

## MEETING OF THE BOARD OF GOVERNORS

MEETING NUMBER FIVE HUNDRED AND SEVENTEEN OF THE BOARD OF GOVERNORS OF ALGONQUIN COLLEGE TO BE HELD ON MONDAY, APRIL 20, 2020 FROM 4:00 PM – 5:15 PM BY ZOOM VIDEO/TELECONFERENCE CALL:

Register in advance for this meeting:

<https://algonquincollege.zoom.us/meeting/register/tJwqfuGoqjguHNIUy2sFabsvq97RsPvhooXj>

VIDEO: <https://algonquincollege.zoom.us/j/98798043466?pwd=bzBoaEJMK3hxOUVSVzA1T2dYSFBvUT09>

TELECONFERENCE: TOLL FREE **1(855) 703-8985** MEETING ID: **987 9804 3466** PASSWORD: **013724**

AGENDA		Presenter	Time
1.	CONSTITUTION OF THE MEETING AND APPROVAL OF THE AGENDA	Jim Brockbank	1 m.
2.	DECLARATIONS OF CONFLICT OF INTEREST	Jim Brockbank	1 m.
3.	APPROVAL OF PREVIOUS MEETING MINUTES AND THE CONSENT AGENDA		
	3.1 Minutes of the Board of Governors’ meeting of February 24, 2020	Jim Brockbank	1 m.
	3.2 Board Executive Committee Report	Jim Brockbank	5 m.
	3.3 Academic and Student Affairs Committee Report  <b>For Approval:</b>  Appendix A: Transmittal Revised 2020-21 Compulsory Ancillary Fee Schedules  <b>For Information:</b>  Appendix B: 2019-2020 Sexual Assault/Sexual Violence Annual Report to the Board  Appendix C: Enrolment Update	Jay McLaren	5 m.
	3.4 Audit and Risk Management Committee Report	Kelly Sample	5 m.
	3.5 Governance Committee Report  <b>For Approvals:</b>  Appendix A: BG1-06 Recording, Live Streaming, and Picture Taking During Board Meetings – Amended policy (Clean)  Appendix B: BG1-06 Recording, Live Streaming, and Picture Taking During Board Meetings – Amended policy (Tracked)  Appendix C: External Governor Reappointments	Gail Beck	5 m.
4.	BUSINESS ARISING FROM THE MINUTES		
	There is no business arising from the minutes		

<b>5.</b>	<b>NEW BUSINESS</b>		
	5.1 College Response to COVID-19 and Financial Risk Assessment	Grant Perry Colin Bonang Duane McNair	30 m.
<b>6.</b>	<b>DECISION ITEMS AND REPORTS</b>		
	There is no decision items and reports		
<b>7.</b>	<b>ITEMS FOR INFORMATION</b>		
	7.1 2019 Employee Engagement Survey Results Appendix A: 2019 Employee Engagement Results Charts	Diane McCutcheon	5 m.
	7.2 Executive Compensation	Claude Brulé	0 m.
	7.3 Report from the Board Chair	Jim Brockbank	0 m.
	7.4 Report from the President	Claude Brulé	0 m.
	7.5 Board of Governors Management Summary Report	Executive Team	0 m.
	7.6 2019-20 Board of Governors Workplan	Jim Brockbank	5 m.
	7.7 Confirmation of Mandatory Government Remittances (hand-out)	Duane McNair	0 m.
<b>8.</b>	<b>UPCOMING EVENTS</b>	<b>Date</b>	
	• Future of Health and Wellness Speaker Series - May 29, 2020	<i>(Cancelled)</i>	
	• President's BBQ - June 4, 2020	<i>(Cancelled)</i>	
	• Board of Governors Meeting & Annual General Meeting	June 8, 2020	
	• President's End of Year Dinner – For the Board - June 22, 2020	<i>(Postponed)</i>	
	• 2020 Spring Convocation - June 23 to 25, 2020	<i>(Postponed - Fall)</i>	
	• Board Executive Committee Retreat	July 7, 2020	
	• AC Vision Event	August 20, 2020	
	• 2020 New Board of Governors Orientation Part 1	August 20, 2020	
	• 2020 New Board of Governors Orientation Part 2	September 13, 2020	
	• 2020 Fall Board of Governors Retreat	September 13 & 14, 2020	
<b>9.</b>	<b>REGULAR MEETING ADJOURNMENT</b>		

