

MEETING OF THE BOARD OF GOVERNORS

MEETING NUMBER FIVE HUNDRED AND SEVEN OF THE BOARD OF GOVERNORS OF ALGONQUIN COLLEGE
TO BE HELD ON MONDAY, APRIL 16, 2018, FROM 4:00 PM – 6:00 PM, IN T102 A&B, OTTAWA CAMPUS.

AGENDA		Presenter	Time
0.	Celebrating Student Success – Community Impact Award Recipient	L. Stanbra	10 m.
1.	Constitution of the Meeting and Approval of the Agenda	P. Nadeau	1 m.
2.	Declarations of Conflict of Interest	P. Nadeau	1 m.
3.	APPROVAL OF PREVIOUS MEETING MINUTES AND THE CONSENT AGENDA	P. Nadeau	5 m.
	3.1 Minutes of the Board of Governors’ meeting of February 26, 2018	P. Nadeau	1 m.
	3.2 Board Executive Committee Report	P. Nadeau	5 m.
	3.3 Academic and Student Affairs Committee Report	S. Fournier	5 m.
	3.4 Audit and Risk Management Committee Report	N. Cheng	5 m.
	3.5 Governance Committee Report	J. Robblee	5 m.
	3.6 Foundation Report	M. Waters	5 m.
4.	BUSINESS ARISING FROM THE MINUTES		
	4.1 Ratification of Execution of Demand Operating Facility Agreement	D. McNair	0 m.
	4.2 Learning Management System Update	C. Brulé P. Devey	15 m.
	4.3 Workday Enterprise Resource Planning System Implementation	D. Wotherspoon	20 m.
5.	NEW BUSINESS		
	There is no agenda item under new business		
6.	DECISION ITEMS & REPORTS		
	6.1 New Governors Appointment 2018-2019	J. Robblee	5 m.
7.	ITEMS FOR INFORMATION		
	7.1 Lean Management Plan	D. Wotherspoon	0
	7.2 International Strategy Plan Refresh	D. Wotherspoon	0

	7.3 Report from the Board Chair	P. Nadeau	0
	7.4 Report from the President	C. Jensen	0
	7.5 Board of Governors Management Summary Report	Executive Team	0
	7.6 Confirmation of mandatory Government remittances (hand out)	D. McNair	0
8.	UPCOMING EVENTS	Date	
	<ul style="list-style-type: none"> • Grand Opening of the DARE District (11:00 a.m.) • 50th Anniversary Birthday Bash (12:00 p.m. to 2:00 p.m.) • 50th Anniversary Fundraising Gala (6:00 p.m. to 9:00 p.m.) 	May 3, 2018	
	<ul style="list-style-type: none"> • Future of Health and Wellness Speaker Series 	May 18, 2018	
	<ul style="list-style-type: none"> • 2018 Pembroke Spring Convocation 	June 1, 2018	
	<ul style="list-style-type: none"> • President's BBQ 	June 7, 2018	
	<ul style="list-style-type: none"> • Board of Governors Meeting 	June 11, 2018	
	<ul style="list-style-type: none"> • 2018 Perth Convocation 	June 14, 2018	
	<ul style="list-style-type: none"> • President's End-of-Year Dinner: Board of Governors and Foundation Board 	June 26, 2018	
	<ul style="list-style-type: none"> • 2018 Ottawa Spring Convocation 	June 18-20, 2018	
9.	IN CAMERA Meeting		
	There is no In Camera item		
10.	MEETING WITHOUT MANAGEMENT		
	10.1 2018-2019 Board Meeting Dates	P. Nadeau	
	10.2 April 16, 2018 Board Meeting Evaluation (hand out)	P. Nadeau	
11.	MEETING ADJOURNMENT		

2017-18 BOG Work Plan

ROLE OF THE BOARD	MEETING DATES					
STRATEGIC DIRECTION SETTING- The Board develops and adopts a strategic plan consistent with its mission, vision and values, and enables the organization to realize its mission. The Board oversees major decisions, monitors progress on implementation of strategic directions and approves annual business plans. The Board annually reviews the Strategic Plan as part of the regular planning cycle.	RESPONSIBLE AREA /PERSON	Oct 16 2017	Dec 11 2017	Feb 26 2018	Apr 16 2018	Jun 11 2018
<ul style="list-style-type: none"> ASAC Report to BOG (New/ Suspended and Cancelled Academic Programs) 	S. Fournier, C. Brulé	X	X	X	X	X
<ul style="list-style-type: none"> ARM Report to BOG (Major Capital Projects, Workday) 	D. McNair	X	X		X	X
<ul style="list-style-type: none"> Healthy Living Education Initiative 	C. Brulé		tbc		tbc	
<ul style="list-style-type: none"> Five Year Capital Investment Plan 	D. McNair		X			
<ul style="list-style-type: none"> International Education Strategy Refresh 	D. Wotherspoon		X		X	
<ul style="list-style-type: none"> Major Capital Projects (included in ARM Report) 	D. McNair	X			X	X
<ul style="list-style-type: none"> People Plan 	C. Frederick	X				
<ul style="list-style-type: none"> Executive Compensation Framework 	C. Jensen, C. Frederick		X			
<ul style="list-style-type: none"> Executive compensation 	C. Jensen			X	X	
<ul style="list-style-type: none"> Approval of 2018-2019 Business Plan and Budget 	D. Wotherspoon D. McNair			tbc		
<ul style="list-style-type: none"> Strategic Mandate Agreement – Present at September 2017 Board Retreat 	C. Brulé					
<ul style="list-style-type: none"> Lean Management Plan (defer to April 16, 2018) 	D. Wotherspoon		✗	✗	X	
<ul style="list-style-type: none"> IT Modernization Plan 	D. Wotherspoon				X	
<ul style="list-style-type: none"> Applied Research Plan 	D. Wotherspoon					X
<ul style="list-style-type: none"> Innovation and Entrepreneurship Plan 	D. Wotherspoon				X	
<p>OVERSIGHT OF THE PRESIDENT – The Board selects and supervises the President, including developing and approving the job description, recruiting and selecting the President, reviewing and approving annual performance goals, evaluating performance and determining compensation and ensuring a succession plan is in place.</p> <ul style="list-style-type: none"> Delegated to Executive Committee 	Algonquin College Executive team	X	X	X	X	X
<p>PERFORMANCE MONITORING – The Board ensures that management has identified appropriate measures of performance, and has plans in place to address variances from expected/planned performance.</p> <ul style="list-style-type: none"> Annual Report 2017-2018 and progress against Strategic Plan 2017-2022 	S. Anderson					X
<ul style="list-style-type: none"> Quarterly 2017-2018 Business Plan Update (Bring to ARM teleconference meeting in January 2018 – to be scheduled) 	D. Wotherspoon	Q1	Q2	Q3		
<ul style="list-style-type: none"> Fourth Quarter 2017-2018 Business Plan performance 	D. Wotherspoon					Q4
<ul style="list-style-type: none"> Program Advisory Committee’s Annual Report (ASAC Report) 	C. Brulé		X			
<ul style="list-style-type: none"> Employee Engagement Update (presentation for Information) 	C. Frederick	X				

FINANCIAL OVERSIGHT – The Board is responsible for stewardship of financial resources, approves policies for financial planning, approves the annual operating and capital budgets, monitors financial performance against budget and compliance against investment policies, ensures the accuracy of financial information and approves the annual audited financial statements and ensures management has put into place measures that ensure the integrity of internal controls.	RESPONSIBLE AREA /PERSON	Oct 16 2017	Dec 11 2017	Feb 26 2018	Apr 16 2018	Jun 11 2018
• 2018-2019 Budget Assumptions and three-year pro forma	D. McNair		X			
• 2018-2019 Tuition and Fees Schedules	L. Stanbra		X			
• Banking Officers’ resolution	D. McNair					X
• Colleges of Applied Arts & technology (CAAT) Retirement Compensation Annual Report to Sponsors	C. Jensen					X
• Endowment Fund Performance Report	D. McNair					X
• Five Year Capital (this is already included in section above)	D. McNair		X			
• Learner Driven Space Investment Case	L. Stanbra	X				
• Learner Driven Space - Budget	D. McNair			X		
• Indigenous Gathering Circle Investment Case	R. McLester	X				
• Learning Management System approval in principle	C. Brulé/D. Wotherspoon					X
• Quarterly 2017-2018 Financial Projection	D. McNair	Q 1	Q2	Q3		
• Fourth Quarter Financial Results and Audited Financial Statements	D. McNair					Q4
RISK IDENTIFICATION AND OVERSIGHT – The Board oversees management’s risks program, and identifies unusual risks in the organization and ensures plans are in place to manage and prevent such risks.						
• 2017 Corporate Risk Profile	D. McNair		X			
• Freedom of Information Annual Report	D. McNair					X
• Cybersecurity Audit	D. Wotherspoon D. McNair					X
• IT Automation and Process Improvement Audit (included in ARM Report to Dec. 11 BOG)	D. Wotherspoon D. McNair		X			
STAKEHOLDER COMMUNICATION AND ACCOUNTABILITY – The Board ensures the organization appropriately contributes to strong stakeholder relationships, and advocates on behalf of College stakeholders in support of the mission, vision, values and strategic directions.						
• Strategic Plan 2017-2022 Communications Roll-Out	S. Anderson	X				
• Board of Governors’ Summer Key Message	S. Anderson	X				X
• Board of Governors’ Fall Key Message	S. Anderson		X			
• Board of Governors’ Winter Key Message	S. Anderson			X		
• Board of Governors’ Spring Key Message	S. Anderson				X	

GOVERNANCE – The Board is responsible for the quality of its own governance, establishes by-laws and governance policies to facilitate the performance of the Board’s role and performance.	RESPONSIBLE AREA /PERSON	Oct 16 2017	Dec 11 2017	Feb 26 2018	Apr 16 2018	Jun 11 2018
• Review and adoption of the Governors’ Code of Ethical Conduct	P. Nadeau					
• Structure of Effective Board Meetings generative discussion	P. Nadeau					
• Board Committee reports (Academic & Student Affairs; Audit & Risk Management; Governance)	V. Tiqui-Sanford	X	X	X	X	X
• Foundation Board Report	L. Stanbra	X	X	X	X	X
• Appointment of new Governors for 2017-2018	P. Nadeau				X	
• Governance Committee Report to include 2018-2019 Board Chair and Board Executive Committee Succession, BGI-01 Report Card; Governor Reappointments	J. Robblee				X	BGI-01 Report Card
• Governance Committee report to include BOG Officers & Committee Memberships, Board Evaluation Report	J. Robblee					X
LEGAL COMPLIANCE – The Board ensures that appropriate processes are in place to effect compliance with legal requirements.						
• Confirmation of mandatory Government remittances	D. McNair	X	X	X	X	X

DRAFT

BOARD OF GOVERNORS MEETING MINUTES

MINUTES OF THE MEETING NUMBER FIVE HUNDRED AND SIX OF THE BOARD OF GOVERNORS OF ALGONQUIN COLLEGE, HELD ON MONDAY, FEBRUARY 26, 2018, AT 4:00 PM, IN T102 A&B, OTTAWA CAMPUS.

<p><u>Present:</u> Peter Nadeau, Board Chair Jim Brockbank, Board Vice Chair Cheryl Jensen, President Audrey Claire Lawrence Cyril McKelvie Gail Beck Jay McLaren Jim Robblee Kelly Sample Krisha Stanton Michael Waters Naina Kansal Nancy Cheng Shellee Fournier Stephen Heckbert Steve Barkhouse Valerie Sayah</p>	<p><u>Algonquin College Executive Team:</u> Cathy Frederick, Human Resources Doug Wotherspoon, Innovation & Strategy Duane McNair, Finance & Administration Laura Stanbra, Student Services Ron Deganadus McLester, Indigenous Initiatives Scott Anderson, Communications, Marketing & External Relations Tracy McDougall, President’s Office</p> <p><u>Regrets:</u> Claude Brulé, Academic</p> <p><u>Guests:</u> Chris Melmoth, Coordinator/Professor, Outdoor Adventure <u>Second year Outdoor Adventure program students:</u> Connor Hamilton, Connor Furneaux, Matthew Asselin, Zander Guardado-Scorsone, and Jacob Groulx Grant Perry, Acting Director, Finance and Administrative Services</p> <p><u>Recorder:</u> Victoria Tiqui-Sanford, Assistant to the Board of Governors</p>
---	---

WELCOME REMARKS

Board Chair, P. Nadeau welcomed guests and members to the meeting at 4:00 p.m.

Governor J. Robblee joined the meeting at 4:04 p.m.

Governors G. Beck & M. Waters joined the meeting at 4:10 p.m.

0. CELEBRATING STUDENT SUCCESS - Outdoor Adventure Fat Bike Research Tour of Iceland

Board Chair, P. Nadeau, introduced Chris Melmoth, Coordinator/Professor, Outdoor Adventure who introduced second year Outdoor Adventure program students Connor Hamilton, Connor Furneaux, Matthew Asselin, Zander Guardado-Scorsone, and Jacob Groulx... The students presented the Outdoor Adventure Fat Bike Research Tour of Iceland. These students have identified a need for change and applied their knowledge and skills obtained in the Outdoor Adventure program to increase awareness of Fat Bike technology as a mode of sustainable active transportation in the

tourism industry. Their classroom was the terrain of Iceland where they were able to apply their learning and gained international experience. They captured geological features of Iceland to create learning objects for the program and successfully explored the viability of using Fat Bikes as an alternative sustainable method of transformation to reduce the impact of visitors on the environment.

Board Chair, P. Nadeau congratulated the students on their achievements and presented them with the Changemaker Award

1. CONSTITUTION OF THE MEETING & APPROVAL OF THE AGENDA

Board Chair, P. Nadeau constituted the meeting at 4:16 p.m. and asked whether any Governors wished to remove or add an item to the agenda. No items were removed or added.

RESOLUTION

MOVED & SECONDED: N. Cheng & G. Beck

THAT the Board of Governors approves the meeting agenda of February 26, 2018.

CARRIED.

2. DECLARATION OF CONFLICT OF INTEREST

Board Chair, P. Nadeau asked members to declare any conflicts of interest with items on the agenda. Governor J. Brockbank declared a conflict of interest with the In Camera agenda item 9.1.2 March Road Property.

3. APPROVAL OF PREVIOUS MEETING MINUTES AND THE CONSENT AGENDA

3.1 Minutes of the Board of Governors' meeting of December 11, 2017

Approval of the Board of Governors Meeting minutes of December 11, 2017.

RESOLUTION

MOVED & SECONDED: S. Fournier & C. McKelvie

THAT the Board of Governors approves the meeting minutes of December 11, 2017.

CARRIED.

3.2 Board Executive Committee Report

Board Chair, P. Nadeau provided verbal information from the Executive Committee meetings held on January 5, and January 22, 2018.

3.3 Academic and Student Affairs Committee Report

Governor S. Fournier, Chair, Academic and Student Affairs Committee, provided members with information from the meeting held on January 29, 2018. Enrolment updates have been highlighted in the report.

Members accepted this report for information.

3.4 Audit and Risk Management Committee Report

Governor N. Cheng, Chair of Audit and Risk Management Committee, provided members with information from the meeting held on February 9, 2018.

Members accepted this report for information.

3.5 Governance Committee Report

Governor J. Robblee, Chair of Governance Committee, provided members with information from the meeting held on January 29, 2018.

Members accepted this report for information.

3.6 Foundation Report

Governor M. Waters, Governor Representative to the Foundation Board of Directors, informed members of the Foundation's Family and Friends Campaign for the new DARE District. This will be Algonquin's first college wide leadership fundraising campaign. The goal will be to engage board members in conversation for a donation towards the capital campaign for the new DARE District. Members accepted this report for information.

4. BUSINESS ARISING FROM THE MINUTES

4.1 Learning Management System (LMS) Investment Case

D. Wotherspoon, Vice President Innovation and Strategy provided a brief highlight of the Learning Management System Investment Case. The Learning Management System Investment Case provided results of the College's recent Learning Management System Request for Proposals and to request approval for the project budget. Algonquin College's main Learning Management System (currently Blackboard Learn™) is a crucial online learning environment used by students and faculty. It is a key component of Algonquin College's digital strategy and part of a larger network of integrated systems including the Algonquin College Student Information System (ACSIS), Customer Relationship Management System, Enterprise Data Warehouse, and General Student Information System (GeneSIS). These systems help manage the College's relationships with students and faculty and help automate and administer business processes.

Questions from members were answered.

RESOLUTION

MOVED & SECONDED: A. Lawrence & N. Cheng

THAT the Board of Governors approves an expenditure of up to \$0.83 million from the College's Strategic Investment Priorities budget and up to \$2.22 million from the base operating budget for a total \$3.05 million over a five year period to adopt a new Learning Management System for a period of no less than five years.

CARRIED.

ABSTAINED: V. Sayah

4.2 Net Tuition Project Investment Case

D. McNair, Vice President, Finance and Administration, and Laura Stanbra, Vice President, Student Services, provided members and guests with information on the Net Tuition Project Investment Case. This project articulated the requirements of the Ministry-mandated Net Tuition Project and provided details of the College's implementation plan. The Ministry gave notice of this mandatory College initiative in fiscal year 2016-2017. The project budget has not reached \$1 million. However, staff determined that it would be prudent to treat it as a Major Capital Project and seek Board approval as there is a moderate likelihood that costs will exceed \$1 million. The project funding total over the three years is projected to be a maximum of \$865,121 with no incremental on-going operational costs to the College.

Questions from members were answered.

RESOLUTION

MOVED & SECONDED: N. Cheng & G. Beck

THAT the Board of Governors approves an expenditure of up to \$865,121 from the College's Strategic Investment Priorities budget over the fiscal years 2016-2017, 2017-2018 and 2018-2019 to complete the information systems development necessary to support the Net Tuition initiative mandated by the Ministry of Advanced Education and Skills Development for Fall 2018.

CARRIED.

4.3 Student One Stop Space – Budget

D. McNair, Vice President, Finance and Administration referred members to the Student One Stop Space Budget. On October 16, 2017, the Board of Governors approved the allocation of up to \$8 million from the College reserve fund for future capital expansion to complete the renovation of the lower level of Building C - DARE District. This renovation will create a Student One Stop Space (formerly called the Learner Driven Space) and provide for the co-location of services.

Questions from members were answered.

RESOLUTION

MOVED & SECONDED: J. Robblee & G. Beck

THAT the Board of Governors approves an expenditure of \$7.23 million funded 50% from the College's reserve fund for future capital expansion and 50% from the Strategic Investment Priorities budget over fiscal years 2017-2018 and 2018-2019 to complete the renovation of the lower level of the Building C DARE District to create a Student One Stop Space.

CARRIED.

ABSTAINED: N. Kansal

5. DECISION ITEMS & REPORTS

5.1 Third Quarter 2017-2018 Financial Projection

D. McNair, Vice President, Finance and Administration, introduced G. Perry, Acting Director, Finance and Administrative Services who presented the Third Quarter 2017-2018 Financial Projection report. This report projects a \$5.5 million increase to the net contribution of Algonquin College. This is reflected in an increase to the Approved Annual Budget net contribution of \$5.6 million, to a third quarter net contribution projection of \$11.1 million as outlined in this report. The net contribution increase incorporates the financial impacts of the five-week academic work stoppage, and the initial impacts of changes to the Employment Standards Act, namely the increase in minimum wage and statutory holiday pay for part-time employees which came into effect on January 1, 2018. The negative impact from the work stoppage has been offset by an increase in fall semester enrolments which occurred prior to the work stoppage and strong winter semester enrolments. Contributing to overall enrolment growth is a 27.9% increase over the Approved Annual Budget in international student enrolment.

Questions from members were answered.

RESOLUTION

MOVED & SECONDED: N. Cheng & K. Sample

THAT the Board of Governors approves the Third Quarter 2017-2018 Financial Projection.

CARRIED.

5.2 2018-2019 Business Plan and Annual Budget - Approval

C. Jensen, President, provided an overview of the 2018-2019 Business Plan and Annual Budget. D. McNair, Vice President, Finance and Administration, and D. Wotherspoon, Vice President, Innovation and Strategy presented the 2018-2019 Business Plan and Annual Budget. Each member of the Algonquin College Executive Team provided a high-level overview of their 2018-2019 Strategic Goals. This year's Business Plan works to deliver on our mission *to transform hopes and dreams into lifelong success* and the College's 2017-2022 Strategic Plan. This includes a shift from the previous practice of outlining new projects to one aimed at strengthening and measuring the College's success in terms of core activities.

The 2018-2019 Business Plan introduces two new goals and True North metrics, one covering the College's commitment to environmental sustainability and the other to truth and reconciliation.

For Algonquin, a True North is defined as an ideal state the College should strive for, a reflection of the purpose of the organization, and the foundation of a strategic plan.

Governor V. Sayah exited the meeting at 5:55 p.m. and rejoined the meeting at 6:20 p.m.

The proposed 2018-2019 Annual Budget projects a negative net contribution of \$5.5 million. In addition, the proposed Annual Budget will draw up to \$22.7 million from Internally Restricted Funds (accumulated surpluses) to address numerous necessary projects and initiatives in Strategic Investment Priorities. In addition, there will be \$5.5 million drawn from the College's Contingency Reserve Fund to address the budgeted negative net contribution.

Questions from members were answered.

RESOLUTION

MOVED & SECONDED: N. Cheng & G. Beck

THAT the Board of Governors approves the 2018-2019 Business Plan and Annual Budget with a projected negative net contribution of \$5.5 million.

CARRIED.

Governor C. McKelvie exited the meeting at 6:55 p.m.

6. NEW BUSINESS

6.1 Workday Project Update

D. Wotherspoon referred members to the Workday Project Update. The report provided an update on the project's progress and an overview of on-going and upcoming key activities, deliverables and milestones required to successfully deploy the Workday application.

The Workday implementation is a major transformational initiative for Algonquin College, leveraging technology and best practices to enhance employee experience, engagement and productivity. Management has decided to inform Meteorix/IBM, of the intent to terminate the agreement. Recommendations for moving forward and the associated costs was presented.

Questions from members were answered.

Governor G. Beck exited the meeting at 7:00 p.m.

RESOLUTION

MOVED & SECONDED: S. Heckbert & N. Cheng

THAT the Board of Governors approves a \$6.7 million increase to the project budget to complete the implementation of the Workday Human Capital Management, Payroll, and Financial Management software application modules, funded from the College's specific reserve funds for enterprise resource planning upgrades, and enter into a new implementation services agreement. The revised total proposed budget for the Workday implementation project is \$18.8 million.

OPPOSED: V. Sayah, M. Waters, & S. Barkhouse

CARRIED.

7. ITEMS FOR INFORMATION

7.1 Third Quarter 2017-2018 Business Plan Update

The report provided members with the Third Quarter 2017-2018 Business Plan Update. The annual business plan is a tool used by management to set the direction for the College to achieve annual goals and targets in the context of the Strategic Plan.

Members accepted this report for information.

7.2 International Education Strategy Refresh

The report provided members with an update on progress being made on Algonquin College's International Education Strategic Plan refresh.

Members accepted this report for information.

7.3 Report from the Board Chair

Highlights from the report included the Board of Governors Innovation Centre construction site tour in January, and the official naming event to DARE District on February 9. In addition, the report informed members of the New Governor Recruitment Drive seeking candidates to replace Governor N. Cheng, Chair, Audit and Risk Management Committee, whose term of office will end on August 31. Members were also advised that the Board Governance Committee will coordinate the annual evaluation of the Board, and the governor self-appraisal process. The online evaluation tools will be circulated in March by the Board Office.

Members accepted this report for information.

7.4 Report from the President

The report informed members that on February 9, the Honourable Mitzie Hunter, Minister of Advanced Education and Skills Development announced the government's intention to modernize apprenticeship training in Ontario. This strategy will aim to improve the apprenticeship completion rates and create clearer pathways into apprenticeship training. Planning has begun to establish members to serve on a provincial task force to examine issues that surfaced during the Fall 2017 province-wide faculty work stoppage. The Ministry of Advanced Education and Skills Development plans to begin consultations in March on the province's small, northern, and rural grant funding for colleges, including mid-size colleges in the discussion. The grant will provide an additional \$16.5 million in funding for the upcoming fiscal year.

Members accepted this report for information.

7.5 Management Summary Report

Members accepted this report for information.

7.6 Confirmation of mandatory Government remittances (hand out)

Members accepted the remittances for information.

8. UPCOMING EVENTS

Chair P. Nadeau provided highlights of upcoming events.

The Regular meeting adjourned at 7:09 p.m. Observers exited the regular meeting.

9. IN CAMERA

An In Camera session was held beginning at 7:16 p.m.

