

APPROVED

BOARD OF GOVERNORS MEETING MINUTES

MINUTES OF THE MEETING NUMBER FIVE HUNDRED AND FOURTEEN OF THE BOARD OF GOVERNORS OF ALGONQUIN COLLEGE, HELD ON MONDAY, OCTOBER 28, 2019 AT 4:00 PM, IN ROOM T102 A&B, OTTAWA CAMPUS.

Present:

Jim Brockbank, Board Chair
Claude Brulé, President & CEO
Audrey Claire Lawrence
Cyril McKelvie
Enrico DeFrancesco
Gail Beck
Ikram Zouari
Jamie McCracken
Jay McLaren
Jeff Darwin
Jim Robblee
Krisha Stanton
Stephen Tudor
Steve Barkhouse
Valerie Sayah
Wayne Johnson
Yadwinder Singh

Recorder:

Victoria Tiqui-Sanford, Board Assistant

Algonquin College Executive Team:

Chris Janzen, Acting Senior Vice President, Academic
Duane McNair, Vice President, Finance & Administration
Laura Stanbra, Vice President, Student Services
Patrick Devey, Vice President, Innovation & Strategy
Ron Deganadus McLester, Vice President, Truth, Reconciliation and Indigenization
Tracy McDougall, Director, Communications & President's Office

Regrets:

Diane McCutcheon, Vice President, Human Resources

Presenters:

Grant Perry, Director, Finance and Administrative Services
Krista Pearson, Registrar
Lois Pollock, Chief Digital Officer
Janet Hunter, Change Management Consultant, Student Information System Implementation
Dan Melone, Senior Project Manager, Student Information Project
Deijanelle Simon, President, Students' Association

Changemaker Awards:

Kevin Holmes, Project Manager, Applied Research, Innovation and Entrepreneurship

Students:

Mohamad Akel, Mobile Application Design and Development, Ontario College Diploma
Wilfred Turcotte, Interactive Media Design, Ontario College Diploma
Erin Wiles, Psychology (Carleton University)

External Guests

Barry Travers (KPMG)
Richard Simm (KPMG)

Governor Observers:

Rodney Wilson, Governor in Waiting
John Weerdenburg, Governor in Waiting
Yusuf Khan, Governor in Waiting

WELCOME REMARKS

Board Chair Brockbank welcomed members and guests to the meeting at 4:00 p.m. Governor McLaren welcomed and introduced K. Jones, the new Dean of the Pembroke Campus.

0. CELEBRATING STUDENT SUCCESS – CHANGEMAKER AWARD: Hacking Health Ottawa – People’s Choice Award Winners 2019

C. Janzen, Acting Senior Vice President, Academic, provided members with an overview of Hacking Health Ottawa – People’s Choice Award Winners 2019. The Hacking Health Ottawa event took place on June 1 & 2, 2019. Hacking Health aims to transform healthcare by connecting healthcare professionals with designers, developers, innovators and entrepreneurs to build realistic solutions to frontline healthcare problems. At the 2019 #HIP613 Hackathon, two students from the SLiDE/Social Innovation Lab along with a student from Carleton University pitched an idea for a “Gamified Mental Health Resource Library App”. Their pitch attracted five additional team members. Over the weekend, the team built out the concept and were awarded the People’s Choice Award voted on by all the hackathon participants. C. Janzen introduced Kevin Holmes, Project Manager, Applied Research, Innovation and Entrepreneurship, Managing Director, SLiDE and the following students to provide their presentation:

- Mohamad Akel, Mobile Application Design and Development, Ontario College Diploma
- Wilfred Turcotte, Interactive Media Design, Ontario College Diploma
- Erin Wiles, Psychology (Carleton University)

Board Chair Brockbank and President and CEO, Brulé presented the students with the Changemaker awards.

1. CONSTITUTION OF THE MEETING & APPROVAL OF THE AGENDA

Board Chair Brockbank 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: A. Lawrence & J. Robblee

THAT the Board of Governors approves the meeting agenda of October 28, 2019.

CARRIED.

2. DECLARATION OF CONFLICT OF INTEREST

Board Chair Brockbank 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 June 10, 2019

Approval of the Board of Governors Meeting minutes of June 10, 2019.

RESOLUTION

MOVED & SECONDED: G. Beck & C. McKelvie

THAT the Board of Governors approves the June 10, 2019 meeting minutes.

CARRIED.