**DRAFT**

**BOARD OF GOVERNORS MEETING MINUTES**

MINUTES OF THE MEETING NUMBER FIVE HUNDRED AND SIXTEEN OF THE BOARD OF GOVERNORS OF ALGONQUIN COLLEGE, HELD ON MONDAY, FEBRUARY 24, 2020 AT 4:00 PM, IN ROOM T102 A&B, OTTAWA CAMPUS.

<p><b><u>Present:</u></b></p> <p>Claude Brulé, President &amp; CEO          Audrey Claire Lawrence          Enrico DeFrancesco          Gail Beck          Ikram Zouari          Jamie McCracken          Jay McLaren</p> <p><b><u>Regrets:</u></b></p> <p>Cyril McKelvie          Jim Brockbank, Board Chair          Yadwinder Singh</p> <p><b><u>Recorder:</u></b></p> <p>Victoria Tiqui-Sanford, Board Assistant</p> <p><b><u>Algonquin College Executive Team:</u></b></p> <p>Chris Janzen, Senior Vice President, Academic          Diane McCutcheon, Vice President, Human Resources          Duane McNair, Vice President, Finance &amp; Administration          Laura Stanbra, Vice President, Student Services          Mark Savenkoff, Vice President, Advancement          Ron Deganadus McLester, Vice President, Truth, Reconciliation and Indigenization          Tracy McDougall, Director, Communications &amp; President’s Office</p>	<p><b><u>Presenters/Guests:</u></b></p> <p>Grant Perry, Chief Financial Officer</p> <p><b><u>Changemaker Awards Presenter(s):</u></b></p> <p><b><u>Students:</u></b></p> <p>Anastasia Naleykina          Benjamin Medynski          Brenden McBride          Brian Mikula          Derek Helmer          Emilie Brochu          Ethan Kirkpatrick          Jonathan Hindo          Kaleb Yadeta          Kortney Derion-Force          Kyle Giroux          Laura Pardy          Matthew Traynor          May Ghadban          Pushpvir Singh          Vicente Ramos          Katherine Root, Chair, Marketing, Entrepreneurship &amp; Office Administration          Bill Garbarino, Program Coordinator, Business – Marketing / OCMC Coach (2019)</p> <p><b><u>Governors in Waiting:</u></b></p> <p>John Weerdenburg          Rodney Wilson</p>
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**WELCOME REMARKS**

Board Vice Chair Robblee welcomed members and observers to the meeting at 4:00 p.m.

**0. CELEBRATING STUDENT SUCCESS – CHANGEMAKER AWARD**  
**Ontario Colleges’ Marketing Competition (OCMC) Gold Team**

C. Janzen, Senior Vice President, Academic, provided members with an overview of the Ontario Colleges' Marketing Competition Gold Team. The Ontario Colleges' Marketing Competition is an annual case-based competition for the best and brightest business students from across the province. The competition took place November 21 – 22, 2019. Students train for months in order to compete in one of eight industry specific case-based business challenges, in one of two individual events, and/or in the Quiz Bowl Marketing trivia tournament. The students are challenged to analyze real-life business situations and make recommendations to a panel of judges, comprised of academics and industry professionals, with as little as 30 minutes preparation. K. Root, Chair, Marketing, Entrepreneurship & Office Admin and B. Garbarino, Program Coordinator, Business – Marketing, OCMC Coach (2019), welcomed students to present their competition experience: Brian Mikula, Kortney Derion-Force, Pushpvir Singh, Laura Pardy, Brenden McBride, Jonathan Hindo, Kaleb Yadeta, Benjamin Medynski, Ethan Kirkpatrick, Anastasia Naleykina, Emilie Brochu, Vicente Ramos, Kyle Giroux, Derek Helmer, May Ghadban, and Matthew Traynor.