RESOLUTION

MOVED & SECONDED: S. Fournier & N. Cheng

THAT the board of Governors move into an In Camera session to discuss the following agenda items:

9.1.1 Workday Project Update

9.1.2. March Road Property

Governor V. Sayah exited the meeting at 7:36 p.m.

RESOLUTION

MOVED & SECONDED: N. Cheng & S. Barkhouse

THAT the Board of Governors moves out of In Camera session. The In Camera session adjourned at 7:58 p.m.

10. MEETING WITHOUT MANAGEMENT

10.1 Evaluation of Board Committees

Members were provided with the Evaluation forms to complete.

11. MEETING ADJOURNMENT

There being no further business, the meeting was adjourned at 8:30 p.m.

Peter Nadeau, Chair

Victoria Tiqui-Sanford, Recorder

APPENDIX A: Observers:

Alanna McDonell, Director, Marketing & College Enrolments
Andre O'Bonsawin, Manager, Indigenous Initiatives
Angie Peterson, Associate Chair, Faculty of Technology & Trades

Barb Foulds, Dean, Faculty of Health Public Safety and Community Studies
Chris Carroll, Communications
Christopher Hahn, Dean, Perth Campus
Claire Ramsay, Academic Access Centre
Colin Bonang, Director Risk Management
Connor Wilkie, Algonquin Times
Cresdelle Zubrycki, Senior Analyst, Finance
Cristina Holguin-Pando, Director, Applied Research
Cristy Montgomery, Academic Operations & Planning
Dave Donaldson, Dean, School of Business
Diane McCutcheon, Director, Labour Relations
Doreen Jans, Financial Services
Elizabeth Tyrie, Executive Assistant, Innovation and Strategy
Emily Woods, Acting Manager, Financial Services
Farbod Karimi, Chair, Learning and Teaching Services
Gregory Phillips, Pathfinder, Mamidosewin Centre
Jack Wilson, Professor
Jamie Bramburger, Manager, Community & Student Affairs
Janet Hunter, Workday
Jeff Agate, Associate Director, Student Support Services
Jodi Jaffray, Academic Manager
Joe Ranieri, Director, Business Development
John Dallas, Manager, Centre for Continuing and Online Learning
Karen Davies, Dean, Pembroke Campus
Kelli Doucet, Supervisor, Finance and Administrative Services
Krista Pearson, Registrar
Lois Pollock, Chief Digital Officer
Madeleine Bourget, Communications Assistant, Public Relations and Communications
Mark Leduc, Executive Director, Academic Planning
Michelle Cosh, Director, Talent Management and Organization Development
Nathaniel Parant, Activities and Event representative, Mamidosewin
Pam Auchterlonie, Laboratory Technologist, Applied Science & Environmental Technology
Paul Gardner, Business Administrator, Special Projects, Finance and Administration
Peggy Austen, Acting Director, Foundation
Peter Leland, Risk Manager
Rahul Sharma, Business Administrator, Physical Resources
Richard Hagemeyer, Professor, Information and Communications Technology
Rob Parniak, Academic Access Centre
Robert Sibly, Communications
Robyn Heaton, Dean, Faculty of Arts, Media and Design
Ruth Dunley, Communications Officer, Public Relations and Communications
Sandra Larwill, Academic Manager
Sharon Lightfoot, Faculty, Allied Health
Sheryl Fraser, Chair, General Arts
Todd Schonewille, Director, Physical Resources

MEMO

DATE: April 16, 2018

TO: Board of Governors

FROM: Governor Shellee Fournier, Chair, Academic & Student Affairs Committee

SUBJECT: **Academic & Student Affairs Committee meeting of March 22, 2018**

For documentation in support of the agenda items, please visit the Board's SharePoint site; choose Academic and Student Affairs Committee, March 22, 2018 folder.

A. ITEMS REQUIRING BOARD OF GOVERNORS' APPROVAL

- 1) Program Proposal: Film and Media Production, Ontario College Diploma

RESOLUTION

MOVED & SECONDED: N. Kansal & J. McLaren

THAT the Academic and Student Affairs Committee recommends to the Board of Governors the approval of the Film and Media Production, Ontario College Diploma program, effective Fall 2019, with the caveat that external funding/sponsorship must be in place to partially offset the capital expenditures and support start-up as a condition of final approval.

CARRIED.

- 2) Program Title Modification – Carpentry and Joinery - Heritage

RESOLUTION

MOVED & SECONDED: S. Heckbert & N. Kansal

THAT the Academic and Student Affairs Committee recommends to the Board of Governors the approval of the program title modification from Carpentry and Joinery - Heritage, Ontario College Diploma to Heritage Carpentry and Joinery, Ontario College Diploma, effective Fall 2019.

CARRIED.

B. ITEMS THE COMMITTEE HAS REVIEWED – FOR INFORMATION TO THE BOARD

- 1) Student Success Initiatives

The report provided members with an update of the student success initiatives within the departments of the Registrar's Office, Truth, Reconciliation and Indigenization, Student Support Services, and provide information regarding the key Strategic Enrolment efforts during 2017-2018.

Members accepted this report for information.

2) 2018 Fall Program Intake Suspensions

The report informed members of the program intake suspensions that have been approved for the Fall 2018 term. The Fair Workplaces, Better Jobs Act (Bill 148) became law on November 22, 2017 and the impact to the College is estimated at \$25 million in additional costs annually. Members received a petition from “change.org” advocating against the program intake suspensions at the Perth Campus. The following programs have been identified as programs that have not met the thresholds for the two metrics for at least the past three years and have been approved for program intake suspension for the Fall 2018 with the intent to suspend or cancel:

- 0210X01FPT Office Administration – General, Ontario College Certificate (Perth)
- 0210X04FPT Office Administration – Executive, Ontario College Diploma (Perth)
- 0432X01FPT Social Service Worker, Ontario College Diploma (Perth)
- 0746X04FPT Masonry – Heritage and Traditional, Ontario College Diploma (Perth)
- 6785X04FPT Carpentry and Renovation Technician, Ontario College Diploma (Perth)
- 0557C08FPM Motive Power Technician, Ontario College Diploma (Pembroke)
- 1404X01FWO Kitchen and Bath, Ontario College Graduate Certificate (School of Media and Design)

RESOLUTION

MOVED & SECONDED: P. Nadeau & S. Heckbert

- a. **THAT** the Academic and Student Affairs Committee review the Terms of Reference of the Academic and Student Affairs Committee and AA30 Program Suspension Policy to allow for exceptional circumstances such as significant impacts on school or campus, to come to the Academic and Student Affairs Committee for a discussion in a timely manner;
and
- b. **THAT** the Academic and Student Affairs Committee receive and acknowledge the petition provided by “change.org” containing the list of names advocating against the program intakes suspensions at the Perth Campus.

CARRIED.

3) Enrolment Update Report

The report provided an update on current enrolment information for the Winter 2018 term, and a status update for Spring 2018 and Fall 2018 terms.
Members accepted the report for information.

4) Ombudsman Report

In accordance with section 3, subsection (3.11) of policy SA02: Ombudsman, Terms of Reference, the Office of the Ombudsman presents an annual report of the activities and observations of the Ombudsman. During the 2016-2017 period, the office of the Ombudsman

MEMO



President/Board of Governors

served 334 students and 151 non-students (including staff, faculty, the Algonquin College Students' Association, and others) providing services for a wide array of concerns. Members accepted the report for information.

Enrolment Update

For the Academic and Student Affairs Committee

Prepared by Academic Operations and Planning
and the Registrar's Office

March 22, 2018

Enrolment Dashboard: Winter 2018 (audit)

COLLEGE ENROLMENT - 2018 WINTER (Post Secondary & Graduate Certificates)

	Actual (at Mar. 1, '18)	Approved Budget			Previous Year (at Mar. 1, '17)		
		Over / (Under) #	Over / (Under) %	Status	YoY #	YoY %	Status
Total Registered	17,563	530	3.1%	●	720	4.3%	●
Level 01	2,922	700	31.5%	●	694	31.1%	●
Returning	14,641	(170)	(1.1%)	●	26	0.2%	●
Domestic	14,800	(165)	(1.1%)	●	(56)	(0.4%)	●
International	2,763	695	33.6%	●	776	39.1%	●
Withdrawals	811				(241)	(22.9%)	●
As % of Total Registered	4.4%					(1.5%)	●

Note for status indicators: green if year over year % = or > 0%; yellow if 0% to (2%); red if worse than (2%)

Enrolment Dashboard: Fiscal 2017-2018

COLLEGE ENROLMENT - 2017-18 (17S, 17F, 18W) (Post Secondary & Graduate Certificates)

	Actual (at Mar. 1, '18)	Approved Budget			Previous Year (at Mar. 1, '17)		
		Over / (Under) #	Over / (Under) %	Status	YoY #	YoY %	Status
Total Registered	39,251	1,321	3.5%	●	1,894	5.1%	●
Level 01	13,658	1,370	11.1%	●	1,605	13.3%	●
Returning	25,593	(49)	(0.2%)	●	289	1.1%	●
Domestic	33,703	136	0.4%	●	305	0.9%	●
International	5,548	1,185	27.2%	●	1,589	40.1%	●

Note for status indicators: green if year over year % = or > 0%; yellow if 0% to (2%); red if worse than (2%)

Note: strike related withdrawals have been excluded from the above results because Fall term audit reporting to the Ministry was on Nov. 1, while strike related withdrawals occurred afterwards.

Factoring in strike related withdrawals, total enrolment would be 37,192, below budget by 738 students (-1.9%) and a decrease of 167 students (-0.4%) compared to the same time last year.

Admission Dashboard: Spring 2018

COLLEGE ENROLMENT - 2018 SPRING (Intake) (Post Secondary & Graduate Certificates)

Previous Year
(at Mar. 10, '17)

	Actual (at Mar. 9, '18)	YoY #	YoY %	Status
Applications (Total)				
Domestic	2,429	708	41.1%	■
International	675	258	61.9%	■
Total	3,104	966	45.2%	■
Distinct Applicants				
Domestic	2,073	545	35.7%	■
International	636	270	73.8%	■
Total	2,709	815	43.0%	■
1st Choice				
Domestic	862	239	38.4%	■
Confirmed / Paid / Reg.				
Domestic	762	332	77.2%	■
Paid (Full / Partial) / Reg.				
Domestic	156	64	69.6%	■
International	158	42	36.2%	■
Total	314	106	51.0%	■

Note for status indicators: green if year over year % = or > 0%; yellow if 0% to (2%); red if worse than (2%)

Admission Dashboard: Fall 2018

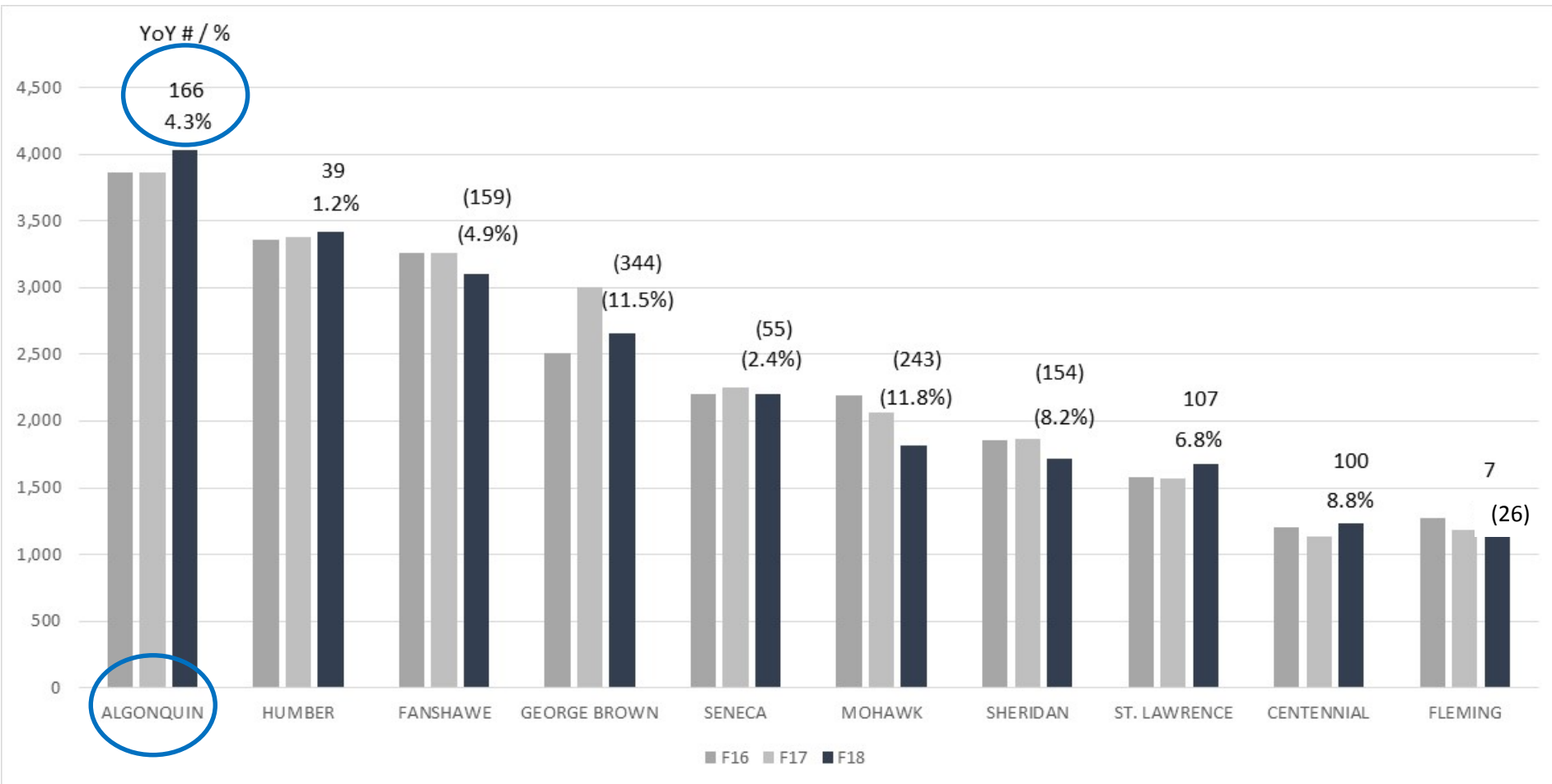
COLLEGE ENROLMENT - 2018 FALL (Intake) (Post Secondary & Graduate Certificates)

Previous Year (at Mar. 10, '17)

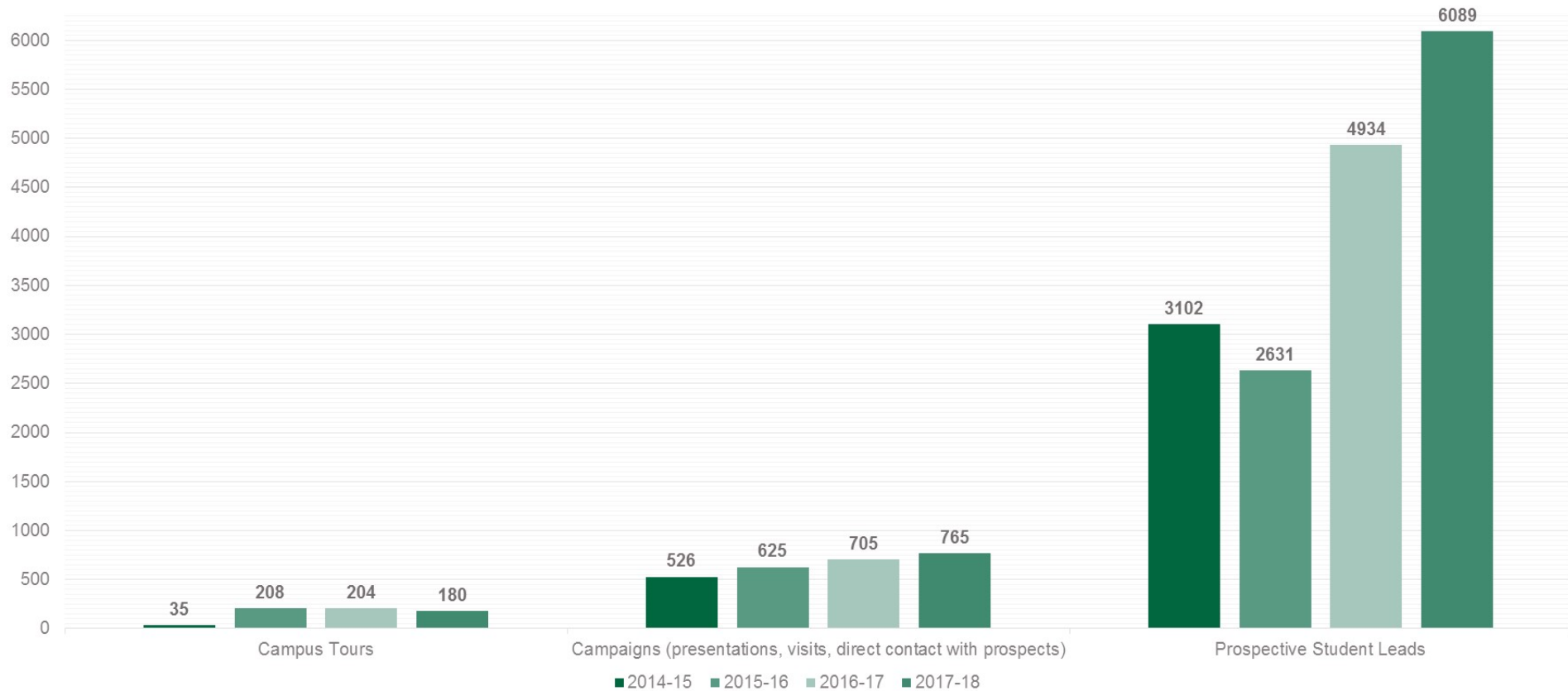
	Actual (at Mar. 9, '18)	YoY #	YoY %	Status
Applications (Total)				
Domestic	29,500	(1,354)	(4.4%)	●
International	2,757	357	14.9%	●
Total	32,257	(997)	(3.0%)	●
Distinct Applicants				
Domestic	17,280	(37)	(0.2%)	●
International	2,433	332	15.8%	●
Total	19,713	295	1.5%	●
1st Choice				
Domestic	11,024	92	0.8%	●
Confirmed / Paid / Reg.				
Domestic	3,937	515	15.0%	●
Paid (Full / Partial) / Reg.				
Domestic	247	171	225.0%	●
International	275	4	1.5%	●
Total	522	175	50.4%	●

Note for status indicators: green if year over year % = or > 0%; yellow if 0% to (2%); red if worse than (2%)

Fall '18 Confirmations: Large colleges and local (OCAS as at Mar. 16, 2018, Level 01 domestic)



Recruitment Activity for 18F (Sept 1 to present) Four Year Comparison, as of March 9, 2018



DATE: April 16, 2018

TO: Board of Governors

FROM: Governor Nancy Cheng, Chair, Audit & Risk Management Committee

SUBJECT: **Audit & Risk Management Committee meeting of March 8, 2018**

For documentation in support of the agenda items, please visit the Board's SharePoint site, choose the Audit & Risk Management Committee, March 8, 2018 meeting folder.

A. ITEMS REQUIRING BOARD OF GOVERNORS' APPROVAL

- 1) Investment Policy for College Operating Funds - Annual Review and Amendments
The report is a review of the College Funds Investment Policy.

RESOLUTION

MOVED & SECONDED: C. McKelvie & S. Barkhouse

THAT the Audit and Risk Management Committee recommends to the Board of Governors the approval of the College Funds Investment Policy as presented.

CARRIED.

B. ITEMS THE COMMITTEE HAS APPROVED – FOR INFORMATION TO THE BOARD

- 1) 2017-2018 Major Capital Projects Report
The report provided members with a brief financial overview and update on the progress of the College's major capital projects underway in 2017-2018. There are 11 current and active major capital projects included in the report. In addition to the federal and provincial funding, these projects are funded from the Strategic Investment Priorities allocations within the College's annual budgets and internally restricted net assets. A summary of Major Capital Projects are provided in Appendix A: Third Quarter 2017-2018 Major Capital Projects Report. Members accepted this report for information.

2) ESCO2 Project Update

Members were provided a brief overview of the Energy Service Company (ESCO2) Infrastructure project. The initiative was projected to ultimately yield a 12% decrease in carbon emissions and annual operational savings through energy and water conservation of \$3.2 million.

Members accepted this report for information.

3) Workday Project Update

Members were provided with the Workday Project Update. Since the last February 26 Board meeting, management has made efforts to re-set the project for success with a new implementation partner and D. Wotherspoon, Vice President Innovation and Strategy has been appointed executive sponsor of the project. L. Pollock, Chief Digital Officer & J. Abbot, Project Manager, Price Waterhouse Cooper who provided members with the pre-work that they have done since the notice of contract termination with IBM in January 2018. Through discussions in completing both the Project Health Check Assessment and a subsequent Tenant Assessment, Price Waterhouse Cooper was asked to consider assuming the role of implementation partner for Algonquin's Workday implementation. Given the urgency to replace implementation partners, a procurement policy exception to single source this service contract was endorsed by the College's procurement department.

Members accepted this report for information.

4) 2017-2018 Risk Based Internal Audit Five-Year Plan

Members were provided with an update on the five year plan for internal audits and the recommendation for the next internal audit project. The College presented the updated Risk Based Internal Audit Five Year Plan and obtained approval to undertake the next scheduled audit which focused on Cybersecurity at Algonquin College.

RESOLUTION

MOVED & SECONDED: P. Nadeau & S. Barkhouse

THAT the Audit and Risk Management Committee approves the updated Risk Based Internal Audit Five Year Plan and direct management to undertake the next scheduled internal audit on the Management of Major Projects during the 2018-2019 fiscal year.

CARRIED.

5) Third Quarter 2017-2018 College Operating Funds Investment Report

Members were referred to the Third Quarter 2017-2018 College Operating Funds Investment Report results for the quarter ending December 31, 2017. The fund produced a return of 0.40% for the third quarter, over performing the benchmark which returned 0.28%. The operating fund one-year return is 0.50%, outperforming the benchmark index which was 0.26%. As at December 31, 2017, the market value of the fund was reported at \$66.0 million, compared to \$66.1 million at March 31, 2017.

Members accepted this report for information.

6) Third Quarter 2017-2018 Enterprise Risk Management:

Members were referred to the Third Quarter 2017-2018 Enterprise Risk Management. The report provided members with an update on the risk mitigation strategies undertaken to manage College risks identified in the Corporate Risk Profile, information regarding the timelines for the fraud risk assessment recommendations, and provide a summary of legal and insurance cases and incidents of theft, fraud and data breaches.

Members accepted these reports for information.

7) Third Quarter 2017-2018 Financial Projection

Members were referred to the Third Quarter 2017-2018 Financial Projection. The report projected a \$5.5 million increase to the net contribution of Algonquin College. This is reflected in an increase to the Approved Annual Budget net contribution of \$5.6 million, to a third quarter net contribution projection of \$11.1 million as outlined in this report. Contributing to overall enrolment growth is a 27.9% increase over the Approved Annual Budget in international student enrolment. The report was approved at the February 26, 2018 Board of Governors meeting.

8) Third Quarter 2017-2018 Endowment Funds Investment Report

Members were referred to the Third Quarter 2017-2018 Endowment Funds Investment Report. The endowment funds' one-year return for the period is 7.10% underperforming the benchmark index which was 8.68%. In the 2016-2017 fiscal year, \$898,722 was disbursed to fund student bursaries and scholarships. As at December 31, 2017, the market value of the fund was reported at \$24.8 million, compared to \$24.4 million at March 31, 2017.

Members accepted this report for information.

9) Canada Revenue Agency Audit Updates (HST)

Members were referred to the Canada Revenue Agency Audit Updates. The report provided members with an update on the status of the College's ongoing audits by the Canada Revenue Agency.

Members accepted this report for information.

