

APPROVED

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>
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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.

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