Students Danielle Hammond, Kathryn Mcaleer, and Shane Hiley were not in attendance to receive their awards.

Board Vice Chair Robblee and President and CEO, C. Brulé presented the students with the Changemaker awards.

**1. CONSTITUTION OF THE MEETING & APPROVAL OF THE AGENDA**

Board Vice Chair Robblee 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: J. McCracken & G. Beck**

**THAT** the Board of Governors approves the meeting agenda of February 24, 2020.

**CARRIED.**

**2. DECLARATION OF CONFLICT OF INTEREST**

Board Vice Chair Robblee 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 December 16, 2019**

Approval of the Board of Governors Meeting minutes of December 16, 2019.

**RESOLUTION**

**MOVED & SECONDED: J. McLaren & A. Lawrence**

**THAT** the Board of Governors approves the December 16, 2019 meeting minutes.

**CARRIED.**

**3.2 Board Executive Committee Report**

No verbal report was provided.

Governor I. Zouari joined the meeting by phone at 4:18 p.m.

### **3.3 Academic and Student Affairs Committee Report**

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

Program modification - Electro-Mechanical Engineering Technician, Ontario College Diploma

#### **RESOLUTION**

**MOVED & SECONDED: E. DeFrancesco & S. Tudor**

**THAT** the Board of Governors approves the cooperative education delivery option for the Electro-Mechanical Engineering Technician, Ontario College Diploma program, effective Fall 2020.

**CARRIED.**

### **3.4 Audit and Risk Management Committee Report**

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

2019-20 Closing Foundation Financial Statements

#### **RESOLUTION**

**MOVED & SECONDED: J. Darwin & S. Tudor**

**THAT** the Board of Governors approves the 2019-20 Draft Closing Foundation Financial Statements.

**CARRIED.**

Investment Policy for College Operating Funds – Annual Review and Amendments

#### **RESOLUTION**

**MOVED & SECONDED: J. McCracken & S. Tudor**

**THAT** the Board of Governors approves the amended Investment Policy for College Operating Funds as presented.

**CARRIED.**

Investment Policy for College Endowment Funds – Annual Review and Amendments

#### **RESOLUTION**

**MOVED & SECONDED: S. Tudor & K. Stanton**

**THAT** the Board of Governors approves the amended Investment Policy for College Endowment Funds as presented.

**CARRIED.**

Board of Governors approval will be requested later in the agenda for the following item:

- Agenda 6.2 2020-22 Business Plan and 2020-21 Annual Budget

### **3.5 Governance Committee Report**

Members accepted this report for information.

#### **4. BUSINESS ARISING FROM THE MINUTES**

There is no business arising from the minutes.

#### **5. NEW BUSINESS**

There is no new business.

## 6. DECISION ITEMS & REPORTS

### **6.1 Third Quarter 2019-20 Financial Projection**

G. Perry, Chief Financial Officer presented the Third Quarter 2019-20 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 the Ministry of Colleges and Universities Operating Directive, the 2019-20 Approved Annual Budget also returned a net surplus on Funded Activity/College Operations of \$7.4 million. The Third Quarter Financial Projection shows an \$8.9 million increase to the overall net contribution of Algonquin College. The revised net contribution is now projected to be \$10.1 million.

Third Quarter 2019-20 financial highlights:

- **Enrolment** remains on track to the Approved Annual Budget; and
- **Compliance** achieved with Board Governance Policy BGII-02 – Financial Management.

