

## APPROVED

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MINUTES OF THE MEETING NUMBER FIVE HUNDRED OF THE BOARD OF GOVERNORS OF ALGONQUIN COLLEGE, HELD ON **MONDAY, DECEMBER 12, 2016** AT 4:00 PM, IN SALON D, MARKETPLACE FOOD COURT, OTTAWA CAMPUS.

Present:	Kathryn Leroux, Chair Pam Auchterlonie Jim Brockbank Nancy Cheng Lynne Clark Shellee Fournier Sherryl Fraser Stephen Heckbert Cheryl Jensen, President Sara Loyst Jay McLaren Peter Nadeau Dr. Jim Robblee Mark Sutcliffe Michael Tremblay Michael Waters	Regrets:	Kelly Sample
		Senior Management:	Claude Brulé, Academic Mark Fares, Digital Technologies & Innovation Ron Deganadus McLester, Indigenous Initiatives Duane McNair, Finance & Administration Laura Stanbra, Student Services Scott Anderson, Communications, Marketing & External Relations Doug Wotherspoon, International & Strategic Planning
		Recorder:	Suzannah DiMarco

### **1. CELEBRATING SUCCESS – SeeHearSpeak Campaign**

C. Brulé, Senior Vice President Academic, introduced student Lauren Kutshaw, and Coordinator Lara Mills, from the Public Relations program. Lauren presented on the SeeHearSpeak Campaign, a compelling awareness and fundraiser for the Royal Ottawa Mental Health Centre's schizophrenia program. Members congratulated Lauren and her fellow students on their outstanding efforts for this important cause.

### **2. CONSTITUTION OF THE MEETING & APPROVAL OF THE AGENDA**

Chair Leroux constituted the meeting at 4:10 pm.

#### **RESOLUTION**

**MOVED & SECONDED M. Tremblay & P. Auchterlonie**

**THAT** the Board of Governors approves the meeting agenda.

**CARRIED.**

### **3. DECLARATION OF CONFLICT OF INTEREST**

Members were asked to declare any conflicts of interest with items on the agenda. No conflicts were declared.

#### **4. APPROVAL OF THE CONSENT AGENDA**

Chair Leroux asked whether any Governors wished to remove an item from the consent agenda. No items were removed from the consent agenda.

##### **RESOLUTION**

**MOVED & SECONDED N. Cheng & M. Tremblay**

**THAT** the Board of Governors approves the consent agenda.

**CARRIED.**

##### **4.1 Minutes of the Board of Governors meeting of October 11, 2016**

##### **RESOLUTION**

**THAT** the Board of Governors approves the meeting minutes of October 11, 2016.

##### **4.2 Executive Committee Report**

Chair Leroux provided a verbal update regarding Executive Committee activities.

##### **4.3 Academic & Student Affairs Committee Report**

Governor Brockbank, Chair of the Academic & Student Affairs Committee, provided a verbal report of the meeting held on November 23, 2016. The review of new programs and the enrolment update report were highlighted, and questions regarding demographic trends in higher education were answered.

##### **Bachelor of Digital Media and Marketing Communications (Honours)**

##### **RESOLUTION**

**THAT** the Academic and Student Affairs Committee recommends to the Board of Governors the approval of the Bachelor of Digital Media and Marketing Communications (Honours) program.

##### **Strategic Management, Ontario College Graduate Certificate**

##### **RESOLUTION**

**THAT** the Academic and Student Affairs Committee recommends to the Board of Governors the approval of the Strategic Management, Ontario College Graduate Certificate program, effective Winter 2018.

##### **Revised Policy SA16 Sexual Assault/Sexual Violence**

Materials associated with this agenda item can be found under 6.8 "SA16 Sexual Assault/Sexual Violence Policy".

##### **RESOLUTION**

**THAT** the Academic and Student Affairs Committee endorses the policy recommendations proposed for policy SA16 Sexual Assault/Sexual Violence, and

recommends the revised policy to the Board of Governors at the December 12, 2016 meeting.

Board Student Achievement Award Update

The Academic and Student Affairs Committee approved by consensus the criteria and process for the Board Student Achievement Award, and recommended the criteria and process to the Board of Governors.

4.4 Audit and Risk Management Committee Report

Governor Cheng, Chair of the Audit and Risk Management Committee, briefed members on the activities associated with the Audit and Risk Management Committee meeting of October 31, 2016.

College Funds Investment Policy

**RESOLUTION**

**THAT** the Audit and Risk Management Committee recommends that the Board of Governors approves the Investment Policy for College Non-Endowed Funds.

4.5 Governance Committee Report

Governor Tremblay, Chair of the Governance Committee, provided a verbal report of the meeting held on November 29, 2016.

4.6 Foundation Report

Governor Clark, Foundation Board representative, provided members with an update on the Foundation Board activities.

4.7 Second Quarter 2016-2017 Business Plan Update

The Second Quarter 2016-2017 Business Plan Report was included in members' materials for information, and was accepted by consensus.

