

APPROVED

BOARD OF GOVERNORS MEETING MINUTES

MINUTES OF THE MEETING NUMBER FIVE HUNDRED AND TEN OF THE BOARD OF GOVERNORS OF ALGONQUIN COLLEGE, HELD ON MONDAY, DECEMBER 10, 2018, AT 4:00 PM, IN ROOM T102 A&B, OTTAWA CAMPUS.

<p><u>Present:</u> Peter Nadeau, Board Chair Cheryl Jensen, President Cyril McKelvie Enrico DeFrancesco Gail Beck Jeff Darwin Jim Robblee Kelly Sample Krisha Stanton Michael Waters Steve Barkhouse Valerie Sayah Wayne Johnson</p> <p><u>Regrets:</u> Audrey Claire Lawrence Jim Brockbank, Board Vice Chair Jay McLaren Shubham Paudel</p> <p><u>Recorder:</u> Victoria Tiqui-Sanford, Board Assistant</p>	<p><u>Algonquin College Executive Team:</u> Claude Brulé, Senior Vice President, Academic Diane McCutcheon, Acting Vice President, Human Resources Doug Wotherspoon, Vice President, Innovation & Strategy Duane McNair, Vice President, Finance & Administration Laura Stanbra, Vice President, Student Services Ron Deganadus McLester, Executive Director, Truth, Reconciliation, Indigenization Tracy McDougall, Director, President’s Office</p> <p><u>Presenters:</u> Grant Perry, Director, Finance and Administrative Services Krista Pearson, Registrar Paul Gardner, Senior Finance Manager – Special Projects</p> <p><u>Changemaker Awards:</u> Shaun Barr - Academic Chair, Construction Trades and Building Systems Maroan Ahmed - Building Construction Technician (2018)</p> <p><u>External Guests:</u> Jessica Abbott, Engagement Director, PwC Simon Miller, Director, Customer Success, Workday Canada Stacey McKinnon, Sr. Project Manager, Workday Canada Richard Simm, Managing Director, KPMG Corporate Finance Inc. Barry Travers, Partner, National Tax, KPMG Brennan Carroll, Partner, Borden Ladner Gervais LLP</p>
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WELCOME REMARKS

Board Chair P. Nadeau welcomed members and guests to the meeting at 4:03 p.m.

0. CELEBRATING STUDENT SUCCESS – CHANGEMAKER AWARD: Camp Smitty

Board Chair P. Nadeau invited C. Brulé, Senior Vice President, Academic to provide members with an overview of the Camp Smitty project which involved Algonquin College faculty and students from the following programs:

- Building Construction Technician, Ontario College Diploma program

- Mechanical Techniques – Plumbing, Ontario College Certificate program
- Electrician (Construction & Maintenance), Apprenticeship program
- General Carpenter, Apprenticeship program

C. Brulé introduced Shaun Barr, Academic Chair, Construction Trades and Building Systems and Maroan Ahmed, Building Construction Technician (2018), and Daryl Burnie, Building Construction Technician (2018) to present the Camp Smitty project. Algonquin College Governor and President of Amsted Design Build, S. Barkhouse, approached S. Barr, to have students from the trades programs participate in building a new cabin for the camp’s cook at Camp Smitty. Camp Smitty is operated by the Boys & Girls Club of Ottawa, set in a beautiful lakefront scenery, and provides dynamic programs for campers from ages eight to 16 years old. The cook’s cabin was constructed in the Carpentry Lab at the Algonquin Centre for Construction Excellence and delivered to the campsite on September 15, 2018. M. Ahmed thanked Algonquin College and his professors for providing him with the education required to build his career and life in Canada.

Daryl Burnie, Building Construction Technician (2018), was congratulated but was not present for the presentation.

Board Chair P. Nadeau congratulated M. Ahmed and the all students involved in the project for their achievements.

1. CONSTITUTION OF THE MEETING & APPROVAL OF THE AGENDA

Board Chair P. Nadeau constituted the meeting at 4:11 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: G. Beck & S. Barkhouse

THAT the Board of Governors approves the meeting agenda of December 10, 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. There were no conflicts of interest declared.