MAJOR CAPITAL PROJECTS – Third Quarter 2017-2018 Summary

Summary of Major Capital Projects

Page	Project
2	Energy Service Company Project - (ESCO 2)
4	Enterprise Resource Planning (ERP) - Project Workday
6	DARE District (previously Innovation Centre)
8	Welding Lab Project at the College's Transportation Technology Centre
10	Transformer Replacement Project
11	Algonquin College Students' Association Athletics Recreation Complex (ARC)
13	Pedestrian Bridge to Bus Rapid Transit Station
14	Student One Stop Space (previously Learner Driven Student Space)
16	Indigenous Gathering Circle
17	Learning Management System
19	Net Tuition Project
20	Summary of Projects Completed Since Fiscal 2011-2012

Energy Service Company Project - (ESCO 2)

MAJOR CAPITAL PROJECTS – Third Quarter 2017-2018 Summary

Board of Governors and Key Approval Dates	Dates
In response to a Request for Proposal issued by the College, Siemens Canada is awarded a letter of intent for energy improvement measures and reduction of the College's deferred maintenance liability.	August 2012
Meeting #477 – The Board of Governors approves a multi-phase approach to the Energy Service Company Project (ESCO 2).	December 2012
Meeting #481 - The Board of Governors approves phase two focusing on the design and Provincial approvals for the co-generation plant and other improvement measures, with a total projected investment of \$3.6 million.	October 2013
Meeting #487 - The Board of Governors approves phase three. This phase focuses on the construction of the co-generation plant and other improvement measures. Total projected investment for this phase is \$13.9 million.	June 2014
Meeting #492 - The Board of Governors approves phase four. This phase focuses on the finalization of the Energy Centre and the installation of the second co-generation plant, along with other plant and energy saving measures. Total projected investment for this phase is \$20 million.	June 2015

Key Construction Highlight Dates	Dates
B-Building heating, ventilation and cooling substantial completion date	February 2015
Design of co-generation Plant	April 2015
Co-generation plant electrical generator substantial completion date (revised from December 2015)	April 2016
Second co-generator installed (revised date from original: Winter 2016-2017)	April 2018
Implementation of thermal pipeline network completed (revised date from original: Winter 2016-2017)	August 2018

Approved Project Funding	Gross Project Costs	Less Incentives & Non-Capital Contributions	Approved Value
Algonquin College (Phase One)	\$14.0 million	\$0.3 million	\$13.7 million
Algonquin College (Phase Two)	4.1 million	0.6 million	3.5 million
Algonquin College (Phase Three)	14.2 million	0.3 million	13.9 million
Algonquin College (Phase Four)	24.3 million	4.3 million	20 million
Total	\$56.6 million	\$5.5 million	\$51.1 million

Projected Annual Savings Phase (Post-Construction) per the Detailed Feasibility Study	Projected Value
Phase One	\$1.0 million
Phase Two	0.2 million
Phase Three	1.0 million
Phase Four	1.1 million
Total	\$3.3 million

MAJOR CAPITAL PROJECTS – Third Quarter 2017-2018 Summary

Energy Service Company Project (ESCO 2) - continued

Total Savings (Construction Still in Progress)	Value
Achieved Savings to March 31, 2015	\$0.6 million
Achieved Savings in Fiscal Year 2015-2016	1.4 million
Achieved Savings in Fiscal Year 2016-2017	2.0 million
Projected Savings in Fiscal Year 2017-2018	2.4 million
Total	\$6.4 million

Total Payments to Manulife (Construction Still in Progress)	Value
Achieved Payments to March 31, 2015	\$0 million
Achieved Payments in Fiscal Year 2015-2016	1.5 million
Achieved Payments in Fiscal Year 2016-2017	2.8 million
Projected Payments in Fiscal Year 2017-2018	3.3 million
Total	\$7.6 million

Project Risk and Status Dashboard

* Green Good, Red Trouble, Yellow Warning

G	Governance	Appropriate Project Sponsorship and Governance now in place.
Y	Scope Management	Scope ladder in place. A number of contemplated scope changes may impact budget, schedule, and annual savings during the implementation phase.
Y	Cost Management	Budget pressures due to contemplated scope changes.
R	Schedule Management	Historical delays were the result of a combination of unforeseen technical and site conditions as well as a strategic decision to postpone the procurement of the key elements of the two cogeneration systems to be eligible for Hydro Ottawa incentives totaling \$3.2 million. Recent delays in the commissioning of the absorption chiller limited the operation of cogeneration unit #1 during the 2017 summer season to be in compliance with our contractual agreement with Hydro Ottawa. Subsequently, cogeneration #1 needed to be off line for an extended period commencing late 2017 through to early 2018 to allow for modifications to electrical and mechanical infrastructure in preparation for commissioning of cogeneration #2. A decision was also made to delay the extension of the thermal network to next fiscal year 2017-2018 to avoid complications with the building C DARE District project as well as take advantage of a more optimal tendering period to get best value for the revised design. This change will have minimal impact on operational savings considering the planned commissioning date of cogeneration unit #2.
G	Project Resources	No significant issue.
Y	Risk Management	Schedule delays and scope changes may impact short term performance. Team is actively managing any delays while focusing on aspects of project that could affect energy savings commitments.
G	Stakeholder Engagement	Active and extensive stakeholder engagement underway.

MAJOR CAPITAL PROJECTS – Third Quarter 2017-2018 Summary

Enterprise Resource Planning (ERP) - Project Workday

Project Workday is the ERP transformation of business processes and systems for Human Resources, Payroll and Finance, with the objective to improve efficiency, consistency and empower employees and managers throughout the college.

Board of Governors Key Approval Dates	Dates
Meeting #485 – Board of Governors endorse the tender process for an Enterprise Resource Planning solution	February 2014
Meeting #493 - Board of Governors approve \$1.36 million in funding to complete the planning and preparation phases of the Human Resources, Finance and Payroll portions of Project Fusion.	October 2015
Meeting #494 - Board of Governors approve \$10.7 million in funding to complete the implementation phases of the Human Resources, Finance and Payroll portions of Project Fusion.	December 2015
Meeting #506 – Board of Governors approve \$6.7 million in funding to complete the implementation phases of the Human Resources, Finance, and Payroll portions of Project Workday.	February 2018

Project Milestones	Dates
Issuance of Human Resources, Finance, and Payroll Solution Request For Proposals	June 2014
Evaluation determines no compliant bids	October 2014
Notice of Proposed Procurement Issued	May 2015
Re-issuance of Request for Proposals	June 2015
Finalization of Contract Negotiation	December 2015
Human Resources, Payroll, and Finance go-live date forecast updated: (Human Resources revised from Fourth Quarter 2016-2017 and Finance revised from First Quarter 2017-2018)	Go-live expected January 2019
Planning module (budget tool) go-live	2019-2020 (forecast)
Learning module go-live	2019-2020 (forecast)

Approved Algonquin Project Funding	Approved Value
Algonquin College Funds	\$18.8 million

Actual/Projected Project Cost	Value
Expenditures in 2014-2015	\$0.8 million
Expenditures in 2015-2016	1.9 million
Expenditures in 2016-2017	5.9 million
Expenditures in 2017-2018, to September 30, 2017	2.1 million
Projected Expenditures in 2017-2018 (remaining)	1.3 million
Projected Expenditures in 2018-2019	6.8 million
Total	\$18.8 million

Total Project Variance	\$0.0
-------------------------------	--------------

MAJOR CAPITAL PROJECTS – Third Quarter 2017-2018 Summary

Enterprise Resource Planning (ERP) - Project Workday continued

Project Risk and Status Dashboard * Green Good, Red Trouble, Yellow Warning

G	Governance	Appropriate Project Sponsorship and Governance changes have been made and are now in place.
G	Scope Management	Project Scope defined in contract.
R	Cost Management	Risk to project budget. New schedule and implementation partner increases this risk. This will be mitigated by weekly reports to the President by the Project Manager and Executive Sponsor
R	Schedule Management	Change in project schedule presented to the Board.
R	Project Resources	Retention of resources are at risk due to a high demand for talent in the market.
G	Risk Management	Schedule slippage can put project performance at risk. This will be mitigated by weekly reports to the President by the Project Manager and Executive Sponsor
Y	Stakeholder Engagement	Active stakeholder engagement underway, however change management continues to be a risk due to the significant amount of change. This will be mitigated by weekly reports to the President by the Project Manager and Executive Sponsor
Y	Operational Readiness	Operational readiness planning underway. Workday presents significant process changes to the College.

MAJOR CAPITAL PROJECTS – Third Quarter 2017-2018 Summary

DARE District (formerly Innovation Centre)

The DARE District project is to renovate and modernize the space in and around the current library. Here, students, researchers and entrepreneurs will come together to collaborate, expand the boundaries of knowledge, create the jobs of tomorrow and spark economic growth.

Board of Governors Key Approval Dates	Dates
Meeting #497–Board of Governors approves in principle the development of a \$44.9 million project pending confirmation of funding received from the Federal Post-Secondary Institution Strategic Investment Fund and the Ontario Government. The Board also approves the investment of up to \$9.5 million for this project from the College’s Internally Restricted Net Assets over the fiscal years 2016-17 and 2017-18, and approves a non-competitive procurement of services to develop and construct the Innovation Centre.	May 2016
Board of Governors approves the development of the Innovation Center by utilizing up to \$9.5 million from the College’s Internally Restricted Net Assets and up to \$11.6 million from the College’s Strategic Investment Priorities funds over the fiscal years 2016-2017 to 2018-2019.	August 2016
Foundation Board of Governors approves \$2 million fundraising campaign.	October 2016

Project Milestones	Dates
Federal and provincial funding totaling \$24.8 million confirmed	October 2016
Decanting / swing space moves substantially complete	December 2016
First design document package ready for tender	December 2016
Final design document package ready for tender	August 2017
Construction commences with hoarding, demolition and abatement	February 2017
Interior fit-up work commences	June 2017
Construction of single story addition and infill begins	July 2017
Substantial performance of all project components	April 2018

Approved Project Funding	Approved Value
Federal government funding	\$21.9 million
Provincial government funding	2.9 million
Algonquin College reserve fund – future capital expansion	9.5 million
Capital fundraising campaign	2.0 million
Strategic Investment Priorities budget allocation	8.6 million
Total	\$44.9 million

Actual/Projected Project Cost	Value
Expenditures in 2016-2017	\$6.6 million
Expenditures in 2017-2018, to December 31, 2017	14.0 million
Projected Expenditures in 2017-2018 (remaining)	20.1 million
Projected Expenditures in 2018-2019	4.2 million
Total	\$44.9 million

Total Project Variance	\$0.0
-------------------------------	--------------

MAJOR CAPITAL PROJECTS – Third Quarter 2017-2018 Summary

Innovation Centre – continued

Project Risk and Status Dashboard * Green Good, Red Trouble, Yellow Warning

G	Governance	Appropriate Project Sponsorship and Governance completed.
Y	Scope Management	Scope ladder in place, a number of contemplated scope changes may impact budget or schedule but this is being actively managed. The risk of scope escalation is expected to decrease with progress.
Y	Cost Management	Budget pressures on project contingency are likely to continue until project completion.
Y	Schedule Management	The project is currently on schedule despite an aggressive timeline. This is being closely monitored.
G	Project Resources	No significant issue.
Y	Risk Management	A Risk Register Log has been prepared, tracked and reported with key risks being actively managed.
G	Stakeholder Engagement	Active stakeholder engagement underway.
G	Operational Readiness	Initial operational readiness planning ongoing.

MAJOR CAPITAL PROJECTS – Third Quarter 2017-2018 Summary

Welding Lab Project at the College's Transportation Technology Centre – Building S

The Welding Lab project will allow the College to acquire state-of art equipment, update current equipment and facilities and increase apprenticeship competition. Funding under the apprenticeship enhancement fund will be providing a new welding lab adjoining the Transportation Technology Centre. The proposed new lab will create 20 new student welding training spaces and open the opportunities for development of a new welding apprenticeship.

Board of Governors Key Approval Dates	Dates
Meeting #498 – Board of Governors approves the New Welding Lab Project in the amount of \$2.3 million with approved funding from the Ministry of Advanced Education and Skills Development Apprenticeship Enhancement Fund.	June 2016
Meeting # 502 – Board of Governors approves the revised Welding Lab Project budget in the amount of \$2.8 million. The additional funding will be obtained through external sources and Strategic Investment Priorities funds.	April 2017

Project Milestones	Dates
Project start date (revised from March 2017)	June 2017
Projected substantial completion date (revised from December 2018)	January 2018

Approved Project Funding	Approved Value
Ministry of Advanced Education and Skills Development Apprenticeship Enhancement Fund	\$2.3 million
Canadian Welding Bureau donation	0.1 million
Strategic Investment Priorities Budget and Internally Restricted Net Assets	0.4 million
Total	\$2.8 million

Actual/Projected Project Cost	Value
Expenditures in 2016-2017	\$0.5 million
Projected Expenditures in 2017-2018	2.3 million
Total	\$2.8 million

Total Project Variance	\$0.0
-------------------------------	--------------

MAJOR CAPITAL PROJECTS – Third Quarter 2017-2018 Summary

Welding Lab Project at the College's Transportation Technology Centre – Building S - continued

Project Risk and Status Dashboard

Green Good, Red Trouble, Yellow Warning

G	Governance	Effective governance of the project was achieved.
G	Scope Management	Scope ladder was utilized throughout the project.
G	Cost Management	Project will be completed on budget.
G	Schedule Management	Project will be completed on schedule.
G	Project Resources	No significant issues have been identified.
G	Risk Management	No major risks have materialized.
G	Stakeholder Engagement	Stakeholder engagement was completed.
G	Operational Readiness	Operational readiness planning ongoing.

MAJOR CAPITAL PROJECTS – Third Quarter 2017-2018 Summary

Transformer Replacement Project

The high voltage (44kV) transformers (T1/T2) at the Ottawa campus dates back to the original construction of the campus and are at end of life and need replacement. All power for the College, with the exception of the Algonquin Centre for Construction Excellence building, is fed through one of these transformers. Replacement of the transformers will also remove a hazardous chemical from the campus. The major scope of this project which included the replacement of the transformers and removal of hazardous chemicals is complete. Minor electrical switching to accommodate phases 3 and 4 of the Energy Services Company project (ESCO 2) took place in December 2017.

Board of Governors Key Approval Dates	Dates
Meeting #495 - Board of Governors approves the Transformer Replacement Project in the amount of \$2.85 million with funding from the College's Internally Restricted Net Assets.	February 2016

Project Milestones	Dates
Project start date	July 2016
Substantial completion date	December 2017

Approved Project Funding	Approved Value
Algonquin College funds	\$2.85 million

Actual/Projected Project Cost	Value
Expenditures in 2016-2017	\$1.5 million
Expenditures in 2017-2018	0.6 million
Total	\$2.1 million

Total Project Variance	\$0.75 million
-------------------------------	-----------------------

Project Risk and Status Dashboard

* Green Good, Red Trouble, Yellow Warning

G	Governance	Effective governance of the project was achieved
G	Scope Management	Scope ladder was utilized throughout the project.
G	Cost Management	Project was completed under budget.
G	Schedule Management	Work is complete - commissioning and third party verification is underway.
G	Project Resources	No significant risks outstanding.
G	Risk Management	No significant risks outstanding.
G	Stakeholder Engagement	Stakeholder engagement was completed.
G	Operational Readiness	Operational readiness planning underway for final phase of project (co-generation 2).

MAJOR CAPITAL PROJECTS – Third Quarter 2017-2018 Summary

Algonquin Students' Association Athletics Recreation Complex (ARC)

The Algonquin Students' Association has agreement with Algonquin College to collaborate in the construction of a new Athletics Recreation Complex with an estimated size of 100,000 gross square feet. The proposed recreation complex will replace current infrastructure in an area of the College constructed in the early 1960's and would significantly increase the physical capacity of student fitness, increase athletic opportunities, and offer student unlimited access to state-of-the-art recreational facilities. The current proposed location for this newest infrastructure build is on the corner of the College's main parking lot, east of the Student Commons and south of the Student Residence.

Board of Governors Key Approval Dates	Dates
Meeting #503 – The Board of Governors approves the allocation of up to \$5.5 million from College reserves to collaborate with the Algonquin Students' Association in the construction of a new Athletics Recreation Complex provided that the following conditions are met: <ul style="list-style-type: none"> • All regulatory and legislative requirements, including Section 28 of the Financial Administration Act, are met; and • A favourable operating agreement between the Algonquin Students' Association and Algonquin College has been reached, and • The Algonquin Students' Association acquires suitable loan financing. 	June 2017

Project Milestones	Dates
Anticipated project start date	Fiscal 2018-2019
Substantial completion date	Fiscal 2021-2022

Project Funding	Value
Algonquin College capital contribution	\$5.5 million
Algonquin Students' Association reserves	\$14.0 million
Algonquin Students' Association loan financing	\$30.4 million
Total	\$49.9 million

Project Cost	Value
Fiscal 2017-2018	\$0.2 million
Fiscal 2018-2019	\$3.0 million
Fiscal 2019-2020	\$11.7 million
Fiscal 2020-2021	\$30.0 million
Fiscal 2021-2022	\$5.0 million
Total	\$49.9 million

Total Project Variance	\$0 million
-------------------------------	--------------------

MAJOR CAPITAL PROJECTS – Third Quarter 2017-2018 Summary

Algonquin College Students’ Association Athletics Recreation Complex (ARC) - continued

Project Risk and Status Dashboard * Green Good, Red Trouble, Yellow Warning

G	Governance	Steering Committee membership and Executive sponsors have been determined. Terms of reference for committee has been drafted by committee secretariat and are pending review and approval. Steering Committee meetings will commence shortly.
G	Scope Management	Draft functional program has been developed. Project scope will be managed within allowed budget.
G	Cost Management	Final budget to be determined once design completed and financing is in place. Cash flow will be impacted by delivery mode chosen.
G	Schedule Management	A baseline schedule has been developed with consideration for due process and stakeholder engagement.
G	Project Resources	Campus Development Consortium of technical resources will be engaged to further develop functional program and ultimately develop design sufficient for procurement process.
G	Risk Management	A project risk register will be developed in the coming months.
G	Stakeholder Engagement	The Algonquin Students’ Association has already had extensive engagement with key stakeholders, the students. Further consultation will take place during the development of the Project Vision Principles (PVP) and detailed design charrettes.
G	Operational Readiness	To be evaluated once project scope and design is further defined.

MAJOR CAPITAL PROJECTS – Third Quarter 2017-2018 Summary

Pedestrian Bridge to Bus Rapid Transit Station

In partnership with the City of Ottawa, this investment seeks to construct an above-grade pedestrian bridge that would link the Algonquin Centre for Construction Excellence (ACCE) facility with a new bus rapid transit station being built as part of the Light Rapid Rail Transit Stage 2 project. This pedestrian bridge will provide a safe method for crossing College Avenue and an efficient link for transit riders to enter Algonquin College's Ottawa campus.

Board of Governors Key Approval Dates	Dates
Meeting #503 – The Board of Governors approves an investment of up to \$3.1 million from the College's Reserve Funds between 2018 and 2023 to support the construction of a pedestrian bridge, in collaboration with the City of Ottawa, between the new Baseline bus rapid transit station and the Algonquin Centre for Construction Excellence.	June 2017

Project Milestones	Dates
Anticipated project start date	2018
Substantial completion date	2023

Project Funding	Value
Algonquin College reserve funds	\$3.1 million

Project Cost	Value
Financial close of the light rail contract – scheduled for May 2018	\$0.78 million
Commencement of pedestrian bridge – projected for 2021	1.55 million
Substantial completion of the bridge – projected for 2023	0.77 million
Total	\$3.1 million

Total Project Variance	\$0.0
-------------------------------	--------------

Project Risk and Status Dashboard * Green Good, Red Trouble, Yellow Warning

G	Governance	Project governance is being negotiated and defined through a formal agreement with the City of Ottawa.
G	Scope Management	Discussions underway to clearly define scope for each party and will be formalized in the agreement.
G	Cost Management	College contribution has been defined and will be captured in the cost share agreement with the city.
G	Schedule Management	Schedule management being presided over by the Light Rail Transit (LRT) Stage 2 team.
G	Project Resources	College resources required to support this project will be determined at a later date.
G	Risk Management	A project risk register will be developed once the project is further advanced.
G	Stakeholder Engagement	Stakeholder engagement will occur once detailed design activities commence.
G	Operational Readiness	To be evaluated once project scope and design is further defined.

MAJOR CAPITAL PROJECTS – Third Quarter 2017-2018 Summary

Student One Stop Space (previously Learner Driven Student Space)

This initiative aims to dramatically improve the accessibility and usability of student enrolment and retention services by creating a one-stop hub of services based in the lower-level of the DARE District with an estimated size of 24,000 gross square feet. It will incorporate larger and more comfortable waiting areas, service with assistance kiosks, sit-down in-person service desks, reimagined service delivery integration by the six areas identified for co-location in the space, as well as to encourage the increased use of the College's on-line registration and academic services. The focus of the space is to offer a learner-focused service experience that shifts from transaction to meaningful interactions based on what students want and need. The space will also support the College's learner driven goals by maximizing space utilization with 24-7 access to students of bright, inviting and comfortable lounge space, break-out rooms and other working areas.

Board of Governors Key Approval Dates	Dates
Meeting #504 – The Board of Governors approves the allocation of up to \$8 million from the College's reserve fund for future capital expansion to complete the renovation of the lower level of the Building C DARE District and create a learner driven space.	October 2017
Meeting #506 - The Board of Governors approves the budget of \$7.2 million to complete the renovation of the lower level of the Building C DARE District, funded 50% from the Strategic Investment Priorities budget and 50% from the College's reserve fund for future capital expansion.	February 2018

Project Milestones	Dates
Project start date	November 2017
Construction start	January 2018
Design completion	February 2018
Substantial completion date	July 2018

Project Funding	Value
Algonquin College reserve funds	\$3.6 million
Algonquin College Strategic Investment Priorities funds	3.6 million
Algonquin College reserve funds	\$7.2 million

Project Cost	Value
Fiscal 2017-2018	\$1.6 million
Fiscal 2018-2019	5.6 million
Total	\$7.2 million

Total Project Variance	\$0.0
-------------------------------	--------------

Project Risk and Status Dashboard

* Green Good, Red Trouble, Yellow Warning

G	Governance	Appropriate sponsorship and governance implemented with refinement as required during project development.
G	Scope Management	Functional programming ongoing to refine scope and align costs with budget. Scope ladder established with design to manage potential creep items.
G	Cost Management	Concept budget developed that meets overall project funding based on initial information. Refinement of costing with stakeholder input and design detail.
Y	Schedule Management	Critical schedule milestones identified and initial activities detailed to meet a tightly constrained project deadline. Actively managing design activities in a sequential manner to support critical path construction activities.

MAJOR CAPITAL PROJECTS – Third Quarter 2017-2018 Summary

G	Project Resources	Necessary resources secured or identified for inclusion as required in specific roles or to provide needed skills.
G	Risk Management	Draft Risk Register development for refinement with stakeholders and project definition.
G	Stakeholder Engagement	Stakeholders being engaged in rigorous program of functional development. No issues anticipated.
G	Operational Readiness	Initial operational planning has commenced for refinement during program development.

MAJOR CAPITAL PROJECTS – Third Quarter 2017-2018 Summary

Indigenous Gathering Circle

Located in the Building C inner courtyard, the Indigenous Gathering Circle will serve as a modern and respectful interpretation of a significant Indigenous cultural icon. It will create a welcoming venue that is culturally rich and a student experience that can benefit from Indigenous teachings, heritage and history. It will provide a space culturally appropriate and inclusive for the entire Algonquin College community.

Board of Governors Key Approval Dates	Dates
Meeting #504 – The Board of Governors approves an expenditure of up to \$1.6 million from the College’s Strategic Investment Priorities budget over the fiscal years 2017-2018 and 2018-2019 to fund the landscaping of the Building C inner courtyard with greenspace and native horticulture and to construct an Indigenous Gathering Circle.	October 2017

Project Milestones	Dates
Project start date	October 2017
Hard landscaping completed	December 2017
Gathering Circle structure started	June 2018
Substantial completion date	August 2018

Project Funding	Value
Algonquin College Strategic Investment Priorities funds	\$0.6 million
Algonquin College Students’ Association contribution	1.0 million
Total	\$1.6 million

Project Cost	Value
Fiscal 2017-2018	\$0.5 million
Fiscal 2018-2019	1.1 million
Total	\$1.6 million

Total Project Variance	\$0.0
-------------------------------	--------------

Project Risk and Status Dashboard

* Green Good, Red Trouble, Yellow Warning

G	Governance	Sponsorship and governance provided as part of Innovation Centre oversight.
G	Scope Management	Scope defined in design documents. Remaining scope changes managed on case-by-case basis with consideration of budget and schedule.
G	Cost Management	Budget established based on initial costing with refinement during design development. Costs tracking within overall project funding.
G	Schedule Management	Scheduling of major elements performed around construction seasons. Tracking for substantial completion as planned.
G	Project Resources	No issues identified or anticipated.
G	Risk Management	Risk Management Plan in development. Overall level of risk decreasing with design completion and construction activities.
G	Stakeholder Engagement	Extensive stakeholder engagement is reflected in current design and associated indigenous references.
G	Operational Readiness	Initial consideration of operational readiness has commenced but is anticipated to be limited in scope and scale due to nature of the mandate.