The Third Quarter 2019-20 Financial Projection Report confirms 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 2020-22 Business Plan and 2020-21 Annual Budget**

Board Vice Chair Robblee invited the Algonquin College Executive Team to present the 2020-22 Business Plan and G. Perry to present the 2020-21 Annual Budget. Each member of the team provided a high-level overview of their first year of a two-year Business Plan. C. Brulé, President and CEO informed members that the current 50+5 Strategic Plan ends by April 2022. In order for College Management to produce a Business Plan for the Fiscal Year 2022-23, it will need to be rooted and informed by a new Strategic Plan covering the period 2022 to 2027.

President Brulé informed members that the development of the new Strategic Plan will begin in September 2020. By taking a more intensive and shorter consultation approach, the new 2022-27 Strategic Plan should be completed and approved by Spring 2021 which in turn will help develop the next Business Plan.

G. Perry presented the proposed 2020-21 Draft Annual Budget. The proposed Annual Budget projects an overall positive net contribution of \$5.7 million and will draw up to \$16 million from the Reserves to support the construction of the Athletics Recreation Centre and the implementation of a new Student Information System. The 2020-21 Annual Budget results in all seven Financial Health Indicators being at or above the benchmarks established in the current Strategic Mandate Agreement.

Questions from members were answered.

#### 2020-22 Business Plan

#### **RESOLUTION**

**MOVED & SECONDED: A. Lawrence & J. McCracken**

**THAT** the Board of Governors approves the 2020-22 Business Plan as presented.

**CARRIED.**

## 2020-21 Annual Budget

### **RESOLUTION**

#### **MOVED & SECONDED: J. Darwin & S. Tudor**

**THAT** the Board of Governors approves the 2020-21 Annual Budget with a projected net contribution of \$5.7 million.

**CARRIED.**

## **7. ITEMS FOR INFORMATION**

### **7.1 Third Quarter 2019-20 Business Plan Performance**

The report provided members with the Third Quarter 2019-20 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 Executive Compensation**

President Brulé informed members that there is no update on the Executive Compensation.

### **7.3 Report from the Board Chair**

Highlights from the report included:

- Grand Opening of Algonquin College Learning Centre, 700 Sussex Drive;
- Launch of the 2020 Algonquin College Board of Governors Internal Election; and
- Algonquin College Community Gathers to Achieve Healing Through Solidarity.

Members accepted this report for information.

### **7.4 Report from the President**

Highlights from the report included:

- Meetings with key external contacts and community leaders;
- Attendance at the Public Sector Leaders' Forum Breakfast;
- Hosting a Ministerial Visit and Tour of Algonquin College; and
- Highlights from the January 2020 Committee of Presidents meeting.

Members accepted this report for information.

### **7.5 Management Summary Report**

Members accepted this report for information.

### **7.6 2019-20 Board of Governors Workplan**

Members accepted the 2019-20 Board of Governors Workplan for information.

## **8. UPCOMING EVENTS**

Board Vice Chair Robblee provided highlights of upcoming events.

## **9. REGULAR MEETING ADJOURNMENT**

There being no further business, the motion to adjourn the meeting was moved by Governor S. Barkhouse. The meeting adjourned at 5:43 p.m.

**10. IN CAMERA**

An In Camera session was held beginning at 6:00 p.m. with Board members only.

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Jim Brockbank, Chair

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Victoria Tiqui-Sanford, Recorder



**APPENDIX A: Observers:**

Alanna McDonell, Director, Marketing  
Ben Bridgstock, Director, Student Support Services  
Brent Brownlee, Director, Campus Services  
Doreen Jans, Acting Manager, Financial Services  
Elizabeth Tyrie, Project Manager, Learner-driven Plan  
Emily Woods, Associate Director, Finance and Administrative Services  
Erin Langevin, Director, Labour Relations  
Gordon Warner, Associate Director, Strategic Procurement  
Julie Beauchamp, Dean, School of Business  
Krista Pearson, Registrar  
Mark Leduc, Executive Director, Academic Operations and Planning  
Paul Gardner, Senior Manager, Internal Control, Risk Management  
Richard Hagemeyer, Professor, Information and Communications Technology Department  
Ruth Dunley, Communications Officer, Public Relations  
Sandra Larwill, Academic Manager, Centre For Online and Continuing Learning  
Teri Kinnunen, Manager, Corporate Budgeting