3. APPROVAL OF PREVIOUS MEETING MINUTES AND THE CONSENT AGENDA

3.1 Minutes of the Board of Governors’ meeting of October 22, 2018

Approval of the Board of Governors Meeting minutes of October 22, 2018.

RESOLUTION

MOVED & SECONDED: V. Sayah & G. Beck

THAT the Board of Governors approves the October 22, 2018 meeting minutes.

CARRIED.

3.2 Board Executive Committee Report

Board Chair P. Nadeau provided a verbal report from the Executive Committee meeting held on November 28, 2018.

Members accepted this report for information.

3.3 Academic and Student Affairs Committee Report

In the absence of Governor J. McLaren, Chair, Academic and Student Affairs Committee, President and CEO Jensen provided members with information from the Academic and Student Affairs Committee meeting held on November 8, 2018. Enrolment updates were highlighted in the report. Members accepted this report for information. Board of Governors approvals were requested for the following:

Program Suspension: 0746X04FPT Masonry - Heritage and Traditional, Ontario College Diploma

RESOLUTION

MOVED & SECONDED: C. Jensen & G. Beck

THAT the Board of Governors approves the suspension of the Masonry – Heritage and Traditional, Ontario College Diploma program effective Fall 2019.

CARRIED.

ABSTAINED: E. DeFrancesco

Program Suspension: Carpentry and Renovation Technician – Sustainable Design Build, Ontario College Diploma

RESOLUTION

MOVED & SECONDED: C. Jensen & C. McKelvie

THAT the Board of Governors approves the suspension of the Carpentry and Renovation Technician – Sustainable Design Build, Ontario College Diploma program, effective Fall 2019.

CARRIED.

ABSTAINED: E. DeFrancesco

Program Suspension: Motive Power Technician, Ontario College Diploma

RESOLUTION

MOVED & SECONDED: C. Jensen & K. Stanton

THAT the Board of Governors approves the suspension of the Motive Power Technician, Ontario College Diploma program - Pembroke Campus, effective Fall 2019.

CARRIED.

ABSTAINED: E. DeFrancesco

3.4 Audit and Risk Management Committee Report

Governor K. Sample, Chair of Audit and Risk Management Committee, provided members with information from the meeting held on November 19, 2018.

Members accepted this report for information.

3.5 Governance Committee Report

Governor J. Robblee, Chair of Governance Committee invited D. McNair, Vice President, Finance and Administration, to provide a high-level overview of agenda item 3.5.1 Draft Policy: Election of Internal Member to the Board of Governors. D. McNair presented members with a revised policy and procedures for the election process for internal members of the Board of Governors, replacing the existing Bylaw 3. The policy and process to elect internal members to the Board of Governors must be reviewed by the Board of Governors and updated on a regular basis to reflect changes in technology, election best practices, and address behaviours that may taint election outcomes.

Board of Governors approval was requested for the following:

Policy - Election of Internal Member to the Board of Governors

RESOLUTION

MOVED & SECONDED: J. Robblee & V. Sayah

THAT the Board of Governors approves the repeal of Bylaw 3 and approves the new Board Policy – Election of Internal Members to the Board of Governors as amended.

CARRIED.

Governor J. Robblee, provided members with information from the meeting held on November 22, 2018.

Members accepted this report for information.

3.6 Foundation Report

Governor J. Darwin, Board of Governors representative to the Foundation Board of Directors provided members with an update on the Foundation activities.

Members accepted this report for information.

4. BUSINESS ARISING FROM THE MINUTES

4.1 Workday Project Update

D. Wotherspoon, Vice President, Innovation and Strategy presented the progress of the Workday Enterprise Resource Planning System Implementation. He introduced Lois Pollock, Chief Digital Office, Information Technology Services, Jessica Abbott, Engagement Director, PwC, and Simon Miller, Director, Customer Success, Workday Canada, who were in attendance to answer questions from Governors.

The report provided members with a project update since the last presentation to the Board of Governors on October 22, 2018, and an overview of ongoing and upcoming key activities, deliverables, and milestones required to successfully deploy the Workday application.