3.2 Board Executive Committee Report

Board Chair Brockbank provided a verbal update of agenda items discussed at the October 9, 2019 Board Executive Committee meeting. Meeting highlights included a status update on Lieutenant Governor in Council appointments, and informed members that the Committee debriefed on the 2019 Fall Board of Governors Retreat held on September 15 and 16, 2019. The planning for the March 28, 2019 Board Retreat has been initiated and more details will follow in the coming months.

Members accepted this report for information.

3.3 Academic and Student Affairs Committee Report

Members accepted this report for information. Board of Governors approvals were requested for the following:

3.3.1 SA16 Sexual Assault/Sexual Violence Policy

Members were provided with the revision process and recommended changes to the SA16 Sexual Assault/Sexual Violence Policy. This policy was developed as part of a directive issued by the Provincial Government, and efforts to establish this policy were coordinated by Colleges Ontario in 2015 to ensure a consistent approach to dealing with incidents of a sexual assault /sexual violence nature across all Ontario Colleges. In March 2019, the provincial government released the results of the 2018 Student Voices on Sexual Violence Survey, and outlined several new requirements for post-secondary institutions.

Questions from members were answered.

RESOLUTION

MOVED & SECONDED: G. Beck & J. McCracken

THAT the Board of Governors approves the proposed changes to SA16 Sexual Assault/Sexual Violence Policy as presented.

CARRIED.

3.3.2 Cyber Security Analysis, Ontario College Graduate Certificate

This one-year program is designed to prepare students to meet the market demand for cyber security professionals in the public and private sector.

RESOLUTION

MOVED & SECONDED: A. Lawrence & E. DeFrancesco

THAT the Board of Governors approves the Cyber Security Analysis, Ontario College Graduate Certificate program effective Fall 2020.

CARRIED.

3.3.3 Bachelor of Commerce (Marketing) (Honours)

This four-year degree program will provide students with a solid grounding in business fundamentals, in finance, economics, human resources, law and operations, and project management, from which they create marketing strategies and tactics to make data-informed recommendations for marketing plans.

RESOLUTION

MOVED & SECONDED: S. Tudor & V. Sayah

THAT the Board of Governors approves the Bachelor of Commerce (Marketing) (Honours) program, effective Fall 2021.

CARRIED.

3.4 Audit and Risk Management Committee Report

Members accepted this report for information. Board of Governors approvals will be requested later in the agenda for the following items:

- Agenda 5.2 Athletics and Recreation Centre – Investment Case and Implementing Agreements
- Agenda 6.1 First Quarter 2019-2020 Financial Projection

3.5 Governance Committee Report

Members accepted this report for information. Board of Governors approval was requested for the following:

3.5.1 Stephen Tudor – Committee Membership Appointment

RESOLUTION

MOVED & SECONDED: J. McCracken & J. Darwin

THAT the Board of Governors approves the Board Committee membership of Stephen Tudor to the Audit and Risk Management Committee effective October 28, 2019.

CARRIED.

4. BUSINESS ARISING FROM THE MINUTES

There was no business arising from the minutes.

5. NEW BUSINESS

5.1 Student Information System Project Update

P. Devey, Acting Vice President, Innovation and Strategy, Krista Pearson, Registrar, Lois Pollock, Chief Digital Officer, Janet Hunter, Change Management Consultant, Student Information System implementation, and Dan Melone, Senior Project Manager, Student Information Project, presented the Student Information System project update. The report provided project updates since the approval of its Project Investment Case by the Board of Governors at the February 25, 2019 Board meeting. Members were provided with an overview of ongoing and upcoming key activities, deliverables, milestones, and projected funding required to successfully replace GeneSIS, the College's current Student Information System. This project is a major business transformation initiative for Algonquin College. It will replace the Student Information System functionality and will also address numerous other functions currently supported by GeneSIS.

Following the Request for Proposal process, it is estimated that an investment of between \$30 million and \$50 million over an additional four years will be required to secure, implement, and integrate suitable solution(s). College management will continue to closely monitor the project and will provide regular reports with the project status and risks to the Algonquin College Executive Team, Audit and Risk Management Committee, and the Board of Governors.

Questions from members were answered.

Members accepted this update for information.

Agenda item 5.2 Athletics & Recreation Centre – Investment Case and Implementing Agreements was deferred to 4:56 p.m. The Board proceeded to agenda item 6.1 First Quarter 2019-2020 Financial Projection.

