECONDED BY J.-F. Champoux

There is no call for the vote.

THE MOTION CARRIES

8.3. Resolution: Recommendation on the 2025- 2026 Administrative services operating budget

Y. Rainville explains that revenues dropped from 5 to 4.7 million. Revenues include an ECQ amount covering all locations — this is not revenue that can be used by Sherbrooke, and it includes translation costs.

The main increases in expenses are in salaries, totaling approximately \$350,000, mainly due to temporary duplication of positions (i.e. when new employees are being trained). Additional costs are related to collective agreement compliance upgrades.

The budget includes a planned deficit of \$500,000, which will be covered by an accumulated surplus of nearly \$1 million. This surplus was built through vacant positions and interest revenues, driven by high rates.

RESOLUTION NO. LAW-2025-20

2025-2026 Champlain Regional College Administrative Services Operating Budget

WHEREAS each Governing Board must make a recommendation on the adoption of the Operating Budget of Administrative Services; and

WHEREAS the *Ministère de l'enseignement supérieur* has provided the financial information for the 2025-2026 allocation; and

WHEREAS the Administrative Services have prepared a budget for the financial year 2025-2026 for a total of **\$4,767,641**; and

WHEREAS the present budget respects the regulations and the budgetary policy as set forth by the Ministry; and

BE IT THEREFORE RESOLVED that the Governing Board recommends to the Board of Governors the adoption of the Administrative Services 2025-2026 operating budget as presented.

MOVED BY M.-P. Lamarche

SECONDED BY J. Babineau

There is no call for the vote.

THE MOTION CARRIES

8.4. Resolution: Recommendation on the 2025-2026 Administrative services capital budget

Y. Rainville presents the highlights and notes that the College is not spending much this year.

RESOLUTION NO. LAW-2025-21

2025-2026 Champlain Regional College Administrative Services Provisional Capital Budget

WHEREAS we received from the *Ministère de l'enseignement supérieur* an unofficial allocation for the capital budget; and

WHEREAS the Ministry has changed the yearly cycle to April 1 to March 31 instead of the July 1 to June 30; and

WHEREAS decisions were already taken to meet the new budgetary annual cycle;

WHEREAS Champlain Regional College Administrative Services has prepared the provisional annual capital budget respecting the regulations and budgetary policies as set forth by the Ministry; and

WHEREAS the total 2025-2026 provisional capital budget, including the Ministry allocations for immovable and movable assets and other revenues totals **\$380,830** with planned expenses of **\$370,830**;

BE IT THEREFORE RESOLVED that the Champlain–St. Lawrence Governing Board recommends to the Board of Governors the adoption of the 2025-2026 provisional capital budget of the Administrative Services.

MOVED BY M. Dussault

SECONDED BY F. Séguin

There is no call for the vote.

THE MOTION CARRIES

Y. Rainville addresses the assembly, stating that it has been a pleasure to work with Champlain–St. Lawrence and offering his congratulations to the Board for the rigor and strength of the governance it has established.

E. Berryman expresses sincere thanks for Mr. Rainville's key role in the realization of the new wing at St. Lawrence. Both he and T. Jones express appreciation to Mr. Rainville for his sustained collaboration and offer best wishes for a happy retirement.

At the Chair's suggestion, and with the unanimous consent of the Board, a motion of thanks and congratulations was extended to Mr. Yves Rainville for his contributions and in recognition of his upcoming retirement.

8.5. Resolution: Adoption of the policy on the Commission of Studies

As part of its scheduled five-year review, the policy on the Commission of Studies (CoS) is being revised. Three suggestions were received from the CoS members: (1) adding quality assurance to the Commission's mandate, and (2) allowing substitute members without increasing overall membership. These proposals were discussed by the Board in March, followed by consultation on the revised policy with unions and the student association. The revised policy was endorsed by the Commission of Studies on May 14, with a recommendation for adoption by the Governing Board.

It was noted that, although the *Commission d'évaluation de l'enseignement collégial* (CEEC) is expected to cease its operations in December 2025 if the proposed bill is adopted, the reference to quality assurance should remain for now, given that quality assurance responsibilities may be expected to continue under another form.

A member raises a procedural concern regarding member substitution in the event of absence, especially when no assembly meeting is convened to designate a replacement. It was clarified that this is an exceptional measure and that given the frequency of union meetings, it is reasonable to expect a substitute could be named promptly. It is also noted that the responsibility to request a replacement lies with the individual member, not the category they represent.

A member notes that teaching staff were pleased with the revised proposal for the composition of the CoS, which ensures full representation from departments and programs.

RESOLUTION NO. LAW-2025-22

Revision of the Policy on the St. Lawrence Commission of Studies

WHEREAS the policy on the St. Lawrence Commission of Studies specifies that the policy is to be revised every 5 years; and

WHEREAS during the fall 2024 semester, the Members of the Commission to provide suggestions to improve the policy; and

WHEREAS those suggestions were discussed at the March meeting of the Governing Board; and

WHEREAS a modified version of the policy that addressed the issues raised by the suggestions received was sent for consultation; and

WHEREAS the Commission of Studies unanimously recommends to the Governing Board the adoption of the revised policy;

BE IT THEREFORE RESOLVED that the St. Lawrence Governing Board adopts the revised policy on the Commission of Studies.

MOVED BY F. Séguin

SECONDED BY N. Gagné

There is no call for the vote.

THE MOTION CARRIES

9. Varia

9.1. Updates CEEC

The CEEC is expected to be dissolved in approximately seven months. The draft of the first component of the self-evaluation report was nearly completed. The CEEC requested more detailed information regarding the equity of evaluation. A follow-up is due in July. The required documents will be submitted, but it is uncertain whether feedback will be received, as the process typically takes six months. Further clarification may be obtained during next week's meeting of the *Commission des affaires pédagogiques* of the *Fédération des cégeps*.

9.2. Updates on Building Projects

The air conditioning and parking projects will proceed as planned, while the window replacement project is scheduled to begin in the summer of 2026 and continue into 2027.

9.3. 2025-2026 Calendar of Meetings

The first meeting of the 2025-2026 year is scheduled on October 7. Dates for the December, March and May meetings will be confirmed later.

10. Adjournment

It is moved to adjourn the meeting.

MOVED BY C. Nadeau

The meeting is adjourned at 6: 47 PM.