The Workday Project team has continued to make significant progress towards the December 14, 2018 system launch date. On November 14, 2018, the project team achieved a critical milestone with the successful completion of six weeks of parallel pay testing activities. Following the sign-off of this project phase, the team began working on the final phase of the system development cycle in advance of go-live.

Between October 11 and 29, 2018, the first phase of training was delivered to 290 People Managers, human resources support and finance support employees. The second phase of training for this group is being delivered from November 28 to December 18, 2018. The format of phase two training is hands-on with a focus on providing participants with an opportunity to complete job-related tasks in the Workday training environment. Training sessions for these highly impacted groups are being delivered by Subject Matter Experts from the project team and will conclude in advance of the December 17, 2018 system launch date for Human Resources and Finance.

The project remains on track to meet the critical path milestones and is on target to achieve the go-live date of December 14, 2018.

Members accepted this update for information.

5. NEW BUSINESS

5.1 Transforming Indigenization Initiatives

R. McLeister, Executive Director, Truth, Reconciliation, and Indigenization presented the Transforming Indigenization Initiatives. The presentation provided members with empirical research, traditional Indigenous Knowledge, and the foundation for the creation of the Algonquin College Indigenization Plan. In late 2016, the College approved a significant research and strategic planning initiative titled: Transforming Indigenization Initiatives through the Strategic Initiative Priorities program. The March 24, 2018 Board of Governors retreat focused on a generative discussion on Indigenous Initiatives. At the retreat, Algonquin College staff was directed to ensure this work answered calls to action found within the Truth and Reconciliation Commission report.

Over the next two years, the Indigenous Initiatives group will undergo an organizational realignment to ensure Indigenous Knowledge continues to take root within the institution. Indigenous Initiatives staff will also take on a leadership role with the Algonquin College Leadership Team in order to identify, explore and embed traditional Indigenous Knowledge into governance systems. Additionally, staff will work with this research and recommendations to further entrench Indigenous ways of knowing into the very fabric of Algonquin College.

This body of work helps to understand the promising practices that exist within Canada relating to Indigenization. The research also provides a tactical list of next steps that College staff will consider to maintain the leadership position within the Indigenous Education sector. Most importantly, it confirms the need to focus on relationship building thus enabling the creation of a personalized response towards Truth and Reconciliation.

C. Jensen noted that the Indigenous Strategic plan is unique, and has the potential to become a revenue generating Indigenous entrepreneurship centre.

Questions from members were answered.

RESOLUTION

MOVED & SECONDED: G. Beck & S. Barkhouse

THAT the Board of Governors approves the Transforming Indigenization Initiatives plan.

CARRIED.

5.2 Five Year Capital Investment Plan

D. McNair, Vice President, Finance and Administration presented the Five Year Capital Investment Plan. The report provided an overview of the College's Five Year Capital Investment Plan that details current and future capital investment requirements, and identifies the current sources of funds required to meet the investment requirements. Currently, the College has a number of significant investments underway, including the replacement of the College's financial, human resource, and payroll systems (Workday Project), the Athletics and Recreation Complex, and the Solar Photovoltaic Plan. In the recent past, the Board of Governors has approved draws on College reserves to fund essential projects such as the Workday Project, the DARE District, Student Central,

and the Indigenous Gathering Circle. Investment cases for new projects are currently being developed to support further investments from the College through in-year net revenues, reserves, third party contributions, government grants, or external financing. Projects currently under development include the Healthy Living Education initiative, and the Student Information System Upgrade.

College administration must ensure that critical investment requirements continue while taking into consideration the financial sustainability of the College as measured by the financial health indicators prescribed in the College's Strategic Mandate Agreement.

Questions from members were answered.

Members accepted the Five Year Capital Investment Plan for information.

5.3 Healthy Living Education Initiative – Update

The report provided an update on the Healthy Living Education initiative. In 2016, Algonquin College and Perley Rideau Veterans Health Centre signed a memorandum of understanding to develop partnership opportunities in the health sector. Opportunities for collaboration examples included: hospice care, affordable seniors living/housing, and upgrading long term care facilities.