5.2 Athletics & Recreation Centre – Investment Case and Implementing Agreements

D. McNair, Vice President, Finance and Administration, provided a high-level background of the project and introduced the following guest in attendance to answer questions:

- Jack Doyle, General Manager, Algonquin Students' Association
- Deijanelle Simon, President, Algonquin Students' Association
- Paul Gardner, Senior Finance Manager, Special Projects
- John Tattersall, Executive Director, Facilities Management
- Barry Travers, Partner National Tax, KPMG
- Richard Simm, Partner, KPMG

D. McNair and Deijanelle Simon, President, Students' Association, presented the Athletics & Recreation Centre – Investment Case and Implementing Agreements. On October 3, 2019, the Algonquin College Audit and Risk Management Committee reviewed the Athletics and Recreation Centre proposal and supporting documents and recommended the transaction for presentation to the Algonquin College Board of Governors. The Athletics and Recreation Centre will increase the footprint of the College's indoor athletics and recreational facilities from 45,600 gross square feet to approximately 125,000 gross square feet. Algonquin Students' Association has funded the existing facilities and infrastructure for athletics and recreation activities, and operates these programs for Algonquin College students. When the Athletics and Recreation Centre opens in Spring 2021, the existing 45,600 gross square feet of Ottawa campus facilities will revert back to Algonquin College. The Algonquin College Students' Association is funding the \$49.9 million Athletics and Recreation Centre from the following sources:

- 25-year Bank Loan;
- Algonquin College Students' Association reserve funds; and
- Algonquin College's contribution from its reserve funds.

The proposed budget for the pedestrian link from the Centre to the Student Commons is \$5.4 million. The proposed budget for the enabling work for the Centre is \$6.5 million and will be funded from the Strategic Investments Priorities Budget for fiscal years 2019-2020 to 2021-2022, and Algonquin College contribution from its reserve funds. D. McNair presented members with summarized implementing agreements outlining key highlights of each agreement.

This new collaboration between the Algonquin Students' Association and Algonquin College will result in an improved learner experience at the Ottawa campus.

Questions from members were answered.

RESOLUTION

MOVED & SECONDED: S. Barkhouse & C. McKelvie

THAT the Board of Governors approves the construction of an Athletics and Recreation Centre, pedestrian link and enabling work on the Ottawa campus with a 50-year land lease to the Algonquin Students' Association, and the transaction structure and the associated governing implementation agreements, with a total cost of construction up to \$61.8 million over the fiscal years 2019-2020 to 2021-2022. This project will be financed as follows:

- Algonquin College will contribute \$5.5 million to the construction costs of the Centre from College reserves in 2019-2020; and
- Algonquin College will contribute up to \$11.9 million to the construction costs of the pedestrian link and enabling work funded 50% from College reserves and 50% from the College's Strategic Investments Priorities budgets in fiscal years 2019-2020 to 2021-2022; and
- Algonquin Students' Association will contribute \$30.5 million financed from a major Canadian bank loan and \$13.9 million from the Association's reserves.

Final approval of this construction project is contingent on the following conditions being met:

- The College meeting all regulatory and legislative requirements including Section 28 of the Financial Administration Act; and
- The Algonquin Students' Association acquiring suitable loan financing.

CARRIED.

6. DECISION ITEMS & REPORTS

6.1 First Quarter 2019-2020 Financial Projection

G. Perry, Director, Finance and Administrative Services presented the First Quarter 2019-2020 Financial Projection.

On February 25, 2019, the Board of Governors approved the 2019-2020 Annual Budget with an overall net contribution of \$1.2 million. In compliance with both the Board of Governors' Direction and Ministry of Training, Colleges and Universities Operating Directive, the 2019-2020 Approved Annual Budget also returns a net surplus on Funded Activity/College Operations of \$7.4 million. The First Quarter 2019-2020 Financial Projection projects a \$1 million decrease to the net contribution of Algonquin College. This is reflected in a decrease to the Approved Annual Budget net contribution of \$1.2 million, to a revised net contribution of \$198,000 as outlined in this report. Highlights of significant contributors are:

- **\$3.8** million in Students' Association contributions towards the construction of the Athletics Recreation Centre has been deferred to 2020-2021
- Recognition of a **\$2.4** million net gain over the original purchase price on the sale of March Road Land
- International Enrolment Premiums increased by **\$1.8** million over the Approved Annual Budget

First Quarter 2019-2020 financial highlights - Budget Impacting Timing Adjustments:

- **\$3.2** million timing difference in Strategic Investment Priorities underspent in 2018-2019 (resulting in larger surplus) → Carried forward to expenses in 2019-2020.
- **\$3.8** million in planned contributions to Athletics' and Recreation Centre for 2020-2021 → Advanced forward to 2019-2020.