**DATE:** April 20, 2020

**TO:** Board of Governors

**FROM:** Governor Jay McLaren, Chair, Academic & Student Affairs Committee

**SUBJECT:** **Academic & Student Affairs Committee (ASAC) meeting of March 25, 2020**

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*Board members can review meeting materials from the March 25, 2020 meeting by accessing the Board of Governors 'Teams site' [Academic & Student Affairs Committee – March 25, 2020](#).*

**A. ITEMS REQUIRING BOARD OF GOVERNORS' APPROVAL**

1) Cooperative Education Option: Project Management, Ontario College Graduate Certificate

The program plans to offer a cooperative education delivery option to students beginning in Fall 2020. The proposed cooperative education option will address feedback from the Project Management Program Advisory Committee, industry partners, and students as part of the Program Quality Review process. The program also seeks to align with the College's efforts to increase the number of work integrated learning opportunities offered to students.

**RESOLUTION**

**MOVED & SECONDED: E. DeFrancesco & K. Stanton**

**THAT** the Academic and Student Affairs Committee recommends to the Board of Governors the approval of a cooperative education delivery option for the Project Management, Ontario College Graduate Certificate program, effective Fall 2020.

**CARRIED.**

2) Title Change: Photonics and Laser Technology, Ontario College Advanced Diploma

Carleton University and Algonquin College currently offers a collaborative Bachelor of Information Technology – Photonics and Laser Technology degree program. Upon successful completion of the program, students are awarded both a Bachelor's degree and an Ontario College Advanced Diploma. The new program name, Bachelor of information Technology – Optical Systems and Sensors will allow better alignment of curriculum and vocational learning outcomes between Carleton University and Algonquin College.

**RESOLUTION**

**MOVED & SECONDED: C. McKelvie & J. Brockbank**

**THAT** the Academic and Student Affairs Committee recommends to the Board of Governors the approval of the program title change from Photonics and Laser Technology, Ontario College Advanced Diploma to Optical Systems and Sensors, Ontario College Advanced Diploma, effective Fall 2019.

**CARRIED.**

### 3) Revised 2020-21 Compulsory Ancillary Fee Schedules

On March 12, 2020, Colleges Ontario received Borden Ladner Gervais's legal opinion with respect to the November 21, 2019 Ontario Divisional Court decision that the Government of Ontario's creation of the Student Choice Initiative or non-essential ancillary fee category "opt-out" was unlawful. The legal opinion stated that individual Colleges are required to adhere to the Ontario Divisional Court decision. There were four ancillary fees identified in the opt-out category at a total of \$53.05 per term plus \$2.39 HST per term attributed to the Student's Association's Campus Life Fee per term. If approved, these fees will be equitably applied and require payment by students for the 2020-21 academic year. Additional details of adjustments are provided in Appendix A: Transmittal Revised 2020-21 Compulsory Ancillary Fee Schedules.

#### **RESOLUTION**

##### **MOVED & SECONDED: E. DeFrancesco & J. Brockbank**

**THAT** the Academic and Student Affairs Committee recommends to the Board of Governors the approval of the revised 2020-21 Compulsory Ancillary Fee Schedules.

**CARRIED.**

### 4) Program Proposal: Computer Systems Technician – Networking, Ontario College Diploma

This proposal is to modify the title for the existing Ottawa Campus delivery of the Computer Systems Technician program with the addition of the word "Networking" to the title. This two-year program prepares graduates for careers in information technology with a focus on network and system administration. Given the common nature of both programs, effective Fall 2020, the Ottawa and the Pembroke program offerings are aligned. Once the new title has been approved for the Ottawa program, Algonquin College will be able to promote two offerings:

- The Ottawa offering will deliver advanced networking courses in the last term. In addition, networking courses are based on the Cisco platform to prepare students for Cisco Certified Network Associate certification; and
- The Pembroke offering remains a Non-Semestered Diploma Program delivery and will include a capstone project course to introduce students to emerging technologies.