In early 2018, the partnership with the Perley Rideau Veterans Health Centre was expanded to examine the potential of a building project on the Ottawa Campus that would include seniors apartments, long-term care beds, and an academic learning space. This additional space will accommodate and support the expansion of the College's health sector program offerings. This would increase enrolment, new programs, and opportunities for inter-disciplinary activities including applied research. Next steps include continued delineation of the functional plan, identification of potential building sites, and the creation of a communication plan.

Members accepted this update for information.

6. DECISION ITEMS & REPORTS

6.1 Second Quarter 2018-2019 Financial Projection

D. McNair, Vice President, Finance and Administration provided members with brief overview of the report. G. Perry, Director, Finance and Administrative Services presented the Second Quarter 2018-2019 Financial Projection.

On February 26, 2018, the Board of Governors approved the 2018-2019 Annual Budget. The Second Quarter 2018-2019 College Net Contribution is projected to increase to \$11.9 million, an increase of \$17.4 million over the (\$5.5) million Approved Annual Budget. Highlights of significant contributors are:

- Estimates for Employment Standards Act impacts have been refined, resulting in a reduction in the estimated impacts by \$10 million;
- College Enrolment increased by 7.0% from the Approved Annual Budget; and
- A one-time Ministry Grant entitled Supporting Quality Programs and Student Outcomes, totalling \$4.0 million.

The 2018-2019 Second Quarter Financial Projection indicates a positive impact on the College's financial position, operations, cash flow, and net assets.

Questions from members were answered.

Members accepted this report for information.

6.2 2019-2020 Budget Assumptions, Three-Year Pro Forma, 2019-2021 Business Plan

D. McNair, Vice President, Finance and Administration, referred to G. Perry, Director, Finance and Administrative Services, and L. Stanbra, Vice President, Student Services, who presented the 2019-2020 Budget Assumptions, Three-Year Pro Forma, and 2019-2021 Business Plan. The presentation provided members with a preliminary three-year pro forma budget forecast for the period 2019-2020 to 2021-2022, and an overview of the development of the 2019-2021 Business Plan. The College Budget Committee has worked collaboratively since the spring of 2018 to develop estimates and assumptions supporting the three-year pro forma budget forecast. Additionally, the College Leadership team has worked with their respective areas to develop key elements of a multi-year business plan. The final 2019-2020 Annual Budget and Business Plan will be presented to the Board of Governors for approval at the February 25, 2019 meeting.

Questions from members were answered.

Members accepted this report for information.

6.3 2019-2020 Tuition and Fees Schedules

L. Stanbra, Vice President, Student Services provided a high-level overview and introduced K. Pearson, Registrar, who presented the Draft 2019-2020 Tuition and Fees Schedules for the academic year beginning September 1, 2019 and ending August 31, 2020. The tuition and fee schedules were developed in consultation with staff from Academic Operations and Planning, Academic Areas, Co-operative Education, the International Education Centre, the Students' Association, the City of Ottawa (Universal Bus Pass), Campus Services, Information Technology Services, Registrar's Office, and Student Support Services.

The preparation of fees is based on the current Tuition Fee Framework on the assumption that the capped tuition increase will remain at an overall maximum of 3.0%. Algonquin College student tuition fees for 2019-2020 standard fee programs will range from \$1,557.92 to \$4,070.65 per term. Only eight programs have a tuition fee greater than \$1,557.92. This is comparable to other Ontario Colleges.

K. Pearson provided members with the changes in the Compulsory Ancillary Fees paid by all students for access to specialized services. These services are offered by the Students' Association and Algonquin College. Overall, the proposed reduction is \$3.53 less than 2018-2019, from \$1,606.89 to \$1,603.36.

Fee information is communicated to students through the Algonquin College web-based student portal Algonquin College Student Information System and the Algonquin College website. The Registrar's Office also uses personalized and targeted communications through digital signage, social media, and email to inform students of important fee information.

Questions from members were answered.

RESOLUTION

MOVED & SECONDED: M. Waters & K. Stanton

THAT the Board of Governors approves the Proposed 2019-2020 Tuition and Fees Schedules.
CARRIED.

7. ITEMS FOR INFORMATION

7.1 Second Quarter 2018-2019 Business Plan Update

The report provided members with the Second Quarter 2018-2019 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.