MAJOR CAPITAL PROJECTS – Third Quarter 2017-2018 Summary

Learning Management System Upgrade

Algonquin College’s main Learning Management System (currently Blackboard Learn™) is a crucial online learning environment used by students and faculty. It serves as a portal for all digital materials associated with courses and programs of study. It fosters a community of learners through its communication and activity/engagement tools, provides a platform to perform assessments, and it allows faculty and management to assess the progress of learners to better serve their learning needs. The new Learning Management System will serve as a major upgrade and should provide the entire Algonquin College community with the necessary stability required to “transform hopes and dreams into lifelong success”.

Board of Governors Key Approval Dates	Dates
Meeting #506 – Board of Governors approves the Learning Management System Project in the amount of \$0.8 million with approved funding from Internally Restricted Net Assets and up to \$2.2M from the base operating budget to adopt and support the new Learning Management System for a period of no less than five years.	February 2018

Major Milestones	Completion Date
Initiation Phase	
Establish LMS Steering Committee membership and core team	February 9, 2018
Define Migration and Implementation Strategy/Approach	February 9, 2018
Project Kick-Off meeting internally	February 20, 2018
Sign contract with selected vendor	February 27, 2018
Planning Phase	
Project Kick-off with Vendor	March 5, 2018
Complete Discovery Sessions/ Requirement Workshops	March 26, 2018
Develop and document Training Campaign	March 8, 2018

Determine Support model	March 15, 2018
Complete LMS Implementation/Migration Planning	March 30, 2018
Execution	
Complete LMS Configuration	April 20, 2018
Configure and Implement Integrations (SSO, SIS, BI, CCOL ePortal)	April 27, 2018
Complete Migration (May 1 st launch)	April 27, 2018
Validate Course Migration (May 1 st launch)	April 27, 2018
Execute Training Campaign	March 2018 – May 2019
Implement new LMS Support Model	April 2018
May 1 Go-live (early phase-in)	May 1, 2018
September Go-live	September 3, 2018
Close-out	
Decommission and Archive LMS Data	March 2019

MAJOR CAPITAL PROJECTS – Third Quarter 2017-2018 Summary

Learning Management System - continued

Approved Project Funding	Approved Value
Strategic Investment Priorities Budget and Internally Restricted Net Assets	\$0.8 million
Base Operating Budget – Operational and Support Costs	\$2.2 million
Total	\$3.0 million

Actual/Projected Funding	Value
Expenditures in 2018-2019	\$0.8 million
Estimated Operating and Support Expenditures 2018-2019 through 2022-2023	\$2.2 million
Total	\$3.0 million

Total Project Variance	\$0.0
-------------------------------	--------------

Risk and Status Dashboard *Green Good, Red Trouble, Yellow Warning

G	Governance	Project governance is being negotiated and defined.
G	Scope Management	Discussions underway to clearly define scope and will be finalized in the LMS Project Charter.
G	Cost Management	Project will be completed on budget.
G	Schedule Management	Project will be completed on schedule. College Senior Project Manager and Project Manager assigned to the project will manage the project schedule in conjunction with the successful vendor.
G	Project Resources	College resources needed to support this project are being identified along with external resources. No significant issues have been identified.
G	Risk Management	Risk register is being managed for the project within the Project and Portfolio Management tool Eclipse.
G	Stakeholder Engagement	Stakeholder engagement has been initiated and will continue throughout the life of the project.
G	Operational Readiness	Operational readiness planning ongoing.

MAJOR CAPITAL PROJECTS – Third Quarter 2017-2018 Summary

Net Tuition Project

In spring 2016, the Government of Ontario announced a major redesign of the Ontario Student Assistance Program (OSAP) starting in 2017-2018. The major changes to OSAP will provide students with access to financial assistance through bursaries and grants at the start of the semester to reduce the upfront costs to students. As a result, the Ministry of Advanced Education and Skills Development introduced the OSAP Transformation and Net Tuition Project and requires the College to produce a “Net View” for students so that they can see the total cost of tuition and the potential funding options they may have.

Board of Governors Key Approval Dates	Dates
Meeting #506 – Board of Governors approves the Net Tuition Project in the amount of \$0.9 million with approved funding from the College’s Strategic Investment Priorities budget.	February 2018

Project Milestones	Dates
Project start date	August 2016
Projected substantial completion date	December 2018

Approved Project Funding	Approved Value
Strategic Investment Priorities Budget allocation	\$0.9 million

Actual/Projected Project Cost	Value
Expenditures in 2016-2017	\$0.03 million
Expenditures in 2017-2018, to January 15, 2018	0.3 million
Projected Expenditures in 2017-18 (remaining)	0.3 million
Projected Expenditure in 2018-19	0.27 million
Total	\$0.9 million

Total Project Variance	\$0.0
-------------------------------	--------------

Risk and Status Dashboard

*Green Good, Red Trouble, Yellow Warning

G	Governance	Effective governance of the project was achieved.
G	Scope Management	Scope ladder was utilized throughout the project.
G	Cost Management	Project will be completed on budget.
G	Schedule Management	Project will be completed on schedule.
G	Project Resources	No significant issues have been identified.
G	Risk Management	No major risks have materialized.
G	Stakeholder Engagement	Stakeholder engagement was completed.
G	Operational Readiness	Operational readiness planning ongoing.

MAJOR CAPITAL PROJECTS – Third Quarter 2017-2018 Summary

Summary of Projects Completed Since Fiscal 2011-2012

Project	Value	Fiscal Year Completed
Algonquin Centre for Construction Excellence (ACCE)	\$77 million	2011-2012
Student Commons	51 million	2012-2013
Pembroke Campus	34 million	2012-2013
Perth Campus	12 million	2011-2012
Digital College	12 million	2014-2015
Healthy Living Education Phase 1A – Renovations	6 million	2014-2015
B Building Window Replacement	1.1 million	2016-2017
F Building Renovation	1.6 million	2016-2017
Equipment Renewal and Electrical Lab Alterations Project in ACCE	2.3 million	2017-2018
Total	\$197 million	

MEMO

DATE: April 16, 2018
TO: Board of Governors
FROM: Governor Jim Robblee, Chair, Governance Committee
SUBJECT: **Governance Committee meeting March 28, 2018**

For documentation in support of the agenda items, please visit the Board's SharePoint site; choose the Governance Committee meeting folder, March 28, 2018.

A. ITEMS REQUIRING BOARD OF GOVERNORS APPROVAL

1) Terms of Reference all Board Committees (Review)

Members reviewed the Terms of Reference for all Board committees and provided suggested wordings to be incorporated into the Terms of Reference for the Audit and Risk Management Committee, Academic and Student Affairs Committee, and the Governance Committee. Revisions to the committees' Terms of Reference are provided and highlighted in Appendix A: Terms of Reference – All Committees.

RESOLUTION

MOVED & SECONDED: C. Jensen & K. Stanton

THAT the Governance Committee endorses the revised Terms of Reference for the Audit and Risk Management Committee, the Academic and Student Affairs Committee, and the Governance Committee to the Board of Governors for approval.

2) Governor Recruitment Update

Members were provided with an overview of the governor candidate interviews that were held on March 23 and 27, 2018. The Board office received five applications and two candidates were interviewed by the interview team. The results of the interviews were communicated to the Committee for recommendation to the Board of Governors at the April 16, 2018 Board meeting.

RESOLUTION

MOVED & SECONDED: A. Lawrence & V. Sayah

THAT the Governance Committee recommends to the Board of Governors approval of the appointment of Jeff Darwin to the Board of Governors for three-year terms of office, effective September 1, 2018 to August 31, 2021.

CARRIED.

3) 2018-2019 Board Chair & Board Executive Committee Succession

Governor Robblee referred members to the Board of Governors Officer position and Committee Memberships included in their materials. Governor Robblee informed members that Governor McLaren has expressed his interest in becoming Chair of the Academic and

Student Affairs Committee to replace Governor Fournier. Members also reviewed each governor's preferred committee membership requests and the final committee membership appointments will be presented at the June 11, 2018 Annual General Meeting of the Board of Governors for approval.

RESOLUTION

MOVED & SECONDED: P. Nadeau & K. Stanton

THAT the Governance Committee recommends to the Board of Governors approval of the appointment of Governor Jay McLaren for the position of Chair, Academic and Student Affairs Committee effective September 1, 2018.

B. ITEMS THE COMMITTEE HAS REVIEWED AND ACTIONED – FOR INFORMATION TO THE BOARD

1) Governor Reappointments

There are no Governor Reappointments for 2018-2019.

2) BGI-01 Responsibilities of the Board – Compliance Report Card

Members were referred to the BGI-01 Responsibilities of the Board – Compliance Report Card. The report card was developed from the list of Board responsibilities listed in each of the key Board source documents – By-Laws, terms of reference and governance policies. President Jensen will review and update the scorecard with the Algonquin College Executive Team on April 18.

3) Board Policies and Directives – Mandatory Review

Members were referred to the Board Policies and Directives due for mandatory review. No changes are required to be made to the Board Policies and Directives. Members accepted this for information.

4) Board of Governors' Evaluation Tools

Members reviewed the Board of Governors' Evaluation Tools. The surveys went out to all board members on April 6, 2018

5) Evaluation Results - February 26, 2018 Board Meeting

Governor Robblee provided members with the February 26, 2018 board meeting survey results. Members accepted this for information.

6) 2017-18 BOG Meeting Attendance

President Jensen referred members to the 2017-18 BOG Meeting Attendance. Members accepted this for information.

ALGONQUIN COLLEGE BOARD OF GOVERNORS
AUDIT AND RISK MANAGEMENT COMMITTEE TERMS OF REFERENCE

The Audit and Risk Management Committee, a standing committee of the Board of Governors, was established to assist the Board in fulfilling its financial accountability and oversight responsibilities. (Article 15, By-Law #1 of the Board of Governors).

Responsibilities

The Audit and Risk Management Committee shall:

1. AUDIT

- a. Recommend to the Board the appointment of the external auditor.
- b. Review the scope of the internal and external auditor's reviews of the College's internal controls, any significant findings and recommendations by the internal and external auditors and the responses of the College's staff to those findings and recommendations.
- c. Define the pre-approval process for all audit and non-audit services to be performed by the external auditor and review the external auditors' reports on independence.
- d. Review and approve annual or multi-year internal audit plans and on all proposed major changes to plans.
- e. Review and approve internal audit reports.
- f. Review and approve the external auditors' audit plan including areas of identified risk.
- g. Review with the external auditors the results of the audit and determine if there were any difficulties or disputes with management, any significant changes in the audit plan, any significant changes in accounting policies and any management estimates that required significant judgement.
- h. Have the right to make inquiries and call upon corporate officers of the College as the Committee deems necessary.

2. ANNUAL FINANCIAL STATEMENTS

- a. Review and discuss the annual financial statements and related note disclosures with management and the external auditors.
- b. Seek assurance that the financial statements of Algonquin College are prepared in accordance with public sector accounting standards, which would include oversight of the selection of accounting policies used in the preparation of the financial statements, and consideration of all relevant alternatives.
- c. Review the annual draft financial statements and, where appropriate, suggest improvements in the financial information and, when accepted, recommend the final statements for approval by the Board.

- d. Review draft financial statements and approve submission of year-end financial statement information to the Ministry of Advanced Education and Skills Development.

3. RISK MANAGEMENT/INTERNAL CONTROLS

- a. In accordance with the College's risk appetite and risk tolerance, discuss with the College's corporate officers, the College's significant risks and the measures the officers have taken to monitor and manage these risks.
- b. Review with senior management the adequacy and effectiveness of controls and management information systems, including accounting and budget controls, financial planning and computer operation, information technology (IT) and security.
- c. Review the President's biannual report on incidences of fraud.
- d. Review, each June, a summary of single/sole source procurement transactions over \$100,000.
- e. Review the progress and risks associated with the College's Major Capital Projects.
- f. Oversee the College's system for monitoring compliance with legislative requirements.

4. OTHER DUTIES

- a. Review the Investment Reports for the Endowment Funds and the College Operating Funds.
- b. Conduct an annual review of the Investment Policy for College Operating Funds and the Algonquin College Endowment Funds Statement of Investment Policies & Goals.
- c. Propose amendments for approval by the Board of Governors to the Investment Policy for College Operating Funds and to the Algonquin College Endowment Funds Statement of Investment Policies & Goals.
- d. Evaluate the Audit and Risk Management Committee's performance in meeting its mandate through the periodic review of the Terms of Reference.
- e. Review and report on such other matters as may be assigned by the Board.

Membership

The Audit and Risk Management Committee shall be composed of four external governors and the Chair of the Board. The President of the College shall be a non-voting member of the Audit and Risk Management Committee.

Term of Appointment

Each Audit and Risk Management Committee member shall be appointed for a ~~two~~ **one**-year term and the term may be extended (for one year at a time) while the member continues as a Governor of the College.

Chair

The Governance Committee of the Board of Governors will bring forward an annual recommendation for the Chair of the Audit and Risk Management Committee.

Vice Chair

A Vice Chair of the Audit and Risk Management Committee may be appointed if the committee members feels that there is a requirement. The Vice Chair shall be an external governor.

Vacancy

The Board shall fill a vacancy on the Audit and Risk Management Committee by appointing a new external member to the Committee.

Meetings

Any member of the Board is welcome to attend a meeting, with the approval of the Chair. At meetings where the auditor is present, time should be allocated for the Committee to meet separately with the external auditor.

Frequency of Meeting

The Audit and Risk Management Committee shall meet at least twice each year or more often as is deemed necessary.

Calling Meetings

Any member of the Audit and Risk Management Committee or the external auditor may call a meeting of the Audit and Risk Management Committee to consider any matter he or she believes should be brought to the attention of the Committee or the Board.

Auditor's Attendance

The external auditor has the right to appear before and be heard at any meeting of the Audit and Risk Management Committee and shall appear before the Audit and Risk Management Committee when required to do so by the Committee.

Revised: March 2, 2017

Reviewed & Approved by Governance Committee: April 26, 2017

Approved by the Board of Governors: June 12, 2017

Revised: by Governance Committee: March 28, 2018

ALGONQUIN COLLEGE BOARD OF GOVERNORS
ACADEMIC AND STUDENT AFFAIRS COMMITTEE TERMS OF REFERENCE

The Academic and Student Affairs Committee, a standing committee of the Board of Governors, was established to assist the Board in fulfilling its Academic and Student Affairs oversight responsibilities.

Responsibilities

The Academic and Student Affairs Committee shall ensure the College’s commitment to quality education and student experience through continuous improvement. The Academic and Student Affairs Committee’s focus is on ensuring appropriate policies and processes exist and that they achieve the necessary outcomes. It is not an operational committee, and as such, the Committee’s specific governance responsibilities are:

1. To ensure due diligence with regard to approval of new programs and program suspensions/cancellations. This will include compliance with all Ministry binding directives and recommended best practice, plus related Algonquin College Board policies. This scope will include all Ontario College credentials and degree programs entering the intermediate stage of proposal development as per the College’s Program Review Committee (PRC) process. In addition, exceptional circumstances such as significant impacts on school or campus, to come to the Academic and Student Affairs Committee for a discussion in a timely manner.
2. To receive Program Evaluation Committee reports and implementation plans in response to recommendations associated with Ministerial Renewal of Consent processes.
3. To ensure organization-wide quality assurance policies and processes are in place and effective. Relevant measures such as key performance indicators (KPIs), graduation rates, employment rates and others, will be reported to the Committee.
4. To receive Program Quality Review status updates inclusive of follow-up reports.
5. To ensure the effectiveness of the College’s Program Advisory Committee.
6. To provide strategic direction to enhance the student experience and guide the alignment of College and Students Association priorities. Appropriate reports such as the Ombudsman’s Annual Report, as well as Student Affairs related policy creation and policy reviews will be reported to the Committee.
7. To make recommendations to the Board of Governors with respect to the above matters.

Membership

The Academic and Student Affairs Committee shall be composed of between three and five members of the Board of Governors. It would be desirable for the Student Governor representative to be a member of the committee. The Vice-President Academic and the

Vice-President Student Services of the College shall be **non-voting** members of the Committee. In addition, the Board Chair and the President shall be ex-officio (voting) members of the committee.

Term of Appointment

Each Academic and Student Affairs Committee member shall be appointed for a ~~two~~ **one**-year term and the term may be extended (**for one year at a time**) while the member continues as a Governor of the College.

Chair

The Chair of the Academic and Student Affairs Committee shall be an external Board member and shall be a member of the Executive Committee. The Governance Committee of the Board of Governors will bring forward an annual recommendation for the Chair of the Academic and Student Affairs Committee.

Vice Chair

A Vice Chair of the Academic and Student Affairs Committee may be appointed if the committee members feels that there is a requirement. The Vice Chair shall be an external governor.

Vacancy

The Board shall fill a vacancy on the Academic and Student Affairs Committee by appointing a new member to the Committee.

Meetings

Any member of the Board is welcome to attend a meeting, with the approval of the Chair.

Frequency of Meeting

The Academic and Student Affairs Committee shall meet a minimum of three times each year, or more often as is deemed necessary.

Calling Meetings

Any member of the Academic and Student Affairs Committee may call a meeting of the Academic and Student Affairs Committee.

First Approved: December 9, 2013

Revised and Approved: June 8, 2015

Revised: February 2017

Revised: Governance Committee meeting March 28, 2018

ALGONQUIN COLLEGE BOARD OF GOVERNORS GOVERNANCE COMMITTEE TERMS OF REFERENCE

The Governance Committee, a standing committee of the Board of Governors (the Board), was established to assist the governors in carrying on the affairs of the College in connection with matters relating to governance (Article 16 of Bylaw 1 of the Board of Governors).

Responsibilities

1. To review and assess Board governance practices and make recommendations to the Board regarding ways in which governance practices can be improved and enhanced by proposing policies to the Board for deliberation and appropriate action.
2. To recommend measures to be employed in assessing the governance performance and the contributions of Board members.
3. To act as the nomination committee for vacancies in the Board and to develop selection criteria and profiles based on the skills matrix for the nomination of Board members.
4. To be responsible for the annual nomination of the Chair, Vice Chair, Secretary (if other than the President), Treasurer (if other than the Vice President, Administration), any other Officers as the Board may determine to be appointed annually, the Chair of the Audit Committee, the Governance Committee, and the Chair of any other standing committees which the Board may constitute which require the annual appointment of a Chair.
5. To oversee and assess the Board's orientation, and the need for professional development activities, and make recommendations for action to the Board, as appropriate.
6. To perform other tasks related to governance performance as assigned by the Board or as deemed necessary by the Governance Committee.

Membership

The Governance Committee shall be composed of up to five governors who shall be appointed by the Board, in addition to the Chair of the Board and the President who shall be ex officio members. A majority of members of the Governance Committee shall be external governors.

Term of Appointment

Each Governance Committee member shall be appointed for a ~~two~~ one- year term and the term may be extended (for one year at a time) while the member continues as a Governor of the College ~~subject to an annual review, renewal and removal by the Board.~~

Chair

The Chair of the Governance Committee shall be an external governor.

Vice Chair

A Vice Chair of the Governance Committee may be appointed if the committee members feels

that there is a requirement. The Vice Chair shall be an external governor.

Vacancy

The Board shall fill a vacancy on the Governance Committee by appointing a new member to the Committee.

Meetings

Any member of the Board is welcome to attend a meeting, with the approval of the Chair.

Frequency of Meeting

The Governance Committee shall meet a minimum of three times each year, or more often as is deemed necessary.

Calling Meetings

Any member of the Governance Committee may call a meeting of the Governance Committee.

First approved: January 14, 2008
Revised and approved: May 14, 2012
Revised and approved: March 7, 2016
Approved at Governance Committee: April 26, 2017
Approved at Board of Governors Meeting: June 12, 2017
Revised at Governance Committee: March 28, 2018

MEMO

DATE: April 16, 2018

TO: Board of Governors

FROM: Algonquin College Foundation Board of Directors

SUBJECT: **Foundation Report**

A. DONATIONS AND GIFTS IN KIND

- 1) As of February 28, 2017, the Foundation realized \$2,569,490 from fundraising revenue and endowment contributions. This represents 74% of the \$3,470,778 revenue goal for 2017-2018.
- 2) The Family and Friends Capital \$250,000 Campaign has begun. Foundation staff and Foundation Board of Directors volunteers are reaching out to members of the Board of Governors, the Foundation Board of Directors, the Algonquin College Executive and Leadership Teams, and the Alumni and Friends Advisory Committee with an invitation to make a gift to the new DARE District. The Foundation's goal is 100% participation from this phase of the campaign.

B. ENDOWMENT AND DONATION HIGHLIGHTS

- 1) The Lord Stanley Memorial Monument Inc. is a Canadian non-profit charitable organization formed in 2010 by business, community leaders, and former Hockey Hall of Fame members. Their goal was to raise the funds necessary to build the Lord Stanley's Memorial monument in celebration of the 125th Anniversary of the Stanley Cup. On October 28, 2017, the monument was unveiled on Sparks Street and was officially donated as a gift to the City of Ottawa. With the completion of the monument, the trustees are dispersing the remaining funds and have committed \$75,000 to Algonquin College to create the first endowed scholarship for the Sport Business Management program.
- 2) The Greg Vontobel Award has been confirmed and will be an endowment fund for the School of Hospitality and Tourism. Greg Vontobel, a culinary arts student, passed away suddenly in 2017 at the Arrow Pine Resorts where he was working for the summer. Through the on-going fundraising efforts of family, friends and staff at Arrow Pine Resorts, a new endowment fund in Greg Vontobel's memory will recognize students annually in the Culinary Management program.
- 3) The Darryl Sacha Bursary is a new endowment fund created by Board of Governor Director Audrey-Claire Lawrence in memory of her son. This bursary will support Indigenous students attending any Algonquin College program who are facing financial challenges to stay in school.

MEMO

C. ALUMNI AND FRIENDS NETWORK

- 1) A social evening wrapped up AC Day 1 of the new semester in January, featured comedian, and CBC actor, Gerry Dee. Over 50 alumni joined current students for this event.

- 2) Alumni and Work

Alumni at Work is a way for the Alumni and Friends Network to visit employers and connect with Algonquin College alumni as well as to thank our valued employee partners for hiring our graduates.

The following organizations participated in Alumni at Work events from January to early March at Alumni at Work events:

- o Ottawa Sports and Entertainment Group (OSEG)
Ottawa Sports and Entertainment Group (OSEG) owns and operates the Ottawa 67's, the Ottawa Fury Football Club and the Ottawa REDBLACKS, and is known for making Lansdowne a “go-to” destination for all residents and visitors to the city. Of the organization’s 100 employees, just over one quarter are Algonquin College alumni.
- o Vocantas
Established in 2003, Vocantas develops interactive voice, text, and email solutions for more than 140 clients worldwide. Half of the 30 staff are Algonquin College alumni. Most of the alumni on staff at Vocantas were hired directly from their co-op programs.
- o Canadian Aviation Electronics (CAE)
Canadian Aviation Electronics (CAE) in Petawawa manufactures technologies and provides services for the aerospace industry. Out of the 25 staff members, many are Algonquin alumni hired from co-op programs.
- o Pembroke Hospital
With 750 devoted staff members, many of whom are alumni, the Pembroke Hospital serves a community of over 50,000 residents in the City of Pembroke, the Town of Petawawa, and surrounding areas.
- o Ottawa Senators Suite Event with Alumni and Friends
The annual Algonquin College Alumni and Friends Senators event was a huge success. The Alumni and Friends Network hosted more than 60 proud alumni and their guests in the Founder’s Suite at the Canadian Tire Centre.

MEMO

3) Alumni of Distinction Award Nominees

The 2018 Alumni of Distinction Award nominees have been approved and the nominees have been notified. The Alumni of Distinction Award’s gala will feature Algonquin’s six Ontario College Premier’s Awards nominees as well as celebrating the Alumnus of the Year, the Rena Bowen Alumni Volunteer of the Year, the Alumni Changing Lives Award, and the Employer Award. The Alumni of Distinction Awards gala will be held on September 27, 2018 at the Ottawa campus and the six Ontario Premier’s Award nominees will attend the Premier’s Awards gala in Toronto on November 26, 2018. The 2018 nominees’ biographies can be found in Appendix A: Portfolio of Nominees.