#### **RESOLUTION**

##### **MOVED & SECONDED: J. Brockbank & K. Stanton**

**THAT** the Academic and Student Affairs Committee recommends to the Board of Governors the approval of the Computer Systems Technician – Networking, Ontario College Diploma effective Fall 2020.

**CARRIED.**

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

### 1) Academic Affairs Policies – Update

There are currently 49 policies in the Academic Affairs and Research categories that fall under the Executive Sponsorship or the Responsible Authority of the Senior Vice President, Academic. Policies identified as requiring updates/revisions in the policy and/or procedure sections will be reviewed

on an urgent basis. Revisions are being made to Policy AA03 Program Council to align it with changes in its procedures.

Members accepted this update for information.

2) 2019-20 Preliminary Sexual Assault/Sexual Violence Annual Report to the Board

Members were referred to the 2019-20 Preliminary Sexual Assault/Sexual Violence Annual Report. A copy of the 2019-20 Sexual Assault/Sexual Violence Annual Report requested by the Ministry of Colleges and Universities will be provided to the Board of Governors at April 20, 2020 meeting. The report provided the required information by the Ministry for the Perth, Pembroke and Ottawa campuses by the required deadline of June 1, 2020. The report is provided in Appendix B: 2019-2020 Sexual Violence Prevention Annual Report Final.

Members accepted this update for information.

3) Student Success Initiatives

The report provided members with an update of the student success initiatives within the College. As a learner-driven institution, Algonquin College is committed to supporting student success. During the 2019-20 academic year, a variety of initiatives supporting this commitment have been implemented, operationalized or enhanced. The majority of the initiatives outlined in this report are funded through department operating expenses. The balance of initiatives are funded by the College's Strategic Initiatives Project fund or government grants.

Members accepted this report for information.

4) Enrolment Update Report

The report provided an update on Spring 2020 and Fall 2020 terms. Details of the Enrolment Update are provided in Appendix C: Enrolment Update.

Members accepted this report for information.

5) 2019-20 Review of Academic & Student Affairs Workplan

Members were referred to the 2019-20 ASAC Workplan and accepted it for information.

Report title:	Revised 2020-21 Compulsory Ancillary Fee Schedules
Report to:	Board of Governors
Date:	April 20, 2020
Author/Presenter:	Laura Stanbra, Vice President, Student Services Krista Pearson, Registrar

**1. RECOMMENDATION:**

**THAT** the the Board of Governors approves the revised 2020-21 Compulsory Ancillary Fee Schedules.

**2. PURPOSE / EXECUTIVE SUMMARY:**

The purpose of this report is to update the Board of Governors on a proposed amendment to the 2020-21 compulsory ancillary fees.

**3. BACKGROUND:**

The Government of Ontario announced, back on January 17, 2019, changes to the compulsory ancillary fees, for application to the 2019-20 academic year. The fees were organized into essential and opt-out categories.

On December 16, 2019, the Board of Governors approved the 2020-21 Tuition and Ancillary Fees Schedules. These were prepared in compliance with Government of Ontario directives, while awaiting further guidance on the compulsory ancillary fees court decision and appeal.

**4. DISCUSSION:**

On March 12, 2020, Colleges Ontario received a legal opinion from Borden Ladner Gervais regarding the November 21, 2019 Ontario Divisional Court decision that the Government of Ontario's creation of the Student Choice Initiative or non-essential ancillary fee category "opt-out" was unlawful. The legal opinion is that individual Colleges are required to adhere to the Ontario Divisional Court decision.

Given the legal guidance, this request is to amend the 2020-21 Ancillary Fees by removing the compulsory ancillary fees opt-out capability. There is no proposed change to the approved fee amounts or application of the fees; and eliminating the opt-out fees will eliminate the application of the Harmonized Sales Tax (HST) (\$2.39 per term). The

amendment is specifically to comply with the court decision and remove the ability to opt-out of compulsory fees.