**5. BUSINESS ARISING FROM THE MINUTES**

**5.1 Healthy Living Education Initiative Update**

C. Brulé, Senior Vice President Academic, briefed members on the development of the Healthy Living Education Initiative into a shovel-ready proposal, using the process followed for the Innovation, Entrepreneurship and Learning Centre and Institute for Indigenous Entrepreneurship project. This proposal will enable College staff to engage in government advocacy to secure funding. College staff is working closely with the Ministry of Advanced Education and Skills Development to align the College's initiative with the government's healthcare agenda. Members were interested to learn of the organizations and agencies that have already expressed interest in partnering with Algonquin College, and in understanding the capital expenditures associated with the proposal. The Healthy Living Education Business Case will be submitted to the Board for approval at the February 13, 2017 meeting. The update was accepted for information.

**5.2 Second Quarter 2016-2017 Financial Update**

D. McNair, Vice President Finance and Administration, referred members to the Second Quarter 2016-2017 Financial Update included in members' materials. Discussion occurred regarding costs associated with the transfer of the Jazan Campus to Saudi Arabia's Colleges of Excellence. Members were advised that the audited financial statements are being prepared, and will be shared with the Board once completed.

#### **RESOLUTION**

**MOVED & SECONDED: N. Cheng & S. Heckbert**

**THAT** the Board of Governors approves the Second Quarter 2016-2017 Financial Update.

**CARRIED.**

### **6. DECISION ITEMS AND REPORTS**

#### **6.1 2017-2018 Budget Assumptions and Three-Year Pro Forma**

D. McNair referred members to the report included in their materials. Members were briefed on the challenges facing colleges in Ontario, and the estimates and assumptions that support the three-year pro forma budget and forecast. Discussion occurred regarding declining enrolments in certain areas, versus demographics with growing enrolments such as Indigenous youth and International. Members were advised that the final 2017-18 Annual Budget will be presented to the Board of Governors for approval at the February 13, 2017 meeting.

The 2017-2018 Budget Assumptions and Three-Year Pro Forma were accepted for information.

#### **6.2 Five Year Capital Investment Plan**

D. McNair referred members to the report included in their materials. The Board policy BGII-02 Financial Management requires the College to maintain a long-term capital asset development planning framework. The Five Year Capital Investment Plan identifies the investment requirements and sources of funds to support the College's development plan, and other Strategic Investment Priorities. Discussion occurred regarding the Students' Association Recreational Facility, the replacement of the Student Information System and other Information Technology projects planned over the next several years. The Five Year Capital Investment Plan was accepted for information.

#### **6.3 Innovation, Entrepreneurship and Learning Centre and Institute for Indigenous Entrepreneurship**

D. McNair referred members to the report included in their materials. Discussion occurred regarding sources of funding for the project, and the need for careful monitoring of project deliverables to ensure the tight timelines and budget are met. Members were advised that the Audit and Risk Management Committee is tasked with regular monitoring of the project's key deliverables.

#### **6.4 Major Capital Projects**

D. McNair referred members to the Major Capital Projects report included in their materials. Members were provided with a financial overview and update on the progress of the major capital projects undertaken and in progress during 2016-2017. The Major Capital Projects report was accepted for information.

Governor Sutcliffe exited the meeting at 6:00 pm.

#### 6.5 Enterprise Risk Management – Risk Appetite Statements

D. McNair introduced C. Bonang, Director, Risk Management, and referred members to the report included in their materials. Members were briefed on the work that was completed by the Board at their March, 2016 Board Retreat, that began the dialogue regarding risk tolerance and risk appetite. Risk appetite statements are foundational to the next steps in the development of the Enterprise Risk Management Framework, which includes the development of risk tolerances and identification of key risk indicators.

#### **RESOLUTION**

**MOVED & SECONDED: S. Fraser & N. Cheng**

**THAT** the Board of Governors approves the risk appetite statements.

**CARRIED.**

#### 6.6 Algonquin College People Plan – Progress Report

C. Frederick, Vice President Human Resources, introduced P. MacDonald, Human Resources Consultant. The purpose of the People Plan is to:

- identify where the College needs to focus efforts in order to attract, retain, develop and engage employees with the necessary competencies to achieve the overall Strategic Plan, and
- enable the College to be recognized by employees and the community as an exceptional place to work.

Discussion occurred and members were advised that, to date, the College has collected input and conducted data and information analyses to identify findings and emerging themes for action planning. These findings and themes will be validated with management and the employee community. The People Plan will be shared with the Board of Governors at the April 10, 2017 meeting. The People Plan progress Report was accepted for information.

#### 6.7 Enterprise Resource Planning – Project Fusion Update

C. Frederick introduced A. Fobert, Manager, Project Fusion, who briefed members on progress and activities. Project Fusion is part of the Enterprise Resource Planning strategy to replace up to nine legacy systems at the College, including the 25 year-old custom developed Human Resources/Payroll System and the 13 year-old financial system (PeopleSoft), leveraging technology to transform business processes.