The First Quarter 2019-2020 Financial Projection indicates a positive impact on the College's financial position, operations, cash flow, and net assets.

Questions from members were answered.

RESOLUTION

MOVED & SECONDED: S. Barkhouse & S. Tudor

THAT the Board of Governors approves the First Quarter 2019-2020 Financial Projection with an overall net contribution of \$198,000 which is a decrease of \$1.0 million from the Approved Annual Budget net contribution of \$1.2 million.

CARRIED.

7. ITEMS FOR INFORMATION

7.1 First Quarter 2019-2020 Business Plan Performance

The report provided members with the First Quarter 2019-2020 Business Plan Performance. The annual business plan is a tool used by College 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 People Plan

The report provided members with the progress Algonquin College has made on the 2017-2022 People Plan. The College identified the need for several high level college-wide plans that ensure it is solidly positioned to realize the goals of the 2017-2022 Strategic Plan. The People Plan is the first of the high-level college-wide enabling plans developed in support of the 2017-2022 Strategic Plan. The Plan identifies three strategic areas of focus, clear actions, and measures for success in a multi-year implementation plan. The need for a human resources strategy was also identified as part of the College Enterprise Risk Framework.

Members accepted this report for information.

7.3 Employee Engagement Update

The report provided members with an update of the actions taken to address the 2017 Employee Engagement survey results, and to provide a roadmap to the upcoming 2019 employee engagement survey. The People Plan was developed, after comprehensive consultation, to enable Goal Six of the Strategic Plan, “be recognized by our employees and the community as an exceptional place to work” and as a direct result of employee feedback. With the addition of developing an engagement plan that includes a survey, it also incorporates engagement activities, employee driven initiatives, and leadership support. The College is well positioned to implement the full program leading into 2020 and 2021.

Members accepted this report for information.

7.4 Report from the Board Chair

Highlights from the report included:

- Orientation of New Governors
- 2019 Fall Board of Governors Retreat (September 15 & 16)
- Colleges Ontario 2019 Higher Education Summit

Members accepted this report for information.

7.5 Report from the President

Highlights of the report included:

- President Brulé's First Fifty Days
- Lumiere Charity Gala
- TEDxOttawa 2019

Members accepted this report for information.

7.6 Management Summary Report

Members accepted this report for information.

7.7 2019-2020 Board of Governors Workplan

Members accepted the 2019-2020 Board of Governors Workplan for information.

8. UPCOMING EVENTS

Board Chair Brockbank provided highlights of upcoming events.

9. REGULAR MEETING ADJOURNMENT

The regular meeting adjourned at 5:39 p.m.

College management and observers exited the meeting at 5:39 p.m.

10. IN CAMERA

An In Camera session was held beginning at 5:50 p.m. with board members only.



Jim Brockbank, Chair



Victoria Tiqui-Sanford, Recorder

APPENDIX A: Observers:

Alanna McDonnell, Director, Marketing & Recruitment
Andre O'Bonsawin, Manager, Indigenous Initiatives
Ben Bridgstock, Director, Student Support Services
Brent Brownlee, Director, Campus Services
Chris Carroll, Communications
Cristina Holguin-Pando, Director, Applied Research & Innovation, Entrepreneurship
Dave Donaldson, Dean, School of Business
Doreen Jans, Acting Manager, Corporate Budgeting
Emily Woods, Associate Director, Finance and Administrative Services
Eric Marois, Chair, Algonquin Centre of Construction Excellence
Erin Langevin, Director, Labour Relations
John Tattersall, Executive Director, Facilities Management
Krista Pearson, Registrar
Keltie Jones, Dean, Pembroke Campus
Marina Spivak, Financial Analyst, Finance and Administrative Services
Maggie Cusson, Dean, Academic Development
Mark Leduc, Executive Director, Academic Operations and Planning
Michael Qaqish, Manager, Governor Relations, President's Office
Mike Athey, Student, Journalism
Nila Rabaei, Student, Graphic Design
Paul Gardner, Manager, Internal Controls
Ruth Dunley, Communications Officer, Public Relations
Sandra Larwill, Academic Manager, Centre For Online and Continuing Learning
Shaideh Mogharrabin, Senior Planning Analyst, Corporate Budgeting
Vanessa Bobai, Student, Journalism
Wahab Almuhtadi, Full-time Professor, Applied Science & Environmental Technology