D) OTHER ACTIVITIES

1) Donor Recognition Dinners

The Foundation staff piloted a new donor recognition initiative in the Restaurant International inviting donors and their guests to join Foundation staff and Foundation Board of Director representatives for an appreciation dinner. These monthly dinners provide an opportunity to thank donors as well as to provide an update on happenings at the college in a more personal way. The Foundation’s monthly donors, some who have been donating since the Foundation’s inception in 2003, attended the January and February dinners. To date, 30 participants have attended with very positive feedback. The dinners have been so well received that the Foundation will be scheduling additional dates throughout 2018-2019 to recognize other categories of donors.

Upcoming Foundation Events

Black Tie Bean Fest – Fundraiser for the Moe Atallah Bursary	Saturday, April 28, 2018
Algonquin College’s 50 th Anniversary Gala	Thursday, May 3, 2018
President Jensen Birdies for Bursaries Golf Tournament	Tuesday, May 22, 2018
Perth Campus Bursary Golf Tournament	Friday, June 8, 2018
Alumni of Distinction Awards Gala	Thursday, September 27, 2018
Colleges Ontario Premier’s Awards Gala (Toronto)	Monday, November 26, 2018



Appendix A:
Portfolio of Nominees
Alumni of Distinction Awards

Executive Summary

The Alumni of Distinction Awards honour the important social and economic contribution that college graduates make in Ontario, across Canada and around the world. Recognized alumni have achieved success in their fields and made differences in their community.

The awards categories are Business, Community Services, Creative Arts & Design, Health Sciences, Recent Graduate, Rena Bowen Volunteer of the Year, Changing Lives, Alumni Employer of the Year, and Alumnus/a of the Year. The table below shows this year's nominees.

Alumni of Distinction Awards Nominees, 2018

	Nominees	Highlights
Business	Rick Young	Excellent business career, leadership in business, oversaw strong industry growth
Community Services	Kevin Newell	Exemplary career and leadership in Ottawa Paramedic Service, mentorship and support of youth, inspires careers
Creative Arts & Design	Marie-Cecile Kakgoosh Nottaway-Wawatie	Business owner celebrating and preserving Algonquin culture, celebrates Algonquin heritage and pride
Health Sciences	Kyla Cullain	Leadership and mentorship in nursing, winner of Ottawa Businesswoman of the Year, strong community volunteer
Technology	Stuart Russell	Co-founded You.i TV, innovated several software, winner of several software awards, employs Algonquin alumni
Recent Graduate	Leonard Reynen	Inspiring story of changing own life, became an advocate for mental health initiatives, speaker across the country
Rena Bowen Volunteer of the Year	Michael O'Byrne	Exemplary career in journalism, winner of several awards, volunteers with over 100 charities a year, raises millions
Changing Lives	Elaine Kicknosway	Leadership in community work, management of support programs for women, children, and youth
Alumni Employer of the Year	Hydro Ottawa	Collaborates with Algonquin programs, employs co-op students, hires apprentices, gives annually to community
Alumnus/a of the Year	Donna Doohar	Excellent chef career, leader and mentor to young professionals, leadership in volunteering and community

Premier's Award - Business

Businesses deliver products and services to consumers, and in turn create countless job opportunities for the marketing, selling, creation and managing of them. Business careers exist in both the private and public sectors, in areas such as accounting, finance, human resources, marketing, real estate and sales, to name a few. Recipients are devoted entrepreneurs, innovators, and leaders who are strategic and creative.

This year's Business nominee is:

Rick Young

Senior Vice President Supply Chain & Purchasing, Maple Leaf Foods

Business Marketing Program — Class of 1978

- **Career Highlights:** senior leadership of Maple Leaf Foods, excellent business career over 30 years
- **Community Involvement:** business education and development in food industry



Rick Young's career began three decades ago. He began working as an Assistant Product Manager for Canada Packers, and progressed through a variety of senior positions including production, marketing and business development. Rick took a leadership position with Maple Leaf in 1990, taking on the role of Director of Sales & Marketing for Maple Leaf Prepared Meats.

In 1993, he went on to become the General Manager of Shopsy's Foods; soon, he returned to Maple Leaf Prepared Meats and was promoted to Vice President of Sales & Marketing in 1995. He then became Vice President of Business Development for Maple Leaf Meats in 1996. He moved to Vice President of Supply Chain for Maple Leaf Consumer Foods in 1997, then became President of Shur-Grain in 2000.

In August of 2000, Rick assumed the role of President for Maple Leaf Consumer Foods. Under his direction, the company grew from a \$600 million business to a \$3 billion business in 10 years. Rick's oversight also included the acquisition of Schneider Foods, a Canadian food industry giant. Maple Leaf became a leader in the Canadian market. In his current role, Mr. Young oversees operational excellence across the supply chain group, which supports the operations management of Maple Leaf. He is also responsible for providing strategic direction and oversight on vendor relations and other purchasing functions.

Premier's Award - Community Services

People who work in community services share a passion for helping others and making a difference in the world around them. Their careers are devoted to providing services and support to people from many walks of life, including individuals with disabilities, addiction or mental health issues, newcomers to Canada, refugees, low-income families, aboriginals, members of the LGBTQ community and many others.

Recipients have studied in areas such as counselling, child and youth services, education, firefighter training, police foundations and social services.

This year's Community Services nominee is:

Kevin Newell

Deputy Chief, Ottawa Paramedic Service Ambulance and Emergency Care (Paramedic) — Class of 1985

- **Career Highlights:** leadership and exemplary career in Ottawa Paramedic Service
- **Community Involvement:** mentorship, support of youth leadership, inspiring many other paramedics



Kevin Newell has a long history of paramedic service, and he can trace it back to entering Algonquin College in 1984 after serving in the Canadian Armed Forces. Before he even graduated, Kevin found work as a part time ambulance officer. He then moved on to St. Lawrence and District Ambulance Service in Prescott, and soon transferred to Kemptville where he became the base supervisor.

By the late 1990s, Kevin was helping train the first ministry-sponsored Advanced Care Paramedic class. After this, he found employment with Canadian Helicopters in the Air Ambulance program. He left in 2000 to become the first Advanced Care Paramedic hired by the transition team when the new City of Ottawa amalgamated.

In 2008, Kevin was appointed Deputy Chief of Technical Services. He oversaw the Canadian government's medical response to the 2010 G8 summit in Muskoka and the 2010 G20 summit in Toronto.

Premier's Award - Creative Arts & Design

Creative Arts & Design is a broad field that includes such areas as broadcasting, fashion design, filmmaking, photography, interior design, as well as many culinary arts, fine arts and commercial graphic art programs. This group's work requires imagination and dedication.

This year's Creative Arts & Design nominee is:

Marie-Cecile Kakgoosh Nottaway-Wawatie

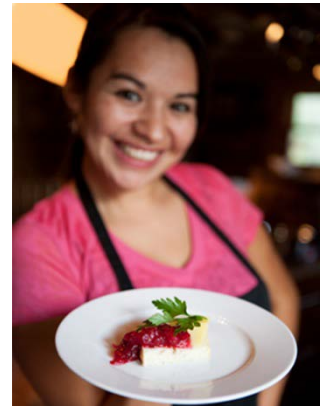
Chef and Owner, Wawatay Catering
Chef Training and Culinary Management — Class of 2004

- **Career Highlights:** founded her own business to celebrate and preserve Algonquin culture
- **Community Involvement:** championing First Nations women and her Algonquin heritage

Marie-Cecile Kakgoosh Nottaway-Wawatie, who goes by Cezin, has always been proud of her Algonquin ancestry. After graduating from the Chef Training and Culinary Management program in 2005, she wove her artistic passion with her heritage to found Wawatay Catering. Her business combines modern cuisine with traditional Algonquin food.

Cezin traces her lineage to many strong Anishinabe women, and she attributes much of her hard-working nature to them. She named her business "Wawatay" after the Algonquin word for the northern lights, which are believed to be the spirits of the ancestors who act as guides from the spirit world.

Cezin's work has earned her a spotlight in the media. She has been featured in the Ottawa Citizen, CTV, CBC and the *New York Times*, where she describes how she learned her recipes from her grandmother.



Premier's Award - Health Sciences

Health Sciences covers a range of professions, from those directly involved with patients to those who support, manufacture and produce medical and health-related products and innovations. These experts combine their skills with a strong desire to help others.

Nursing, nutrition and food services, dental services, and personal support worker programs are among the fields covered in this category.

This year's Health Sciences nominee is:

Kyla Cullain

Co-Founder and Director, BuildAble
Bachelor of Science in Nursing — Class of 2008

- **Career Highlights:** leadership and mentorship in nursing, winner of Ottawa's Businesswoman of the Year award
- **Community Involvement:** leadership in community volunteering, develops accessibility solutions for individuals with disabilities



Kyla Cullain is an experienced healthcare professional with a passion for making people's lives better. She is a graduate of the Algonquin/U of O Bachelor of Science in nursing program, and has gone on to be a leader in her field.

Kyla is a co-founder of BuildAble (formerly Next Step Transitions Inc.), an organization that employs a combination of healthcare experts and renovations experts to develop accessible home solutions for people living with disabilities. Kyla's work has earned her the Ottawa Businesswoman of the Year award.

Outside work, Kyla has a strong commitment to community. She is the founder of the Ottawa Seniors Expo, and is a director at the Ottawa Hospital's Rehabilitation Centre Volunteer Association board. She is also a director of the Ottawa Brewery Market.

Premier Award - Technology

Individuals in the Technology category seek to improve people's quality of life through innovations in technology and/or information and communications systems. These trailblazers advance our culture by creating cutting-edge initiatives. Think of professionals working in physical sciences, as well as the design, production and engineering of structures and technologies.

This year's Technology nominee is:

Stuart Russell

CTO and Co-Founder, You.i TV
Electronics Engineering Technology —Class of 1995

- **Career Highlights:** winner of several software awards, co-founder of You.i TV
- **Community Involvement:** ambassador and employer for Algonquin alumni



After graduating from Algonquin College, Stuart Russell worked to build an impressive portfolio of technical achievements. Stuart found his expertise in software engineering and design, and has since patented several innovative software.

Stuart's work has earned him software and business awards. He has been honoured several times with the Best Software Award by Smartphone Magazine, and has been nominated for an Ernest C. Manning Award. Stuart was also honoured in 2010 by Ottawa Business Journal as one of Ottawa's Top 40 Under 40.

Today, Stuart is the co-founder of You.i TV and the innovator of its flagship product. His company employs over 30 Algonquin graduates, showing a strong support for the college. Additionally, Stuart's son currently attends Algonquin College.

You.iTV is helping clients such as Disney Jr, Corus, NBA, Turner and the CFL, just to name a few, change the rules of video application development.

On April 21, 2016, Great Place to Work® named You.i TV as one of Canada's Top 25 mid-sized workplaces during their annual awards ceremony and in 2017 won an Ottawa Business Awards Best Performance company.

Premier Award - Recent Graduate

This is a diverse group from across the playing field. Entrepreneurs and leaders who use their skills and training to jump-start their careers are eligible to be nominated in this category. Recent graduates are considered having graduated in the past five years.

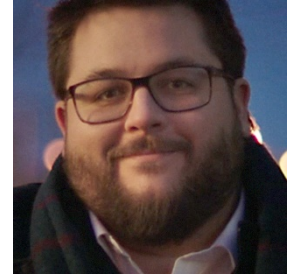
This year's Recent Graduate nominee is:

Leonard Reynen

Public Relations, Canadian Mental Health Association

Public Relations — Class of 2017

- **Career Highlights:** heading public relations campaigns for Canadian Mental Health Association
- **Community Involvement:** raising awareness for mental healthy initiatives



Leonard “Len” Reynen has faced significant hardships in his life, and now devotes his time to helping others who deal with the same things. Len was diagnosed with schizophrenia after high school, and faced years of struggle after.

In 2015, Len worked hard towards recovery. He has since completed the Public Relations program and gone on to be an advocate for those coping with mental illness. Len has been a guest speaker at many mental health fundraising initiatives.

Len has devoted his time to helping others by speaking out and raising awareness for the often-overlooked issue of mental health. As a public relations professional for the Canadian Mental Health Association, Len is a spokesperson for the organization and its programs.

As part of his work at Canadian Mental Health Association, Len created a video for the Schizophrenia Society of Canada, telling his personal story to inspire others and spread awareness about schizophrenia. Len uses the skills he learned from Algonquin College to be a strong advocate for mental health awareness and mental health initiatives. In 2018, Len was one of the featured personal stories across Canada in Bell Let's Talk Day.

Rena Bowen Volunteer of the Year

This award goes to a graduate who has given time to the community and who has made a difference through volunteer work.

This year's Volunteer of the Year nominee is:

Michael O'Byrne

**News at Noon Anchor, CTV News
Journalism — Class of 1982**

- **Career Highlights:** winner of several awards, exemplary work in journalism
- **Community Involvement:** volunteering with over 100 charities a year



Since attending Algonquin College in 1979, Michael O'Byrne has built a 40-year career in journalism. Michael began working as a journalist during his first year of studies at Algonquin, and later returned to finish the Journalism program in 1982. Today, Michael sits on the Algonquin College Foundation's Board of Directors.

In the years since, Michael has achieved great success in his field. He has won broadcasting awards, such as the Governor General's Award, and was presented with the Queen's Diamond Jubilee medal. Michael devotes a great deal of his time to volunteering and charity work from the United Way, to the Make A Wish Foundation and even the Elvis Sighting Society, Michael has helped to raise 10's of million of dollars for a variety of causes during his more than three decades with CTV Ottawa.

Michael is also a member of the Nepean Sports Wall of Fame. He and his East Nepean Eagles minor baseball team were inducted in 2005 after becoming the first team from Ottawa to represent Canada at the Little League World Series in 2004.

Changing Lives

This award is given to an everyday graduate who has done something inspirational in their work and/or in the community.

This year's Changing Lives nominee is:

Elaine Kicknosway

**Co-Founder, Network of Indigenous Survivors of Child Welfare
Early Childhood Education — Class of 1989**

- **Career Highlights:** 25 years of support programs for women, children, and youth; adapted and excelled in changing and challenging communities
- **Community Involvement:** dedication to supporting and advocating with the Ottawa Indigenous community, long history of committee work



Elaine graduated from Algonquin College in 1989, and has built up a 25-year career of dedicated community service since then. She has shown consistent involvement and leadership in not-for-profit Indigenous organizations, including as a Board of Director member for the National Network of Indigenous Survivors of Child Welfare, the Minwashin Lodge Aboriginal Women's Support Centre and the Children's Aid Society of Ottawa.

Elaine, who is originally from Saskatchewan and is a member of Peter Ballantyne Cree Nation, is a proud keeper of tradition. She is a traditional dancer, singer and drummer, she performs seasonal and moon ceremonies, and participates in other cultural and traditional events and arts such as beading, drum making, rattle making and crafts.

Alumni Employer of the Year

Thanks to the Alumni at Work initiatives, the Alumni and Friends Network has been able to identify numerous employers in the community who believe in Algonquin College and our graduates through the hiring of our graduates.

This year's Alumni Employer of the Year nominee is:

Hydro Ottawa

Electrical Distribution Utility

- **Employer Highlights:** employs school of technology graduates, collaborates with Algonquin in the Powerline Technician Program, provides co-ops for students, hires apprentices exclusively from Algonquin, participates in applied research
- **Community Involvement:** gives annually to community initiatives, launched charity campaign for CHEO



Hydro Ottawa is the City of Ottawa's core electrical resource. It governs electricity distribution, renewable energy generation, energy conservation and energy management services. Hydro Ottawa is a proud employer and promoter of Algonquin alumni. They employ technology graduates in the control room and transformer shop, as well as in design, protection and control areas. Out of Hydro Ottawa's 700 employees, roughly 100 are Algonquin graduates.

Alumnus/a of the Year

This prestigious award recognizes one Algonquin College graduate each year who demonstrates proven leadership skills, exceptional achievements in business or industry, outstanding contributions to the community and a history of support for Algonquin College.

This year's Alumnus/a of the Year nominee is:

Donna Dooher

Chef and Owner, Mildred's Temple Kitchen Culinary Arts, Cook Training — Class of 1983

- **Career Highlights:** successful business owner and leader, author, television personality
- **Community Involvement:** volunteered for hundreds of events, leadership in several foundations and boards



While Donna never planned to be a business owner, she has owned four successful businesses across her career, including Avant-Gout Catering, Mildred Pierce Restaurant, Cookworks Cooking Studio and Mildred's Temple Kitchen. Donna has been the driving force behind each of these businesses, and has been credited as the reason brunch became a culinary trend in Toronto.

In addition to her successful business endeavours, Donna has published two best-selling cookbooks (*Market to Table* and *Out to Brunch with Mildred Pierce*) and has been the food editor for Wish Magazine. She also produced *The Cookworks with Donna Dooher*, which broadcasted on the Food Network and was seen in over 60 countries.

In 2014, Donna became the interim President and CEO of Restaurants Canada, which represents over 80,000 restaurants across the country. Her efforts enriched an industry that sees more than \$70 billion annually and employs over a million Canadians.

Donna is also an active volunteer and community advocate. She participates in hundreds of volunteer events, and has served on boards such as the Canadian Hospitality Foundation, the Greenbelt Foundation, and GS1. She was also Chair of the Canadian Restaurants and Food Services Association and National Chair of Taste Canada.

She was a feature chef at the Vancouver 2010 Winter Olympics as part of the Brand Canada program. She has mentored hundreds of young people in the industry, many of whom have found successful careers of their own.

Donna was a 2016 Premier's Award nominee for Algonquin College.

Report title:	Ratification of Execution of Demand Operating Facility Agreement
Report to:	Board of Governors
Date:	April 16, 2018
Author/Presenter:	Duane McNair, Vice President, Finance and Administration

1. RECOMMENDATION:

THAT the Board of Governors ratifies, confirms and approves the following:

BE IT RESOLVED that:

- The execution on behalf of the Corporation by the President and Vice-President, Finance and Administration on April 10, 2017 and subsequent delivery of a Demand Operating Facility Agreement dated February 9, 2017 between the Corporation and the Toronto Dominion Bank with a credit limit in the amount of \$15,000,000 is hereby ratified, confirmed and approved;
- The President and Vice-President, Finance and Administration be and they are hereby authorized and directed to do all acts and things and to execute or otherwise deliver for and on behalf of the Corporation such documents and instruments as may be necessary or desirable to give effect to the foregoing.

2. PURPOSE / EXECUTIVE SUMMARY:

The purpose of this report is to request that the Board of Governors ratify, confirm, and approve the April 10, 2017 execution of the loan documents by the President, and Vice President, Finance and Administration to activate the \$15,000,000 Line of Credit. As advised recently by the College solicitor, execution should have occurred after the approval of the activation of the line of credit. This approval was granted at the October 16, 2017 Board meeting, which was after the execution of the loan documents.

3. BACKGROUND:

Algonquin College participated in a public tendering process to procure banking services for Ontario colleges. The public tender process was facilitated by the Ontario Education Collaborative Marketplace (OECM). Toronto Dominion Canada Trust Bank was awarded the banking services agreement with Algonquin College.

As part of the transition to Toronto Dominion Canada Trust Bank, the College obtained approval from the Board of Governors in at the June 2015 Board of Governors meeting to seek approval from the Ministry of Advanced Education and Skills Development and the Ministry of Finance, in accordance with Section 28 of the Ontario Financial Administration Act, to establish a \$15,000,000 operating line of credit. This line of credit would be utilized to secure letters of credit for construction projects and to meet short-term cash flow requirements, if required.

On March 3, 2017 the College received notification from the Minister of Finance, that a \$15,000,000 operating line of credit was approved by the Ontario Ministry of Finance.

On April 10, 2017 Cheryl Jensen, President, and Duane McNair, Vice President, Finance and Administration executed the loan agreement to activate the Line of Credit as recommended by the Minister of Finance office, based on the June 2015 approval from the Board of Governors, and the subsequent Section 28 approval by the Ministry of March 3, 2017.

The following motion was approved at the October 16, 2017 Board of Governors meeting:
“THAT the Board of Governors approves the activation of the \$15 million line of credit with Toronto Dominion Canada Trust as part of the banking services agreement with Algonquin College”.

Upon review by the Toronto Dominion Canada Trust Bank, it was discovered that although the Board of Governors approved the College to seek approval from the then Ministry of Training, Colleges and Universities and the Ministry of Finance on June 8, 2015, the Board did not explicitly provide approval for the College to enter into the loan agreement. Legal counsel has advised that this is required before the approval of the activation of the line of credit.

4. DISCUSSION:

In addition to previous approvals as described above, management requires execution of the loan activation document to be ratified, confirmed and approved by the Board of Governors. The second paragraph of the recommendation,

“The President and Vice-President, Finance and Administration be and they are hereby authorized and directed to do all acts and things and to execute or otherwise deliver for and on behalf of the Corporation such documents and instruments as may be necessary or desirable to give effect to the foregoing”, was recommended by Algonquin College’s legal counsel, so that a legal opinion can be provided to the Toronto Dominion Bank that attests to the College having completed all the required steps and approvals to enter into a credit facility agreement.

5. LINK TO STRATEGIC PLAN:

STRATEGIC PLAN 2017-2022			
LEARNER DRIVEN Goal One Establish Algonquin as the leader in personalized learning across all Ontario colleges.	<input type="checkbox"/>	CONNECTED Goal Four Become an integral partner to our alumni and employers.	<input type="checkbox"/>
QUALITY AND INNOVATION Goal Two Lead the college system in co-op and experiential learning.	<input type="checkbox"/>	SUSTAINABLE Goal Five Enhance Algonquin’s global impact and community social responsibility.	<input checked="" type="checkbox"/>
Goal Three Attain national standing in quality, impact and innovation within each school and service.	<input type="checkbox"/>	PEOPLE Goal Six Be recognized by our employees and the community as an exceptional place to work.	<input type="checkbox"/>

6. STUDENT IMPACT:

While this activity does not have a direct student impact, the line of credit will support potential future cash flow requirements to maintain the operations and strategic projects that the College undertakes to support student activity and success.

7. FINANCIAL IMPACT:

This operating line of credit of \$15 million will not have an immediate financial impact. It provides the College with additional working capital in the event that it is required in the future.

8. HUMAN RESOURCES IMPACT:

There is no impact to College human resources.

9. GOVERNMENT / REGULATORY / LEGAL IMPACT:

Both the procurement process and the implementation of banking services has been completed in compliance with the Broader Public Sector Procurement Directive and with the Ministry of Finance Financial Administration Act.

10. COMMUNICATIONS:

No additional communications are anticipated. The cash balance and short-term debt levels of the College are reported annually as part of the audited Financial Statements to the Board of Governors.

11. CONCLUSION:

The College is seeking the ratification, confirmation, and approval from the Board of Governors for the execution of the loan agreement to activate the Line of Credit by the President, and the Vice President, Finance and Administration.

Respectfully submitted:



Duane McNair,
Vice President, Finance and Administration

Approved for submission:



Cheryl Jensen
President

Report title:	Learning Management System Update
Report to:	Board of Governors
Date:	April 16, 2018
Author/Presenter:	Claude Brulé, Senior Vice-President, Academic Patrick Devey, Dean, Centre for Continuing and Online Learning

1. RECOMMENDATION:

THAT the Board of Governors accepts this report for information.

2. PURPOSE / EXECUTIVE SUMMARY:

The purpose of this presentation is to provide a report on the status of the Learning Management System Renewal Project.

3. BACKGROUND:

Following an iterative selection process overseen by the Procurement Office, the Learning Management System Steering Committee recommended the adoption of Brightspace™ by Desire2Learn as the new Learning Management System for the College. Founded in 1999, Desire2Learn, also known as D2L, is a Canadian company with headquarters in Kitchener, Ontario, employing over 750 people. It is used by over half of the colleges in Ontario.

The Algonquin College Board of Governors approved the expenditure of up to \$3.05 million over a five-year period for the adoption of the new Learning Management System at the February 26, 2018 Board of Governors meeting. The agreement with Desire2Learn was finalized on March 6, 2018.

4. DISCUSSION:

The decision to select Brightspace™ as the new Learning Management System for Algonquin College was based on the following factors:

- ease of use;
- ability to deploy on any device ;
- leadership in the industry in adhering to accessibility standards. Desire2Learn has a multi-year plan to address the Accessibility for Ontarians with Disabilities Act;

- flexibility to personalize the teaching and learning experience;
- ability to integrate with other tools and systems;
- advanced analytical and reporting functions;
- the company's proven practice of building successful partnerships with its clients;
- vast community of practice; and
- affordable pricing model

The goal of the implementation project is to have the entire College migrated to Brightspace™ by the start of the Fall 2018 term.

The implementation plan for Brightspace™ includes three main activities as outlined below.

1. Content Migration

- Course content from several active Learning Management Systems will be merged to Brightspace™;
- Two years of content will be moved to the new system (over 4,800 courses). ; and
- Fall 2018 courses will be migrated by May 1st, 2018 to allow training to be carried out by faculty using authentic content.