Since the last update to the Board, there have been a number of changes to the Project team, both at Algonquin College and IBM. Members were advised that this provided an opportunity to revisit work to date, to ensure data integrity and quality. While the project has remained on schedule to date, the Project Fusion Team and IBM staff have mutually identified areas where more testing is needed to ensure optimal system readiness. Risks and mitigation strategies associated with the project are assessed regularly, and monitored through the Audit and Risk Management Committee. The Enterprise Resource Planning Project Fusion Update was accepted for information.

Governor Loyst exited the meeting at 6:30 pm.

6.8 SA16 Sexual Assault/Sexual Violence Policy

L. Stanbra, Vice President Student Services, referred members to the materials included in their packages. Members were advised that the Sexual Assault/Sexual Violence Policy SA16 is an existing policy which was originally approved by the Algonquin College Executive Team on April 25, 2015. The Academic and Student Affairs Committee was informed of the requirement for this new policy prior to approval, at the committee meeting of March 26, 2015. The policy was developed as a result of a directive issued by the Provincial Government. Efforts to establish a policy were coordinated by Colleges Ontario in 2015, to ensure a consistent approach to sexual assault /sexual violence across all Ontario Colleges. Members discussed the importance of ensuring robust communication strategies are in place to inform students and staff of the process for reporting incidences of student sexual assault and/or sexual violence. Questions were answered regarding the effective monitoring of the policy. It was suggested that the Academic and Student Affairs Committee could receive an annual update on compliance and use of the policy and its effectiveness. The topic could also be added to the Board of Governors' Compliance Report Card that addresses the governance policy BGI-01: Responsibilities of the Board.

**RESOLUTION**

**MOVED & SECONDED: P. Auchterlonie & J. McLaren**

**THAT** the Board of Governors approves the policy recommendations proposed for Policy SA16 Sexual Assault/Sexual Violence.

**CARRIED.**

**7. ITEMS FOR INFORMATION**

Members were referred to the items for information included in their materials.

7.1 Board of Governors Winter 2016 Key Messages

The Winter 2016 Key Messages report was reviewed. Members provided positive feedback on the new format of the report and accepted it for information.

7.2 Report from the Board Chair

The report was accepted for information.

7.3 Report from the President

The report was accepted for information.

7.4 Management Summary

The report was accepted for information.

**8. UPCOMING EVENTS**

Members reviewed a list of upcoming events.

**9. IN CAMERA**

**RESOLUTION**

**MOVED & SECONDED: S. Fraser & S. Fournier**

**THAT** the Board of Governors moves to in camera to discuss the Executive Compensation Program.

**CARRIED.**

**RESOLUTION**

**MOVED & SECONDED: M. Tremblay & J. Brockbank**

**THAT** the Board of Governors moves out of camera.

**CARRIED.**

**RESOLUTION**

**MOVED & SECONDED: S. Heckbert & N. Cheng**

**THAT** the Board of Governors approves the proposed Executive Compensation Program, and that the Algonquin College Executive Compensation Program be posted for 30 calendar days for public consultation, starting January 2, 2017.

**CARRIED.**

**ABSTAINED: P. Auchterlonie**

**10. MEETING ADJOURNMENT**

There being no further business, the regular meeting was adjourned at 7:50 pm.

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Kathyrn Leroux, Chair

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Suzannah DiMarco, Recorder

## **APPENDIX A**

### **Observers:**

Peggy Austen, Acting Executive Director, Algonquin College Foundation  
Brent Brownlee, Director, Ancillary Services  
Colin Bonang, Director, Risk Management  
Maggie Cusson, Dean, Academic Development  
Enrico DeFrancesco, Professor, School of Hospitality and Tourism  
Patrick Devey, Dean, Centre for Continuing and Online Learning  
Andrea Fobert, Project Manager, Project Fusion  
Barbara Foulds, Dean, Faculty of Health, Public Safety and Community Studies  
Jean-Guy Fréchette, Associate Director, Government and Stakeholder Relations  
Michael Gawargy, Director, Information Technology Services  
Chris Hahn, Dean, Algonquin College Heritage Institute  
Robyn Heaton, Dean, Faculty of Arts, Media and Design  
Alanna McDonnell, Director, Marketing  
Christopher Janzen, Dean, Faculty of Technology & Trades  
Sandra Larwill, Academic Manager, Centre for Continuing and Online Learning  
Mark Leduc, Executive Director, Academic Operations and Planning  
Peter Leland, Manager, Risk Management  
Patricia MacDonald, Consultant, Human Resources  
Diane McCutcheon, Director, Labour Relations  
Tracy McDougall, Executive Assistant to the President  
Krista Pearson, Registrar  
Grant Perry, Acting Director, Finance and Administrative Services  
Joe Ranieri, Director, Business Development  
Todd Schonewille, Director, Physical Resources  
Lucas Smith, Consultant, Colliers  
Krisha Stanton, Manager, Financial Aid  
Shelley Styles, Director, Student Support Services  
Claire Tortolo, Acting Coordinator, Language Institute  
Jane Trakalo, Chair, Community Studies  
Jack Wilson, Professor, Police and Public Safety Institute