7.2 Algonquin College International Education Strategic Plan Refresh

The report provided members with an update on the development of a refreshed Algonquin College International Strategic Plan. The International Education Centre management 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. The College's first International Strategic Plan was created in 2014. Algonquin College has seen significant growth in international education activities over the past several years. Like other Ontario colleges and Canadian post-secondary institutions, student mobility remains an area demanding attention and strategic effort to grow. A larger percentage of international students means higher demand for student services as well as training and support for staff and faculty. Next steps include presenting the draft strategy to the College community for additional consultation, returning to the Board of Governors in Spring 2019 for final review and feedback.

Members accepted this update for information.

7.3 Report from the Board Chair

Highlights from the report included:

- A well-attended consultation session was held on November 14, 2018 at the Perth Campus to discuss the future of the campus with key stakeholders.
- Algonquin College was well represented at the Colleges Ontario 2018 Higher Education Summit in Toronto from November 24-26, 2018.
- The 2018 Premier's Awards Gala was held as part of the Higher Education Summit on Monday, November 26.

Members accepted this report for information.

7.4 Report from the President

Highlights of the report included:

- The Ministry of Training, Colleges and Universities is reviewing access to the apprenticeship system for both apprentices and employers.
- The legislation to eliminate the former government's cap-and-trade program passed final reading in October.
- The Committee of Presidents approved the new strategic plan for Colleges Ontario.

Members accepted this report for information.

7.5 Management Summary Report

Members accepted this report for information.

7.6 2018-2019 Board of Governors Workplan

Board Chair P. Nadeau referred members to 2018-2019 Board of Governors Workplan and asked whether they had any changes to be made. There were no changes.

8. UPCOMING EVENTS

Board Chair P. Nadeau provided highlights of upcoming events.

The regular meeting adjourned at 6:02 p.m. Observers exited the meeting.

Governor Sample exited the meeting at 6:02 p.m.

9. IN CAMERA

RESOLUTION

MOVED & SECONDED: J. Robblee & G. Beck

THAT the Board of Governors moves into an In Camera session.

CARRIED.

An In Camera session was held beginning at 6:13 p.m.

RESOLUTION

MOVED & SECONDED: G. Beck & K. Stanton

THAT the Board of Governors moves out of the In Camera session.

CARRIED.

The In Camera session adjourned at 6:56 p.m.

Management exited the meeting at 6:58p.m.

10. MEETING WITHOUT MANAGEMENT

The meeting without management was held beginning 6:58 p.m.

11. MEETING ADJOURNMENT

There being no further business, the meeting was adjourned at 6:12 p.m.



Peter Nadeau, Chair



Victoria Tiqui-Sanford, Recorder

APPENDIX A: Observers:

Alanna McDonell, Director Marketing
Barb Foulds, Dean, Faculty of Health Public Safety and Community Studies
Ben Bridgstock, Director, Student Services
Brent Brownlee, Director, Ancillary Services
Bryan Eburne, Manager, Fees, Curriculum and Reporting, Registrar's Office
Chris Carroll, Communications
Chris Hahn, Dean, Perth Campus
Chris Janzen, Dean, Dean, Faculty of Technology and Trades
Doreen Jans, Acting Manager, College Budgeting, Finance & Administrative Services
Elizabeth Tyrie, Executive Assistant, Innovation and Strategy
Emily Woods, Acting Associate Director, Financial Services, Finance & Administrative Services
Ernest Mulvey, Director, International Education Centre
Gordon Warner, Strategic Procurement, Finance & Administrative Services
Grant Perry, Acting Director, Finance and Administrative Services
Joe Ranieri, Director, Business Development
Krista Pearson, Registrar
Lois Pollock, Chief Digital Officer
Mark Leduc, Executive Director, Academic Planning
Patrick Devey, Dean, CCO:
Paul Gardner, Senior Finance Manager - Special Projects, V.P. Finance & Administration
Peggy Austen, Acting Director, Foundation
Richard Hagemeyer, Professor, Information and Communications Technology
Robyn Heaton, Dean, Faculty of Arts, Media and Design, School of Media & Design
Ruth Dunley, Communications Officer, Public Relations
Terri Kinnunen, Manager, Financial Services