2. User Training

- Training will be delivered to approximately 2,200 faculty members by September 2018;
- Early adopter faculty member training will begin in mid-April;
- Additional training and one-on-one support will be available throughout the year; and

3. Archiving and Phase Out of current Learning Management Systems (Blackboard and Canvas)

- Content that is not migrated to the new system will be archived;
- Licenses for the current Learning Management System (Blackboard) has been extended to March 2019 to provide necessary time to clean and archive content; and
- Blackboard will remain the primary Learning Management System for the College until August 31, 2018.

Additional information about the Learning Management System and the implementation of Brightspace™ at Algonquin College is given in Appendix A: Learning Management System Background. Current information about the progress of the new Learning Management System Renewal Project, can be found at the website: <http://algonquincollege.com/lms>.

5. LINK TO STRATEGIC PLAN:

STRATEGIC PLAN 2017-2022			
LEARNER DRIVEN Goal One Establish Algonquin as the leader in personalized learning across all Ontario colleges.	<input checked="" type="checkbox"/>	CONNECTED Goal Four Become an integral partner to our alumni and employers.	<input checked="" type="checkbox"/>
QUALITY AND INNOVATION Goal Two Lead the college system in co-op and experiential learning.	<input type="checkbox"/>	SUSTAINABLE Goal Five Enhance Algonquin’s global impact and community social responsibility.	<input type="checkbox"/>
Goal Three Attain national standing in quality, impact and innovation within each school and service.	<input checked="" type="checkbox"/>	PEOPLE Goal Six Be recognized by our employees and the community as an exceptional place to work.	<input type="checkbox"/>

6. STUDENT IMPACT:

The results from a series of student focus groups, as well as a survey issued in Spring 2017, identified five key requests from students for the new Learning Management System (Figure 1).

STUDENTS	
Improved Communication and Tools	1
Improved Reliability	2
Streamlined Modern User Interface	3
Improved Gradebook	4
Streamlined Course Design and Access	5

Figure 1

The Learning Management System, Brightspace, was selected to address these key requests and it is expected that the new system will positively affect the student experience.

7. FINANCIAL IMPACT:

The cost to migrate to the new Learning Management System is estimated to be \$829,500 during the 2018-2019 fiscal year. The total five-year operation cost, including the noted 2018-2019 migration cost, is estimated at \$3,050,641.

There is an existing annual operating budget provision for the College’s current Learning Management System, which over a five-year period is budgeted at \$3,820,000. When

comparing this cost against the estimated annual budget for the new Learning Management System solution, over a five-year period, a benefit of \$770,000 is expected.

8. HUMAN RESOURCES IMPACT:

This project will have a significant positive impact on all faculty members and staff members who rely on the Learning Management System for reporting, tracking, and monitoring student success.

9. GOVERNMENT / REGULATORY / LEGAL IMPACT:

This project does not have an impact on specific government or regulatory requirements.

10. COMMUNICATIONS:

A comprehensive communications plan has been developed that includes a dedicated website, email communications, and digital signage across the College to ensure frequent and transparent communication with all stakeholders during the migration and training phases of the project.

11. CONCLUSION:

Brightspace will modernize the College's learning management system and will provide a reliable, flexible and fully maintained tool for students and faculty members. The system will be fully operational for the start of the fall term. An update will be provided to the Board of Governors at the June 11, 2018 Board of Governors meeting.

Respectfully submitted:



Claude Brulé
Senior Vice President, Academic

Approved for submission:



Cheryl Jensen
President

Appendices:

Appendix A: Learning Management System Backgrounder

Appendix A: Learning Management System Backgrounder

Learning Management System Renewal Project

Algonquin College's main Learning Management System, currently Blackboard Learn™, is a crucial online learning environment used by students and faculty. It serves as a portal for all digital materials associated with courses and programs of study, fosters a community of learners through its communication tools, provides a platform to perform assessments, and allows faculty and management to assess the progress of learners to better serve their learning needs.

The Learning Management System is a key component of Algonquin College's digital strategy. It is part of a larger network of integrated systems including the Algonquin College Student Information System, the Customer Relationship Management System, the Enterprise Data Warehouse, and the Student Information System. Collectively, these systems help manage the College's relationships with students and faculty and they help automate and administer business processes.

In recent years, there have been significant disruptions to the stability of the Learning Management System. This has caused dissatisfaction with its reliability and consistency amongst students and faculty alike. Algonquin College's Students' Association identified a number of challenges with the Learning Management System, particularly the lack of a common "look and feel", varying levels of faculty adoption, and inconsistent navigation.

Given these challenges, combined with the evolution of the Learning Management System technology in recent years, a request for proposals for a new Learning Management System was issued in the Summer of 2017.

Migration to Brightspace™

The overarching plan involves the mass migration of course content from the current systems to Brightspace™ by May 1, 2018, the training of all full-time and part-time faculty during the May-June 2018 period and refresher training throughout August 2018 when most faculty return from annual leave, and the archiving of content and phasing out of the current Learning Management System (Blackboard) by no later than March 2019.

A select number of faculty teaching in programs with Level 01 intakes (i.e., new students) that start in May 2018 were recruited to participate in the early adoption of Brightspace™ (Phase 1). This will allow the implementation team to deliver its training and to migrate content for a smaller group, providing an opportunity to evaluate the results and improve its processes prior to the larger migration that will follow (Phase 2).

Figure 2 depicts the implementation timeline for Brightspace™ at Algonquin College.

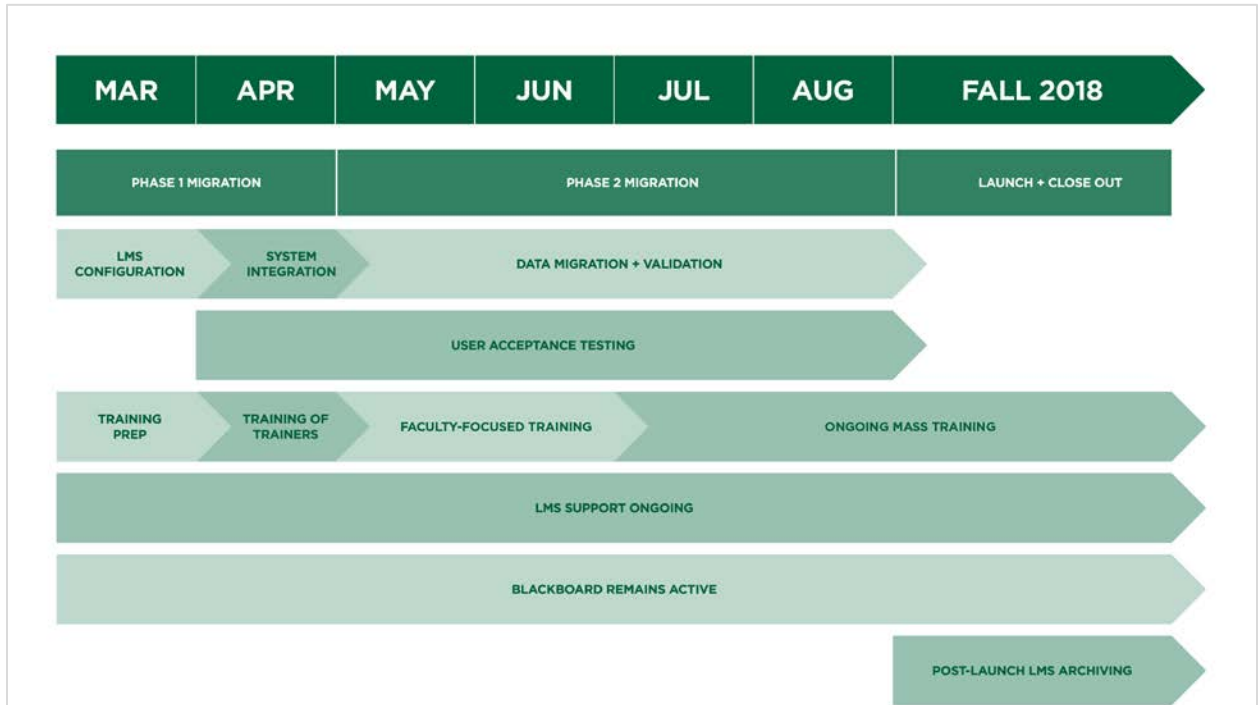


Figure 2: Brightspace™ Implementation Timeline

Report title:	Workday Enterprise Resource Planning System Implementation
Report to:	Board of Governors
Date:	April 16, 2018
Author/Presenter:	Doug Wotherspoon, Vice President Innovation and Strategy

1. RECOMMENDATION:

THAT the Board of Governors accept the report for information.

2. PURPOSE / EXECUTIVE SUMMARY:

This report provides an update on the project's progress since the last presentation to the Board of Governors.

The Workday implementation is a major business transformation initiative for Algonquin College's Human Resources, Finance, and Payroll functions, with the catalyst being the replacement of the existing enterprise systems with an integrated enterprise resource planning solution, using a software-as-a-service approach.

3. BACKGROUND:

The following motion was approved at the February 26, 2018, Board of Governors meeting:

THAT the Board of Governors approves a \$6.7 million increase to the project budget to complete the implementation of the Workday Human Capital Management, Payroll, and Financial Management software application modules, funded from the College's specific reserve funds for enterprise resource planning upgrades, and enter into a new implementation services agreement. The revised total proposed budget for the Workday implementation project is \$18.8 million.

On March 29, 2018, Management entered into a contract with Ottawa-based PricewaterhouseCoopers (PwC) to complete the Workday implementation.

4. DISCUSSION:

The following describes, changes made to the management and implementation of the project:

Governance

For the remainder of the implementation, the project will be led by a single Executive Sponsor. Doug Wotherspoon, Vice President, Innovation and Strategy has been assigned to this position. Previously, a co-executive sponsorship governance model was deployed. The Executive Sponsor will be supported by a single Executive Project Lead. Lois Pollock, Chief Digital Officer, has been assigned to this role.

Responsibility for reporting on the integrated project plan has been passed to the new implementer.

Implementer

PwC was selected as the new implementer. With over eight years of experience delivering on Workday engagement, PwC was Workday's the first Canadian implementation partner. The Canadian practice has implemented over 25 Workday implementations, including work done for Hydro Ottawa, Shopify and the University of Waterloo.

The signed contract includes a commitment to have resources onsite for approximately 30% of the engagement. This was not in effect for the previous implementation. The partner has agreed to be present at all Board of Governors meetings through to completion of the project, and when requested at any Audit and Risk Management Committee meeting. Finally, the contract has linked payment to the successful completion of key milestones.

Project Plan

PwC requires strict adherence to Workday's implementation methodology and practices. These practices are given in Appendix A: Workday Implementation Methodology.

PwC staff has taken into account the work completed to date and presented a project plan that mirrors the Workday implementation methodology. This plan is given in Appendix B: PwC Project Plan. Completion of the Planning Phase is set to be completed by April 30, 2018.

Upon completion of this first phase, College and PwC staff will confirm a new go-live date for communication to the community.

Workday

The re-set has also brought a renewed level of engagement from Workday staff. The major change in the relationship comes from the transfer of the relationship from Workday Global

to Workday Canada. On March 23, 2018, Workday Canada’s senior executive Elie Alam, Group Vice President Canada led a delegation to meet with President Jensen. At the meeting, Workday committed to additional support for Algonquin’s implementation, including the appointment of a dedicated Customer Success team. This team has participated in weekly Executive calls since the initial meeting. Workday has also agreed to be present at all Board of Governors meetings and when requested at any Audit and Risk Management Committee meeting.

5. LINK TO STRATEGIC PLAN:

STRATEGIC PLAN 2017-2022			
LEARNER DRIVEN Goal One Establish Algonquin as the leader in personalized learning across all Ontario colleges.	<input type="checkbox"/>	CONNECTED Goal Four Become an integral partner to our alumni and employers.	<input type="checkbox"/>
QUALITY AND INNOVATION Goal Two Lead the college system in co-op and experiential learning.	<input type="checkbox"/>	SUSTAINABLE Goal Five Enhance Algonquin’s global impact and community social responsibility.	<input checked="" type="checkbox"/>
Goal Three Attain national standing in quality, impact and innovation within each school and service.	<input type="checkbox"/>	PEOPLE Goal Six Be recognized by our employees and the community as an exceptional place to work.	<input checked="" type="checkbox"/>

6. STUDENT IMPACT:

There is no anticipated student impact at this time.

7. FINANCIAL IMPACT:

The additional funds requested will be allocated from the College’s specific reserve funds for enterprise resource planning upgrades. The revised total budget for the Workday implementation project is \$18.8 million.

8. HUMAN RESOURCES IMPACT:

There continues to be a team of Algonquin College staff dedicated to the implantation of Workday.

9. GOVERNMENT / REGULATORY / LEGAL IMPACT:

The anticipated delay is providing the College with an opportunity to increase scope of the project to include implementation of the new Employment Standards Act (Bill 148) within the Workday project.

10. COMMUNICATIONS:

Once new timelines are secured the decision will be communicated broadly across the College. The Workday team is working closely with Communications to ensure our messaging is clear, concise and informative.

11. CONCLUSION:

The Workday implementation is a major transformational initiative for Algonquin College leveraging technology and best practices to enhance employee experience, engagement and productivity. A new implementer has been secured and changes to our governance, project management and Workday relationship will ensure that there is a successful implementation.

Respectfully submitted:



Doug Wotherspoon
Vice President, Innovation and Strategy

Approved for submission:

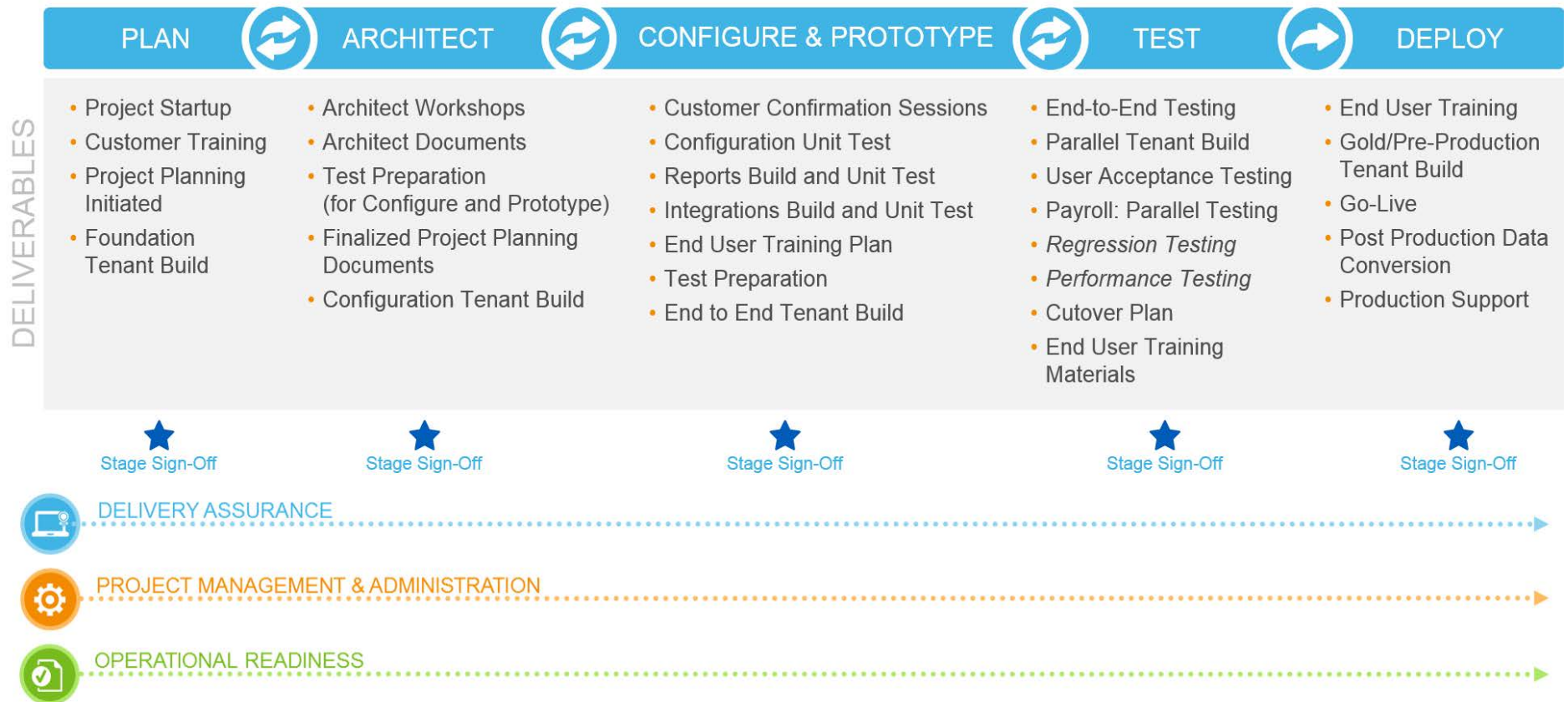


Cheryl Jensen
President

Appendices:

Appendix A - Workday Implementation Methodology Appendix B - PwC Project Plan
--

Appendix A – Workday Implementation Methodology



Appendix B – PwC Project Plan

Plan	Architect	Configuration and Prototype	Test	Deploy	Post Production Support
<ul style="list-style-type: none"> • Project Plan • Roles and Responsibilities • Data Conversion strategy • Communication strategy 	<ul style="list-style-type: none"> • Design Confirmation Sessions • Gap Identification • Integration Validation 	<ul style="list-style-type: none"> • Consolidated Tenant Build • Data Conversion – Mock 1 • System Review • Tenant Rebuild • Data Conversion – Mock 2 • Product Delivery Assurance reviews • Operational DA Review 	<ul style="list-style-type: none"> • End-to-end Testing • Parallel Tenant Build • Data Conversion – Mock 3 • User Acceptance Testing • Payroll: Parallel Testing • Cut Over Plan • Operation Readiness DA Review 	<ul style="list-style-type: none"> • End User training • Training and Rollout • Gold Tenant build • Data Conversion – Final mock • Product Final DA reviews • Operational Readiness reviews • Move to Production • Post Production Data Conversion • Knowledge Transfer 	<ul style="list-style-type: none"> • Continuous documentation of system changes • End user and super user support • Monitoring of adoption

Report title:	New Governor Appointments 2018-2019
Report to:	Board of Governors
Date:	April 16, 2018
Author/Presenter:	J. Robblee, Chair, Governance Committee

1. RECOMMENDATION:

THAT the Board of Governors approves the appointment of Jeff Darwin to the Board of Governors for a three year term of office, effective September 1, 2018.

2. PURPOSE / EXECUTIVE SUMMARY:

The purpose of this report is to provide information on the governor candidate recruitment and selection process that was completed on March 27, 2018.

3. BACKGROUND:

Every year, the Governance Committee acts as the Board’s Nomination Committee to review governors’ terms of office and to recruit candidates to fill vacancies that occur on the Board.

Governors Cheng, member of the Board of Governors since 2012 and Governor Fournier, member of the Board of Governors since 2015, come to the end of their terms of office as of August 31, 2018. The Governance Committee was constituted as the Board’s Nominating Committee in February to launch an open and transparent recruitment campaign. The recruitment campaign ran from February 5 to February 15, 2018, resulting in five candidate applications. Candidates were ranked by a sub-group of the Governance Committee, and interviews were held on March 23 and 27, 2018. The results of the interviews were communicated to the Governance Committee, and after consideration, a recommendation to appoint governor-elect Jeff Darwin to the Board of Governors was made.

4. DISCUSSION:

It is the Board of Governors’ responsibility to ensure the Board membership reflects and represents the stakeholders of the local community, the overall strategic direction of the College, and the Board’s succession plans as given in Policy BGI-02, #4. The Governance Committee took into account the skills and expertise currently on the Board, and the gaps

that will result from the planned vacancies. The governor-elect profile is given in Appendix A: Governor-Elect Profile.

5. LINK TO STRATEGIC PLAN:

STRATEGIC PLAN 2017-2022			
LEARNER DRIVEN Goal One Establish Algonquin as the leader in personalized learning across all Ontario colleges.	<input checked="" type="checkbox"/>	CONNECTED Goal Four Become an integral partner to our alumni and employers.	<input checked="" type="checkbox"/>
QUALITY AND INNOVATION Goal Two Lead the college system in co-op and experiential learning.	<input checked="" type="checkbox"/>	SUSTAINABLE Goal Five Enhance Algonquin’s global impact and community social responsibility.	<input checked="" type="checkbox"/>
Goal Three Attain national standing in quality, impact and innovation within each school and service.	<input checked="" type="checkbox"/>	PEOPLE Goal Six Be recognized by our employees and the community as an exceptional place to work.	<input checked="" type="checkbox"/>

6. STUDENT IMPACT:

The appointment of Governors from local communities benefits students. Governors who are familiar with and can speak to local community needs and who are in touch with employers and industry are highly valuable.

7. FINANCIAL IMPACT:

There are no direct financial impacts associated with the appointment of new Governors to the Board.

8. HUMAN RESOURCES IMPACT:

There are no direct human resources impacts associated with the appointment of a new Governor to the Board.

9. GOVERNMENT / REGULATORY / LEGAL IMPACT:

In accordance with Algonquin College’s corporate Bylaw No. 1, the Board of Governors is responsible for the appointment of external governors as follows:

Section 4.2.2

“Eight (external) governors are to be appointed by the members of the Board holding office at the time of appointment; “

10. COMMUNICATIONS:

After the appointment of Jeff Darwin to the Board of Governors, information will be circulated to the broader College community. The Board’s public website will be updated with candidate’s biography after September 1, 2018.

11. CONCLUSION:

This report provides details associated with the Board’s recruitment campaign and selection process for Spring 2018, which has resulted in a recommendation to appoint governor-elect to the Board of Governors.

Respectfully submitted:



Cheryl Jensen
President

Appendices:

Appendix A: Governor-Elect Profile

JEFF M. DARWIN, B.Comm, FCSI

PROFILE AND OBJECTIVE

Polished executive connector with many years of operational, revenue development and stakeholder engagement experience in local professional service environments. Exceptional communicator and published author. Seeking a leadership role in a creative and dynamic financial services organization where my extensive business development skills and large business network will be leveraged.

KEY COMPETENCIES

- Experienced, diplomatic executive with impeccable integrity
- Driven in the identification and development of new revenue opportunities
- Exceptional communicator and client satisfaction advocate
- Team player and active mentor with well-honed presentation and facilitation skills
- Decisive and proactive in challenging, fast-paced environments
- Have built many business cases and earned executive approval for new capital expenditures and credit advances exceeding one million dollars
- Used as a national subject matter expert to external vendors and internal leadership alike on the establishment of major Sales & Service and Shared Services models for a publically traded company

PROFESSIONAL EXPERIENCE

Various Commercial Banking & Business Development Roles **1984 to 1996**

Scotiabank

Selected to lead one of the first Business Banking Centres in the Ottawa area increasing the overall commercial portfolio by 89% in less than five years. Established a large zero-based portfolio of entirely new commercial clients, and significantly grew other MUSH and Professionals portfolios in both network and Commercial Banking Centre locations.

Market, Community & Branch Manager Roles **1996 to 2000**

Scotiabank

Responsible for leading several medium-sized (25 – 75 person), multi-disciplined teams focusing on exceptional customer service, revenue growth and operational efficiencies.

Achievements

- Selected to lead the new concept of Community Banking in Ottawa's east end, and increased our overall portfolio by +22% in under two years.
- Earned 'Exceptional' personal performance ratings in 1997 & 1999, plus 'Best of the Best' branch honours in 1999.

Vice President Roles
Scotiabank

2000 to 2015

Responsible for leading two unique and large, multi-disciplined teams of 342 and 420 people respectively *and* respectfully, in growing personal and small business revenues in separate 21 and 24 branch districts.

Achievements

- Nearly tripled the combined portfolio of my first assigned district from \$2.3 billion to \$6.1 billion in 12 years, while increasing net profit +292% from \$12.1 to \$47.4 million annually over the same period.
- Grew my second assigned district from \$8.0 billion to \$8.9 billion in just 2 years, while increasing net profit +23% from \$42.0 to \$51.7 million annually.
- Consistently maintained a subordinate employee engagement index (anonymous, annual survey) above my national VP peers.
- Seconded to the prestigious Executive Project Office in 2008 to help develop long term strategic options for the bank's senior executive and board of directors.
- Consistently earned above average personal performance ratings as a Vice President, including an Exceptional (i.e. highest) overall rating in 2005

Management Consultant

Darwin Management Consulting & Stratford Managers Corporation

2015 to Present

EDUCATION

- Fellow of the Canadian Securities Institute (FCSI - 2011)
- Ivey Executive Program - Richard Ivey School of Business (UWO - 2009)
- Bachelor of Commerce (Nipissing - 2005)
- Small & Medium Enterprises Diploma (SME Studies - 1999)
- Leader Coach Certification (Omega - 1998)
- Fellow of the Institute of Canadian Bankers (FICB - 1997)
- Commercial Banker Development Program (CBDP - 1988)
- Business Administration Diploma (Algonquin - 1984)

COMMUNITY & PERSONAL DEVELOPMENT

- Honoured Recipient - Queen Elizabeth II Diamond Jubilee Medal
- Vice Chair - Queensway Carleton Hospital Foundation
- Treasurer - Ottawa Sport Council
- Director - Ottawa Sports Awards
- Director - Algonquin College Foundation
- Habitat for Humanity Volunteer (annually since 2009)
- Private Pilot (PPL - night rated)
- Top Secret (Level III) PWGSC Security Clearance

Report title:	Lean Management Plan
Report to:	Board of Governors
Date:	April 16, 2018
Author/Presenter:	Doug Wotherspoon, Vice President Innovation and Strategy

1. RECOMMENDATION:

THAT the Board of Governors accept the report for information.

2. PURPOSE / EXECUTIVE SUMMARY:

This report provides an update to the Board of Governors on the College's effort to move from the use of Lean methodologies and practices for project improvement to daily continuous improvement.

3. BACKGROUND:

Lean methodologies and practices have been actively applied at Algonquin College since 2005. More than 90 successful business process have been reviewed over the past 12 years. However, the practice of applying Lean methodologies has not had the lasting impact that was expected. Projects deploying Lean practices saw short term gains followed by a slow return to past practices.

In the Fall of 2016, President Jensen encouraged Executive Team members to read *Beyond Heroes: A Lean Management System for Healthcare* which proposed shifting from project focused Lean to an approach aimed at making Lean practices routine and ongoing. This thinking led the College to embed Lean concepts and measure within its new Strategic Plan 2017 – 2022 and the adoption of True North metrics.

This work continued with Lean initiatives and measures being added to 2017-2018 Business Plan, including;

- The broad training of senior leaders in the use of A3 Plan Do Study Adjust problem solving, and the development of 23 Divisional and departmental A3 Plans.
- The establishment of Board goals for Willingness to Recommend (Net Promoter Score) to surface the voice of students and employees.

- The establishment of Board level goals for process improvements implemented (200) and value stream maps completed (40)
- The development of model teams in two departments (International and Information Technology Services, with the later department being replaced by Applied Research).
- The development of a formal Lean Management Plan.

4. DISCUSSION:

In the past year, which included both the labour disruption and the retirement of the College's Lean Manager, nonetheless led to a deeper understanding of the opportunities and challenges facing the College in moving to the sustainable adoption of Lean practices.

Successes

To date, College staff documented over 208 improvements made to College processes as well as a refined method for measuring impact (time saved and client satisfaction). Sixteen of the targeted forty value stream maps were drafted identifying further opportunities for improvement. The piloting of the Net Promoter Score provided participating units with clear targets for improvement that they began to use to guide their activity. Finally, over 400 employees have now been trained in Lean methodologies.

Challenges

The rollout of A3 was met with mixed results. All A3 projects were completed and the effort increased awareness of Lean concepts across the management team. However, managers found it difficult to commit to ongoing training. The labour disruption and retirement of the manager delayed the development of the Lean Management Plan to the end of the fiscal year. Finally, changeover in the leadership of the Information Technology unit also stalled the model team experiment within Information Technology Services.

Next Steps

In 2018-2019, the work plan will continue with a more focused implementation of the model team approach. A conceptual plan is under review by College management that will outline clear, focused goals and outcomes at the College level, the Model Team level and the Lean Office level. In the interim, the following outcomes have been included in the 2018-2019 Business Plan:

College wide

- Lean/Continuous Improvement A3-Plan Do Study Adjust Plan updated, with two countermeasures identified for implementation by the Second Quarter;
- Two new departments (Registrar's Office and Indigenous Initiatives) on boarded into the Lean Continuous Improvement program by the Third Quarter; and

- One thousand employees was certified at Lean white belt level and 200 at yellow belt level by the end of the Fourth Quarter.

5. LINK TO STRATEGIC PLAN:

STRATEGIC PLAN 2017-2022			
LEARNER DRIVEN Goal One Establish Algonquin as the leader in personalized learning across all Ontario colleges.	<input checked="" type="checkbox"/>	CONNECTED Goal Four Become an integral partner to our alumni and employers.	<input checked="" type="checkbox"/>
QUALITY AND INNOVATION Goal Two Lead the college system in co-op and experiential learning.	<input checked="" type="checkbox"/>	SUSTAINABLE Goal Five Enhance Algonquin’s global impact and community social responsibility.	<input checked="" type="checkbox"/>
Goal Three Attain national standing in quality, impact and innovation within each school and service.	<input checked="" type="checkbox"/>	PEOPLE Goal Six Be recognized by our employees and the community as an exceptional place to work.	<input checked="" type="checkbox"/>

6. STUDENT IMPACT:

Lean efforts are expected to have a direct impact on students improving their user experience as measured through the use of the Net Promoter Score.

7. FINANCIAL IMPACT:

There is no anticipated financial impact at this time.

8. HUMAN RESOURCES IMPACT:

Lean efforts are expected to have a direct impact through improvement in employee engagement as measured through the use of the Net Promoter Score.

9. GOVERNMENT / REGULATORY / LEGAL IMPACT:

There are no anticipated government, regulatory or legal impact anticipated at this time.

10. COMMUNICATIONS:

Broad communications of the College Lean efforts will increase as the model matures.

11. CONCLUSION:

The College continues to refine its use of Lean methodologies. The methodologies will be tested within model teams. By the end of the 2018-2019 fiscal year, it is expected Lean efforts will be adopted across the College based on lessons learned.

Respectfully submitted:



Doug Wotherspoon
Vice President, Innovation and Strategy

Approved for submission:



Cheryl Jensen
President

Report title:	International Education Strategic Plan Refresh
Report to:	Board of Governors
Date:	April 16, 2018
Author/Presenter:	Doug Wotherspoon, Vice President, Innovation and Strategy Ernest Mulvey, Director, International Education Centre

1. RECOMMENDATION:

THAT the Board of Governors accepts this report for information.

2. PURPOSE / EXECUTIVE SUMMARY:

The purpose of this report is to provide an update on progress being made on Algonquin College’s International Education Strategic Plan refresh.

3. BACKGROUND:

The International Education Centre was tasked by the Board of Governors to undertake a refresh of Algonquin College’s International strategy to ensure alignment with the College’s 2017-2022 Strategic Plan, 50+5. The College’s [first International Education Strategic Plan](#) was created in 2014. In the years since its publication, Algonquin College has experienced a rapid increase in on-shore international student enrolment, resulting in an increase in demand not only for services for international students but also for training and support for staff and faculty who work with international students. In addition, Algonquin College has increased its international activities off-shore, with short-term faculty training and student programs, student and faculty mobility, institutional capacity building of off-shore partners, and delivery of Algonquin College programs overseas. Given the changing domestic and global environments, the Board of Governors requested the College present an updated strategy for its review before the end of the third quarter in 2017-18.

At the March 18, 2017 Board of Governors Retreat, the International Education Centre facilitated a generative discussion on internationalization, and Algonquin College’s role within the global education market. It was suggested that a timeline be developed for the next steps and presented at the December 11, 2017 Board of Governors meeting to discuss options under consideration before presenting a final decision at the February 26, 2018 Board of Governors meeting.

Due to the work stoppage this timeline was delayed.

In keeping with the College's standard process for the development of strategic plans, a Working Group to facilitate the planning and logistics. An Advisory Committee consisting of up to 21 members has been tasked with guiding the discussions with stakeholders and recommending options to the College and ultimately, the Board of Governors.

Members of the Advisory Committee include:

- Director, International (Ernest Mulvey)
- Manager, Marketing and Recruitment (Nadia Ramseier)
- Manager, International Student Integration (Anna Choudhury)
- Manager, Projects and Partnerships (Christine Peachey)
- Faculty (Sherry Poirier)
- Faculty (Kerry Surman)
- Faculty (Sean Howe)
- Faculty (Chris Melmoth)
- Support (Brenda Brouwer)
- Support (Mark Moses)
- Representative from Language Institute (Silvia Garcia)
- Representative from School of Business (Dave Donaldson)
- Representative from Media (Robyn Heaton)
- Representative from Hospitality (Altaf Sovani)
- Representative from Registrar (Krista Pearson)
- Representative from Student Services (Ben Bridgstock)
- Representative from Ancillary Services (Brent Brownlee)
- Representative from Student Association (Himalay Keekani)
- Representative from Student Association (Nikita Persaud)

A website for the International Education Strategic Plan refresh has been set up at <http://www.algonquincollege.com/international/plan/>. The essential reading for the Advisory Committee is available [at this site](#)

4. DISCUSSION:

The work stoppage has delayed both the stakeholder engagement and the work of the Advisory Committee. The Advisory Committee re-engaged on Thursday, March 1, with a Day-2 reboot. This included an expanded Committee with increased representation from faculty, program support staff and students. Day-3 of the consultations occurred on Thursday, April 12 and Day-4 will occur on Friday, May 25, with the Committee seeking feedback from the greater College community on Strategic Choices in April and May.

The new schedule will see a draft plan completed in June 2018, with the draft plan and a set of strategic options presented to the Board of Governors for review by September 2018.

5. LINK TO STRATEGIC PLAN:

STRATEGIC PLAN 2017-2022			
LEARNER DRIVEN Goal One Establish Algonquin as the leader in personalized learning across all Ontario colleges.	<input checked="" type="checkbox"/>	CONNECTED Goal Four Become an integral partner to our alumni and employers.	<input checked="" type="checkbox"/>
QUALITY AND INNOVATION Goal Two Lead the college system in co-op and experiential learning.	<input checked="" type="checkbox"/>	SUSTAINABLE Goal Five Enhance Algonquin’s global impact and community social responsibility.	<input checked="" type="checkbox"/>
Goal Three Attain national standing in quality, impact and innovation within each school and service.	<input checked="" type="checkbox"/>	PEOPLE Goal Six Be recognized by our employees and the community as an exceptional place to work.	<input checked="" type="checkbox"/>

6. STUDENT IMPACT:

- a) As part of Algonquin College’s International Education Strategic Plan refresh, the Advisory Committee will review college resources and services that support the overall success of international students, including support for staff and faculty who interact with the international student population, and innovate these services to meet the needs of Algonquin’s growing international student population.
- b) The International Education Strategic Plan refresh will also review Algonquin College’s current state to support domestic students (Canadian and landed immigrants) who seek integrated work experiences or other such experiences outside of Canada and set targets for student mobility outside of Canada, while ensuring any student risk in experiences outside of Canada is mitigated.

7. FINANCIAL IMPACT:

Non-funded revenue from the International Education Centre supports both the academic area of the College and Strategic Investment Priorities funding, and is projected to grow year-

over-year for the next three to ten years. A robust International strategy will support the continued growth of international student enrolment and allow the further development of international non-recruitment activities, allowing Algonquin College to derive revenue from multiple international activities.

8. HUMAN RESOURCES IMPACT:

- a) As part the development of the International Education Strategic Plan refresh, the Advisory Committee will review the current state of training and support for staff and faculty who work with international students. A future state will be recommended that aligns with a growing international student population.
- b) The Advisory Committee will also review the International Education Centre use of staff and faculty who support Algonquin College activities outside of Canada, as well as staff and faculty who support students seeking integrated work experiences or other such experiences outside of Canada.

9. GOVERNMENT / REGULATORY / LEGAL IMPACT:

The International Education Strategic Plan refresh does not have a material impact on specific government or regulatory requirements.

10. COMMUNICATIONS:

A college-wide engagement plan is under development with information posted at <http://www.algonquincollege.com/international/plan/>. Note that the site has not been socialized due to the labour disruption.

11. CONCLUSION:

Due to the work stoppage, the draft International Education Strategic Plan Refresh will be presented to the Board of Governors at the end of the second quarter.

Respectfully submitted:



Doug Wotherspoon
Vice President, Innovation & Strategy

Approved for submission:



Cheryl Jensen
President

**Report from the Chair
Board of Governors Meeting
April 16, 2018**

2018 Spring Board of Governors Retreat – March 24, 2018

Board members attended the 2018 Spring Board of Governors Retreat on March 24, 2018. The Retreat focused on Truth and Reconciliation, and Algonquin College's Indigenous Strategy. Board members, Foundation Board Vice Chair, the Algonquin College Executive Team, and the Foundation Acting Director, participated in the Kairos Blanket Exercise lead by Jackie Tenute, Aboriginal Counsellor and Sherry Poirier, Professor, School of Health and Community Studies. Generative dialogue and strategic discussions were exercised during the afternoon session to help guide Algonquin College in its Indigenous Strategic Plan development.

New Governor Recruitment Campaign

The Board Governance Committee launched a governor recruitment campaign in the Ottawa area in February. The Board office received five applications, and two candidates were interviewed to fill Governor Nancy Cheng's vacancy. Governor Shellee Fournier announced that she will not be returning for a second term. A recruitment campaign in the Perth area has been launched late March for two weeks that closed on April 13 to fill this vacancy. The Board Governance Committee will review the applications and provide an update to the Board members.

The call for nominations for an Academic Staff representative and Student representative went out College-wide on March 26, with the close of nominations on April 4, 2018. Candidates from both the Academic Staff and Students will actively campaign from April 5 to 19, and the election will occur from April 18 to 19, 2018. The effective start date for governors elect is September 1, 2018. It is anticipated that the governors-elect will join the Board as guests at the June 11, 2018 Board meeting.

Board Performance

The Board Governance Committee coordinated the annual evaluation of the Board, and the governor self-appraisal process. The online evaluation surveys were circulated by the Board Office on April 6. These tools allowed Governors to evaluate their own effectiveness, and the effectiveness of the Board as a whole. The evaluation results will be shared with all Board members.

One Day – Three Great Events, May 3, 2018

On May 3rd, Algonquin College will be celebrating the Grand Opening of the DARE District and the College's 50th Anniversary Birthday Bash in the afternoon, and the 50th Anniversary Fundraising Gala in the evening. Invitations for the three events were distributed on March 27. The links to register for the daytime events and the link to purchase your gala tickets were also provided with the invitations.

President's Year-End Dinner for the Algonquin College Board of Governors and Foundation Board

The President will host a dinner for the Board of Governors and the Foundation Board to mark the end of the academic year, on the evening of Tuesday, June 26, 2018. Governors are encouraged to bring a guest. Please mark your calendars.

**Report from the President
Board of Governors Meeting
April 16, 2018**

Province Creating College Task Force

On April 6, 2018, the Ministry of Advanced Education and Skills Development announced that the province of Ontario has appointed former Ontario Deputy Minister Sue Herbert to chair the College Task Force, which includes faculty, college representatives and students, along with industry and postsecondary education experts. It will make recommendations to support the delivery of high-quality, career-oriented postsecondary education and training that is accessible to students and responsive to changing labour market needs.

The College Task Force will explore a range of topics, including:

- Student success and labour market readiness
- Program pathways and support for students, including student mental health
- Staffing models that would enhance program quality and improve student experience
- Academic governance structures and intellectual property policies in the college system.

The task force will provide recommendations in December 2018.

The names and biographies of the Members of the College Task Force are provided in Appendix A: Members of the College Task Force.

2018 Election Strategy

The Committee of Presidents approved policy priorities for colleges to champion in the upcoming June election. The platform will call for a new higher education approach to produce highly specialized and job-ready workforce that is essential to the advanced needs of the new economy. It will emphasize the need for significant investments to ensure colleges have the ability and space to deliver high-quality programs. It will state that colleges must have the flexibility to tailor credentials to align with the new age of accelerating automation and that supports must be in place to ensure all students can fulfil their potential.

Colleges will call for government to:

- Provide colleges with the autonomy to offer credentials that align with today's economy. This would include broadening the range of four-year degree programs at colleges, and the potential for establishing three-year degree programs, introducing master's degree programs and other options.
- Affirm the political commitments to increase funding for a whole-of-community approach to mental health that provides better support to post-secondary students.
- Increase funding for increase of STEAM (science, technology, engineering, arts and math) programs by 30% over four years to position Ontario as a leader in the disruptive digital economy.

Messaging about the colleges' long-term fiscal sustainability challenges will be developed after the details of the 2018 Ontario Budget are provided.

Social Media Strategy

The Committee of Presidents endorsed a recommendation to develop a system-wide approach to promoting the college brand on social media. Colleges Ontario will coordinate a meeting with communications representatives at the colleges to explore next steps and develop a calendar of activities.

System Design

The Ministry of Advanced Education and Skills Development informed colleges and universities of the need to examine whether some post-secondary institutions should be designated as polytechnic institutions. In preparation for this, college presidents will engage in a comprehensive discussion of a number of related issues about the design of the college system. The discussion will consider a possible sector position on polytechnics designations. The college sector's task force on system design will prepare an options paper for the May meeting

College Day 2018

On College Day March 26, 2018, college presidents and board chairs met with cabinet ministers and Members of Provincial Parliament at Queen's Park, in Toronto to discuss the sector's priorities for the upcoming election. The morning exhibit called the *High-Tech World of Colleges* provided Members of Provincial Parliament and civil servants with live displays of cutting-edge technological innovations at colleges. The evening reception provided guests with culinary delights prepared by students province-wide. Algonquin students participated in both the morning exhibit and the evening reception.

Skills passports

The Vice-Presidents, Academic sector-wide, will explore options to create "skills passports" that would provide employers with information about the qualifications and skills that come from specific college programs. The passports would help employers gain a better understanding of the skills that are transferable when college graduates have to change careers as the economy evolves. The vice-presidents' work will include looking at the logistics, costs and other factors associated with creating a province-wide passport system.

Small, Northern, and Rural Grant

The Committee of Presidents received an update from the working group of college presidents, vice-presidents, and the Ministry of Advanced Education and Skills Development officials. The working group reviewed the allocation of existing small, northern, and rural grant, and the new additional sustainability funding of \$16.5 million announced in the 2017 Ontario Budget.

Members of the College Task Force

Sue Herbert, Chair, has had a distinguished career in the public service. She was a Deputy Minister in the Ontario government from 1997 to 2008 with the ministries of Education, Northern Development and Mines and Community and Social Services. Prior to becoming a Deputy Minister, she was the CEO of the Ontario Housing Corporation and held Assistant Deputy Minister positions. Since leaving the public service in 2008, Sue has led many important initiatives. With Patrick Case, she completed a 2017 review of governance and management practices in the York Region District School Board. In 2014-15 she reviewed the funding model for Ontario's universities. In 2013-14 she led the negotiation of Ontario's first Strategic Mandate Agreements with all 24 publicly assisted colleges.

Sylvie Beauvais has had a successful career in education for over 30 years at both Ontario and Quebec colleges. Before retiring in late 2016, she was Associate Vice-President at Collège Boréal. In this senior position, she was responsible for the overall management of the Central-Southwest programs and services. Prior to that, she spent 15 years at La Cité collégiale as a senior executive in various positions related to business development, international affairs, applied research, languages and health sciences. She is now a consultant in the fields of education, international affairs and health. She currently sits on the Ontario Judicial Appointments Advisory Committee and is a member of the College of Nurses of Ontario.

Aimee Calma is President of the College Student Alliance and has had an active career in student leadership and advocacy since 2016. She is a graduate of high distinction from Conestoga College's School of Business. Before completing her studies, Aimee was elected to the Conestoga Students Inc. Board of Directors and became president in 2017. She has led numerous campaigns related to the interests of the growing and diverse college community. The College Student Alliance advocates on behalf of Ontario's college students in partnership with student leaders.

Melanie Extance graduated from McMaster University with an Honour's Bachelor in Psychology, Neuroscience and Behaviour, and is now a post-graduate student at Mohawk College studying Mental Health and Disability Management. She is also an employee at the college, working in the department of Accessible Learning Services. Melanie is also a member of the Minister's Advisory Council of Students for 2017-18, a group of postsecondary students that gives advice to the Ministry of Advanced Education and Skills Development.

Fred Gibbons became President of Northern College on July 1, 2009 and is now serving in his third term. Prior to assuming this role, he held various senior positions with the college including Executive Regional Director; Executive Director, Staff Development and Human Resources; Registrar; and Principal of the Haileybury School of Mines. Currently, Fred participates on a number of provincial and national committees, including as Chair of Colleges Ontario and its Committee of Presidents, the Timmins Economic Development Corporation, the College Employer Council Management Board and Human Resources Steering Committee, and the Colleges and Institutes Canada, Learning Networks Steering Committee. He is a past President of the Timmins Chamber of Commerce and past Director of the Timmins and District Hospital.

Paula Greenberg, joining the Task Force as a representative of the Canadian Federation of Students - Ontario, is a student at Humber College in the Child and Youth Care post-graduate program. She graduated from OCAD University with a Bachelor of Design specializing in textile art and design. Paula previously worked in the arts, but after years of employment in manufacturing, decided to pursue social work pertaining to youth. Her social and political involvement has led her to be an advocate for youth and student rights.

Janice Hagan is an English tutor and Learning Centre Support Officer at Seneca College, where she has worked for over 30 years helping to keep students in school. She is president of her local union and has been active in OPSEU's College Support Division for 25 years and is currently serving as the Chair of the Divisional Executive.

JP Hornick is the Chair of the current Colleges of Applied Arts & Technology-Academic (CAAT-A) bargaining team that represents Ontario's College Faculty. JP is the coordinator of the School of Labour at George Brown College, a member of the CAAT-A Divisional Executive, and the Chief Steward of OPSEU Local 556. In addition to teaching labour studies courses, JP has also been a delegate to the Canadian Association of University Teachers. JP is a long-time social activist, has worked in the Ontario college system since 1997 as a contract and full-time professor, and is presently on the Board of Directors of the Community Arts organization. An experienced educator and steward, JP is committed to bringing a socially progressive labour perspective to students and workers through workshops, training and community events.

Steve Hudson became Vice President, Corporate Services at Niagara College in 2000, and soon after, completed a PhD in Higher Education at Ontario Institute for Studies in Education (OISE). Steve also holds a Master's of Engineering and a Master's of Business Administration from the University of Toronto. Steve has worked in the school board sector, and became a Superintendent of Business in 1993 for a school board in the Niagara Region. In 2008 Steve assumed the roles of Vice President, Academic & Learner Services, Chair of the College Sector Committee of Adult Upgrading Inc. as well as Chair of Youth Resources Niagara, a local agency supporting youth. Steve also serves as a Board member and Treasurer of the St. Catharines District United Way and is a past Trustee with the Niagara Health System.

Cheryl Jensen became President of Algonquin College in 2014, bringing with her more than 30 years of experience in the college system. Under her leadership, the college has formed new partnerships with The Ottawa Hospital, Siemens Canada, the Perley and Rideau Veterans' Health Centre, and Shopify, which offer students work-integrated learning opportunities and facilitate collaboration in support of local economic development. Cheryl joined Algonquin from Mohawk College, where she held the position of Vice-President, Academic from 2009 to 2014. She first joined Mohawk as a Chemical Engineering Technology professor in 1983 and served as Dean, Executive Dean, and Vice President of Engineering Technology, Apprenticeship and Corporate Training.

RM Kennedy is Chair of the Ontario College Faculty Division within OPSEU. RM has been a professor at Centennial College since 1999 in the General Arts and Science Department and more

recently in the Department of Humanities and Social Sciences. RM holds a PhD from York University and has written widely on issues of social justice and higher education. Originally hailing from Newfoundland, which has long struggled with the crisis of demographic change, RM holds a passionate belief in the role of colleges in protecting the social, cultural and economic vitality of communities.

Mike McKeown has worked at Durham College in the role of Accessibility Advisor/Coach since 2008. In this position he works to ensure students who identify barriers to their education are able to equitably access learning. Michael is actively involved within OPSEU's College Support Division, holding the elected positions of President for Local 353 at Durham College and Member of the Support Staff Bargaining Team. He serves as the Chair of the Provincial Employee Employer Relations Committee for CAAT(S) and sits on OPSEU's Provincial Human Rights Committee.

Ian McRae is the Government Relations and Policy Coordinator for the Canadian Federation of Students-Ontario. He attended Lakehead University in Orillia, Ontario and holds a Bachelor's Degree in Education. As a student, Ian served two years as Vice-President of the Lakehead University Student Union and was twice-elected Northern Commissioner for the Canadian Federation of Students-Ontario. Ian has also worked as an elementary and high school teacher in Pangnirtung, Nunavut. Formed in 1981, the Canadian Federation of Students-Ontario represents more than 350,000 full-time and part-time university and college students in Ontario.

MaryLynn West-Moynes was officially installed as Georgian College's President in 2012. She brings extensive academic and administrative experience in postsecondary education in Ontario, having held senior positions in both the college and university system. She has served as Vice President of External Relations at the University of Ontario Institute of Technology, President of Mohawk College, and in numerous senior leadership roles at both institutions. MaryLynn has extensive experience leading strategic planning, championing co-operative education and forging innovative college and university partnerships and pathways. MaryLynn received her PhD from the Ontario Institute for Studies in Education at the University of Toronto.

Abdullah Mushtaq has been with the College Student Alliance since June 2017, working on an array of college campus policy issues such as mental health, sexual violence and harassment, and the recent labour disruption. By working with student leaders across the province, he's helped advocate for stronger protections for students and better accessibility to education. He previously worked as a Community Relations Advisor and Research Analyst at the Ontario Legislative Assembly. He studied economics and focused his volunteer work in the youth and education sectors. Having grown up in three different countries, he hopes to bring a unique perspective to the College Task Force.

Andrew Pariser is the Vice-President of Residential Construction Council of Ontario (RESCON), an association that represents residential construction builders in the GTA. Andrew sits as a management trustee for the Durham Residential Construction Labour Bureau on the Labourers' Local 183 Members' Benefit Fund, Labourers' Local 183 Training and Rehabilitation Fund, and

Labourers' Local 183 Vacation Pay Fund. Andrew spent eight years with the Ontario Ministry of Labour as a mediator for collective agreements before joining RESCON in 2014.

Craig Stephenson was hired as Dean of Students in 2008 and became Vice-President for Students and Community Engagement at Centennial College in 2014. Craig's focus has been on the student learning experience, building capacity and tailoring new services and initiatives to strengthen persistence. At a provincial level, Craig serves on the Executives of the Centre for Innovation in Campus Mental Health and College Coordinating Committee for Vice-Presidents, Student Services. Craig has three decades of postsecondary experience and has worked at the Universities of Warwick, Central Lancashire and Cumbria in the United Kingdom, at the Universities of South Carolina and California, San Diego and the Institute for Shipboard Education in the US.

Warren (Smokey) Thomas was elected president of the Ontario Public Service Employees Union in April, 2007, after serving three terms (six years) as 1st Vice-President/Treasurer. A registered practical nurse, Smokey has been an OPSEU activist for over 30 years. He began his leadership career as president of Local 431 at the Ontario Psychiatric Hospital in Kingston where he represented more than 1,000 members before being elected to OPSEU's Executive Board in 1993. His early activism with OPSEU was triggered by his interest in developing an Employee Assistance Program at the hospital. Since then, he has participated in countless campaigns on behalf of OPSEU members. He is a periodic lecturer at the School of Industrial Relations at Queen's University.

Leesa Wheelahan is an associate professor at the Ontario Institute for Studies in Education (OISE), University of Toronto, where she holds the Willian G. Davis Chair in Community College Leadership. Prior to taking up her appointment at OISE in January 2014, Leesa was an associate professor in adult and vocational education at the University of Melbourne, Australia. She has led many projects in Canada and Australia that examined pathways within and between education and labour markets, higher education and vocational education policy, relations between colleges and universities, social inclusion in education, and the role of theoretical knowledge in curriculum.

For Algonquin College to deliver on its Mission and Vision we have five Strategic Directions and six supporting goals. These commitments guide our strategic priorities and budget process.

Strategic Direction

Reporting Timeframe: January 2, 2018 to March 12, 2018

LEARNER DRIVEN

Goal 1: Establish Algonquin as the leader in personalized learning across all Ontario colleges.

Summary Report from:	Activity
Academic	<ul style="list-style-type: none"> • More than 250 people attended the Pembroke Campus March Break Open House on March 10. This event is a major recruitment activity for the campus and offers a very personalized approach to student recruitment that includes campus tours, workshops for both students and parents, student panels, information sessions with faculty, and tours of the three privately owned and operated student residences. • In this reporting period, two Academic Access Advisors served 297 clients. These clients are adults who are interested in attending a postsecondary program, but are questioning their college eligibility. The Advisors served a further 154 mature applicants in the College’s Test Centre during this same reporting period. • There were 1,200 student observation visits at the Early Learning Centre during this reporting period. • On February 8, 2018, the School of Hospitality and Tourism held their 14th Annual Career Fair with over 50 vendors and over 650 students in attendance. • Student Support Specialists in the Faculty of Technology and Trades instituted two email campaigns, one for Level 01 students and one for returning students. These campaigns were designed to bolster the relationship between the College, the students’ programs, and the Student Support Specialists.
Communications, Marketing and External Relations	<ul style="list-style-type: none"> • There were 23,152 individuals added to or converted in the email marketing campaign during this reporting period. This included 8,217 prospects and 14,935 applicants. Of the 14,935 applicants in the nurture program, 10,634 (71%) converted from leads. The campaign has seen rising open rates from the previous reporting period to an average of 35.8%, an increase of 10% over the last period but trailing year over year by 5.5%, while click through engagement increased slightly to 3.9% from the previous period and up from 1.9% year over year. The addition of applicants to the campaign is a new process for 2018 Fall cycle enhancing staff’s ability to track conversions. With this, there is no year over year data to share on the percentage of total applicants that were converted for this time frame.

<p>Innovation and Strategy</p>	<ul style="list-style-type: none"> • The first collaboration between the School of Advanced Technology and the Co-op office to add a co-op option to the Regulatory Affairs –Science Graduate Certificate program has been completed. • Customized workplace training for indigenous organizations has been initialized with the Cree Nation of Chisasibi, Cree Nation of Mistissini, Cree Board of Health and Social Services, First Nations Market Housing Fund, First Nations Information Governance Centre, Nunavut Tunngavik Incorporated, and the Clyde River Housing Association. • The International Education centre hosted five orientation sessions for 315 new international students in Level 01, due to a 55% intake increase of 959 students over the same period in 2017. • A new Cisco Advanced Threat Defence anti-malware software was deployed to 4,000 employee computers to help prevent advanced malware related cyber attacks. • The Cisco Next Generation Intrusion Prevention System was deployed to the Information Technology network to help prevent increasing, advanced cyber attacks. • The Algonquin College Way, our unique adaptation of Lean’s respect for people and continuous improvement, continues to grow with the development of standard operating procedures for Lean activities such as process mapping, daily huddles, leader standard work, and Business Plan Quarterly Status Reporting.
<p>Student Services</p>	<ul style="list-style-type: none"> • Student recruiters collected 7% (from 848 to 908) more prospective student leads compared to the same time in 2017. This includes a 12% increase in presentations to prospective students (from 221 to 252). • The Winter Open House was held on January 20. There was a 39% increase in registrations of prospective students and influencers compared to the 2017 event (from 1,337 to 1,857). Of these registrants, there was a 47% increase in leads collected (from 596 to 875) compared to the event in 2017. Following the cancellation of the Fall Open House due to the work stoppage, the increase in Winter Open House participation was expected as a result of additional marketing and recruitment promotional resources and efforts. • There were 3,327 international applications received during this period. For the same period in 2017, 2,293 international applications were received. This represents an increase of 45%. An increase in international recruitment efforts including the expansion of the India office, and an increase in Study Permit approval rates by the Government of Canada have contributed to the increase in international applications. • Registrar’s Office direct service to student via the service counter, phone and email was up 13% from the same time in 2017 (from 59,054 to 66,691). This increase includes a 16% increase in calls, 50% increase in email communication, and a 6% decrease in in-person service, to which an increase in online payments and restricted construction access surrounding the Registrar’s Office can be attributed. • Winter Orientation onboarding events included: AC Start, Tech Lounge, AC Day 1, and Campus Village. A total of 2,916 students registered to participate in Winter Orientation events – an increase of 39% over the 2,102 that

	<p>registered to participate in 2017 Winter. This increase is comparable to a 31% increase in enrolment to Level 01 activity for the 2018 Winter Term.</p> <ul style="list-style-type: none"> The Algonquin College demonstration pilot project on transitions to post-secondary education for students with autism spectrum disorder has been approved for a sixth year of funding (April 1, 2018 to March 31, 2019). To date, the Transition Support Center has provided direct service to five cohorts of students with autism spectrum disorder transitioning into their first year of college. Algonquin College is well recognized as a leader in supporting students with autism spectrum disorder across Ontario.
<p>INNOVATION AND QUALITY Goal 2: Lead the college system in co-op and experiential learning. Goal 3: Attain national standing in quality, impact and innovation within each school and service.</p>	
Summary Report from:	Activity
Academic	<ul style="list-style-type: none"> An interdisciplinary day was held at the Pembroke Campus on March 6. The staged “critical incident” mock training experience included students in the Police Foundations, Practical Nursing and Personal Support Worker programs. Fourth-year Bachelor of Science in Nursing (Pembroke) students hosted a Community Health Nursing Poster Presentation on January 11, where they showcased the semester-long research projects that they completed in partnership with our community agencies. The Game Development program and the Canadian Aviation and Space Museum partnered to create experiential learning opportunities for students. By creating the Algonquin College Virtual Reality simulation lab, students were able to create a living Virtual Reality exhibit that opened at the museum during March break. The School of Business in partnership with the Co-op Office successfully enrolled over 40 students in the Cooperative Education stream of the Business Administration – International Business program. Students in the Projection Management program are archiving the technology assets in the Applied Research and Innovation Labs with the intent of creating a lending library.
Finance and Administration	<ul style="list-style-type: none"> Food and Conference Services, Residence Services, and the Students’ Association participated as part of a City of Ottawa bid to host the 2020 North America Indigenous Games. The North American Indigenous Games are a multi-sport, multi-disciplinary event involving Indigenous youth from Canada and the United States. The Games offer 14 sport competitions in addition to a vibrant cultural program, showcasing local and North American indigenous cultural groups and entertainers.
Indigenous Initiatives	<ul style="list-style-type: none"> The Three Drums-three Campuses Project was held. The activity engages Indigenous and non-Indigenous learners and staff with Community Craftsman and Knowledge Keepers to build ceremonial drums in each campus. The goal

	<p>was to have learners work together to build a drum and to learn Indigenous culture, and how to care, maintain and feed the drum. Every session, every conversation with knowledge keepers and the drum building process has been documented to be shared with the college community. At each Fall Orientation Week, Elders can share these teaching with learners. This is a great example on how we can be innovative with Indigenous knowledge based projects in response to the Truth and Reconciliation’s Calls to Action.</p>
<p>Innovation and Strategy</p>	<ul style="list-style-type: none"> • A record-level number of 299 co-op work placements were confirmed for the Winter semester representing a 23% increase over the same period in 2017. • Over 314 co-op work placements have been confirmed for 2018 Spring semester trending a 19 percent increase over the same period last year. • Twenty-three employees from the Information Technology Services Lean model team received White Belt training on The Algonquin College Way. Participants engaged in learning activities that reinforced a culture of continuous improvement, with a focus on processes that touch students directly and relate to our Mission “To transform hopes and dreams into lifelong success.” • The Cyber Security Unit Lean model team completed a three-day Kaizen (continuous improvement) event that focused on Firewall Management. The effort brought together clients and the Firewall Management team to map the current state, and develop the future state. • In January, D. Wotherspoon, Vice President Innovation and Strategy established daily huddles with the core team. The ten-member team meets daily to review daily tasks and surface barriers or challenges to getting work done, and to engage in a dialogue that promotes learning and knowledge-sharing.
<p>CONNECTED Goal 4: Become an integral partner to our alumni and employers.</p>	
<p>Summary Report from:</p>	<p>Activity</p>
<p>Academic</p>	<ul style="list-style-type: none"> • Alumni coffee breaks were held in February and March at Pembroke area businesses that employ graduates of Algonquin. • Twenty-five alumni from the Pembroke Campus attended an alumni event at an Ottawa Senators hockey game on February 26. • Over one hundred Program Advisory Committee Chairs attended the appreciation event at the Senator’s Hockey Game on February 22.

	<ul style="list-style-type: none"> • In conjunction with the Bruyere Centre for Research, Learning and Innovation, Nursing Studies delivered Train the Trainer workshops, across Ontario, focussed on Communication at the end-of-life. • On January 30, 2018, students of the Bachelor of Hospitality and Tourism Management held a <i>Meet and Greet</i> with industry members. This was a great opportunity for students to network.
Communications, Marketing and External Relations	<ul style="list-style-type: none"> • Alumnus Adrian Salamunovic from Applied Arts & Technology has been profiled in Forbes for co-founding CanvasPop, which is described as "one of North America's leading digital art printing companies.
Indigenous Initiatives	<ul style="list-style-type: none"> • Safe Name Giving and Safe Name Keeping, Mural and Algonquin College's Audio Logo: The Indigenous Initiatives team, along with Samantha Tanasco and the Indigenous architect from Brook McIlroy, engaged with community elders and members from Kitigan Zibi, Pikwakanagan, and Urban community to help with naming opportunities for Indigenous areas of the DARE District. Shalak, the mural artist was invited to collect the communities' vision on what elements and design the three stories high mural should best represent Algonquin territory. Algonquin College's marketing team was invited to discuss Algonquin College's Audio logo to see if there was a distinctive sound that may represent the Algonquin people.
Innovation and Strategy	<ul style="list-style-type: none"> • HealthCareCAN, in partnership with Algonquin College, graduated ten students from the Food Service and Nutrition Management program. • The Local Employment Planning Council received a \$148,000 Ontario Centre for Workforce Innovation grant for an Exploration project that prepares job seekers to find and retain employment in Retail and Customer Service sector.
Student Services	<ul style="list-style-type: none"> • The Employment Support Centre hosted the 20th Annual Career Networking Fair on February 13, 2018. This event featured 75 employers, and 1,828 students and alumni (an increase of 5% over last year) attended the career fair. • A new monthly podcast series was launched in partnership with the Alumni and Friends Network, highlighting recent graduates. This podcast provides current students with tips and personal stories about entering the workforce. • The first "AC Hub Lunch & Learn" event was launched on February 7, 2018. This event encourages cross-college collaboration. A variety of student leaders (Class Representatives, Resident Advisors, Student Navigators, and AC Hub Desk Staff) were invited to lunch to learn about "hot topic" services/resources on campus. The goal of the event is to inform student leaders so that they can disseminate the information they learn to their classmates. Over 35 students attended, each indicating that they would communicate this information to an average of 50 other students.
<p>SUSTAINABLE Goal 5: Enhance Algonquin's global impact and community social responsibility.</p>	

Summary Report from:	Activity
Academic	<ul style="list-style-type: none"> • Fourteen Algonquin College students and two faculty members spent reading week in Costa Rica participating in a General Education International Rain Forest course. • Pembroke Campus' Community and Student Affairs Office held a half-day planning activity with the City of Pembroke as part of its Town and Gown initiative to build an even stronger relationship with the College's host municipality. • The Construction Trades and Building Systems Department has welcomed a number of groups to learn more about trades programs including Woodworking, Plumbing, and Sheet Metal. These groups included over 96 Grade 10 girls for a Women in Trades Day in partnership with Skills Ontario, 24 high school students in foster care with the Eastern Ontario Children Aid Society and 20 refugee students with the Ottawa Carleton District Catholic School Board. • Faculty in the Applied Science and Environmental Technology Department won a Go wild-World Wildlife Fund College grant to support taking students, faculty, and staff to the Perth Campus to help plant and geo-tag trees in the Arboretum. This is the first time this grant has been offered to Colleges. • Veterinary Assistant students participated in varied and socially minded field placements with institutions such as Humane societies in Ontario, Canadian Guide Dogs for the Blind, and Wildlife rescue organizations (in Ontario and in Nova Scotia). One student travelled to Portugal for a field placement with a not-for-profit animal rescue organization. • The Early Learning Centre hosted professional development training for two days in January for Centre staff and thirty community early learning agencies which was funded by the City of Ottawa. Community early learning agency invitations were extended in recognition of their contribution to the Early Childhood Education program by providing placement opportunities for Algonquin College students. • On February 26, 2018, the School of Hospitality and Tourism launched a new program, Level 02 Kitchen Stewards, as part of the <i>Area Community Programming</i>. The intent of this program is to expand on the success of the Level 01 program by providing further skills while feeding a marginalized population nutritious foods. There are three partners: Algonquin College, Christian Horizons, and the Lowertown Community outreach center.
Communications, Marketing and External Relations	<ul style="list-style-type: none"> • On January 17, S. Anderson and D. McNair presented at the Ontario Legislation Pre-Budget Consultation. • On January 31, President Jensen presented at the Minister of Finance Pre-Budget consultation.
Indigenous Initiatives	<ul style="list-style-type: none"> • On February 27 and 28, the manager of Indigenous Initiatives attended the Second Indigenous Education Conference hosted by Seneca College. The focus of the conference was to share a foundational understanding of the meaning and implications of Indigenization, colonization, and decolonization in post-secondary. How do we give back that

	<p>which was taken away? How do we work together to bring about meaningful change in order to achieve better quality learning experiences for Indigenous learners?</p>
Innovation and Strategy	<ul style="list-style-type: none"> • International Level 01 post-graduate enrolments for January 2018 increased by 49% to 969, and returning students increased by 33% to 1811. This is an overall increase of 38% for a total of 2780 international students as of January 29, 2018. • A collaborative effort between the Language Institute and the School of Marketing, Entrepreneurship, and Office Studies, resulted in successful delivery of a short term study program to 28 students from Shaoxing University receiving an overall 92.9% student satisfaction rating of “Extremely Satisfied”. • A collaborated effort between the Language Institute and the School of Business Administration Core delivered, for the third year, a short term training program to 89 participants from Denmark’ Niels Brock Business College. • Four new Language Pathway agreements were signed with local and national language schools, including Quest Language Studies, Interlangues Language School, ABCE Language School Inc. and Aston Language Centres.
Student Services	<ul style="list-style-type: none"> • On March 12, the Umbrella Project hosted a knowledge exchange event on the Opioid Crisis, with national and provincial experts speaking to over 100 attendees from across Canada. Attendees were provided with up-to-date information about education, prevention, and treatment around this critical topic, and visited an agency fair. Ben Bridgstock, Manager of Counselling Services, presented on the history of the Opioid Crisis at this event. Ben Bridgstock has become known as a leader on this issue in Ontario’s post-secondary system. • In partnership with the Algonquin Students’ Association, the AC Hub accompanied a total of 22 participants over reading week on service learning trips (called Global Projects) to the Dominican Republic and Nicaragua. Global Projects are an initiative where participants volunteer their time and give back in a variety of capacities, encouraging them to be active citizens who are engaged not just with their school, but also with the world around them.
<p>PEOPLE</p> <p>Goal 6: Be recognized by our employees and the community as an exceptional place to work.</p>	
Summary Report from:	Activity:
Academic	<ul style="list-style-type: none"> • A month-long celebration of Indigenous culture is taking place at the Pembroke Campus during the month of March with several sessions/workshops. This celebration has been planned in partnership with the Circle of Turtle Lodge and included a drum making project involving students, as well as a blanket exercise. • Dave Best, Coordinator, Sports Business Management program participated in over eight interviews providing commentary on the Winter Olympics 2018.

	<ul style="list-style-type: none"> The School of Hospitality and Tourism’s Indigenous Cook program with Chef Azure Smith Spender was featured in an article entitled <i>Breaking Bread with Tradition Ways – Aboriginal Teaching Methods Keep Indigenous Recipes Alive</i> in Fifty-Five Plus Magazine.
<p>Communications, Marketing and External Relations</p>	<ul style="list-style-type: none">
<p>Human Resources</p>	<ul style="list-style-type: none"> Changes to terms and conditions of employment have been implemented for affected employee groups in compliance with the Fair Workplaces, Better Jobs Act, also known as Bill 148, effective January 1 2018. These changes are: increase to minimum wage, vacation pay and public holiday pay, and six new leave entitlements. Consultation and analysis with managers continues in order to determine requirements and frameworks to meet upcoming changes under the legislation regarding equal pay for equal work, which come into effect April 1. The New Employee Orientation & Mentoring program welcomed seven new full-time and one new part-time Support Staff. Four full-time and one part-time Administrative Staff were provided with mentors. The Part-Time Faculty Orientation Program registered 219 part-time faculty for the Winter 2018 program offering six face-to-face sessions and one online module. There were 33 Professional Development workshops available to all employees, supporting 252 employee registrants. These workshops are in collaboration with Learning and Teaching Services, the Centre for Accessible Learning, Human Resources (Employee Assistance Program), Risk Management and Sun Life. The Leadership Development for Women program welcomed 39 registrants to a Wellness in Leadership session, and 70 colleagues and 13 students to the Women in Leadership Speaker Series, featuring Shari Graydon. Counselling Services Workshops included <i>SafeTALK</i> (11 registrants), <i>Mental Health on Campus: Recognize, Respond, Refer</i> (21 registrants), <i>Mental Health First Aid</i> (15 registrants), and <i>Applied Suicide Intervention Skills Training (ASIST)</i> (ten registrants). The Management Academy offered seven workshops; Performance Management, Building Collaborative Union-Management Relationships, Standard Work Forms, Financial Literacy, Creating and Promoting Mental Wellness, Support Staff Classification, Information Security, and Data Privacy for 73 registrants. The Teaching Adult Lifelong Learners (TALL) course entitled <i>Teaching Adults, Getting Started</i> had 21 part-time faculty at the Ottawa and Pembroke campuses. The Learning Theory and <i>Managing the Learning Environment</i> course had 32 registrants at the Ottawa and Pembroke campuses. The <i>Presentation Skills</i> course had 11 registrants at the Ottawa campus.

	<ul style="list-style-type: none"> Department Support continues to provide weekly one-on-one computer skill sessions to our trade employees in Physical Resources, Technical Services, and Energy Conservation team. This training has been beneficial providing them with the support to successfully adopt on-going technology changes within the workplace.
Innovation and Strategy	<ul style="list-style-type: none"> On March 9, 13 employees in Finance and Administration were recognized for their outstanding efforts related to process improvements in support of the College Business Plan goal. Process improvements that directly touch students' experience were highlighted at the celebration event.
Student Services	<ul style="list-style-type: none"> The Registrar's Office held a team development day on February 21. Ninety employees participated in team-building activities and received updates on divisional business planning, projects, and priorities. Under the Counselling Services Umbrella project, 15 important events have occurred in relation to mental health, harm reduction, and sexual assault awareness. Examples include: <ul style="list-style-type: none"> launched "#I Believe You" campaign, 500 student's engaged in events on all three campuses; project lighthouse agency fair – over 400 students engaged in sexual assault awareness; AC Day 1 - spoke to over 250 student's at the Project Lighthouse booth; Umbrella Project participated in Mental Health Awareness Week activities and Campus Village event – engaged over 350 students; facilitated Overdose Awareness training for students with Ottawa Public Health staff in the Mamidosewin Centre had 35 attendees; facilitated Overdose Awareness training for staff at the Pembroke Campus with five attendees; represented the Algonquin College Umbrella Project at a provincial event hosted by the Canadian Centre on Substance Use and Addiction in Toronto; and presented to 20 Ottawa Carleton District School Board staff on the Umbrella Project. Counselling Services facilitated 14 Mental Health Related training events/workshops for staff and students, with 573 participants.
STUDENT & EMPLOYEE SUCCESSES:	Activity
Academic	<ul style="list-style-type: none"> The Pembroke Waterfront Campus raised more than \$6,000 for the 2017 United Way campaign. Broadcasting Television students won three awards for videos created for the Royal Ottawa Hospital. Animation graduate AJ Cote and his team received a 2018 Canadian Screen Award for best fiction web series, "People Watching".

	<ul style="list-style-type: none">• Claire Ramsay, Chair, Academic Access Centre was selected by the Ministry of Advanced Education and Skills Development as a member of the Literacy and Basic Skills Improvement and Expansion Reference Group 2: Funding and Performance Management.• The Preparation for Health Science graduation was held at the Restaurant International in January. The Practical Nursing program welcomed 32 graduates in the next academic year, while other students are entering the following programs: Paramedic, Dental Hygiene, Veterinary Technician, and Biotechnology at Algonquin College.• The Welding and Fabrication Techniques program donated beds for the Kiwanis race to the Knights of Columbus. They will use the funds raised to buy food for the Rockland Help Center.• Carmen Hust, Nursing Professor, successfully defended her doctorate dissertation in Nursing entitled “Recovering Not Condemned: The Lived Experience of Baccalaureate Nursing Students with Mental Health Concerns”.
--	---