A revised compulsory ancillary fee schedule is attached for reference. There were four ancillary fees identified in the opt-out category at a total of \$53.05 per term plus \$2.39 HST per term attributed to the Students’ Association’s Campus Life Fee per term. If approved, these fees will be equitably applied and require payment by students for the 2020-2021 academic year.

The revised 2020-21 Ancillary Fees comply with the Ontario Divisional Court while awaiting the decision on the Government of Ontario’s appeal.

5. LINK TO STRATEGIC PLAN:

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

6. STUDENT IMPACT:

Four ancillary fees will return to compulsory status (with no ‘opt-out’ ability):

- Students’ Association Campus Life fee (\$18.35 per term + \$2.39 HST)
- Students’ Association Clubs and Communities (\$3.38 per term)
- Students’ Association Membership (\$29.04 per term)
- Leadership Growth and Volunteerism (\$2.28 per term)

This will result in a \$2.39 savings for students and full access to all applicable services.

7. FINANCIAL IMPACT:

The Revised 2020-21 Compulsory Ancillary Fees and removal of the opt-out option will stabilize and ensure student access to the services provided through those fees including the sustainability of the Students' Association.

8. HUMAN RESOURCES IMPACT:

Human resource impacts will be mitigated with the stability and predictability of the ancillary fees. Most of the fees contribute toward operations including employment.

9. GOVERNMENT / REGULATORY / LEGAL IMPACT:

The revised 2020-21 Ancillary Fees comply with the Ontario Divisional Court while awaiting the decision on the Government of Ontario's appeal.

10. COMMUNICATIONS:

Colleges are required, under current policy, to provide applicants with fee information no later than May 1. This ensures that students have time to compare programs and cost options before making an institutional commitment.

11. CONCLUSION:

The Revised 2020-21 Compulsory Ancillary Fees were established upon receipt of the legal opinion on the college action in response to the Ontario Divisional Court decision that the Ministry's Student Choice Initiative was unlawful. The fee change is presented for approval to the Board of Governors at the April 20, 2020 meeting.

Respectfully submitted:



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Laura Stanbra  
Vice President, Student Services

Approved for submission:



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Claude Brulé  
President and CEO

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Sexual Violence Prevention Task Force

2019-2020  
Sexual Violence  
Prevention  
Annual Report

April 1, 2020



# Introduction

In March 2015, the province of Ontario launched an action plan to stop sexual violence and harassment against women across the province. Sexual violence is defined as “any sexual act or act targeting a person’s sexuality, gender identity or gender expression, whether the act is physical or psychological in nature, that is committed, threatened or attempted against a person without the person’s consent. It includes sexual assault, sexual harassment, stalking, indecent exposure, voyeurism, and sexual exploitation” (Ministry of Colleges and Universities Sexual Violence and Harassment Action Plan Act – Supporting Survivors and Challenging Sexual Violence and Harassment, 2016, S.O. 2016, c. 2 – Bill 132). As part of this plan, all Ontario Colleges collaborated in the development of a common Sexual Assault / Sexual Violence Policy – SA16 at Algonquin College.

## ***The Ministry of Colleges and Universities Act that outlines the Board Report requirement:***

### **Information required for Minister**

(7) Every college or university described in subsection (2) shall collect from its students and other persons, and provide to the Minister, such data and other information relating to the following as may be requested by the Minister, in the manner and form directed by the Minister:

1. The number of times supports, services and accommodation relating to sexual violence are requested and obtained by students enrolled at the college or university, and information about the supports, services, and accommodation.
2. Any initiatives and programs established by the college or university to promote awareness of the supports and services available to students.
3. The number of incidents and complaints of sexual violence reported by students, and information about such incidents and complaints.
4. The implementation and effectiveness of the policy.

### **Annual report to the Board of Governors**

(7.1) Every college or university described in subsection (2) shall provide its Board of Governors with an annual report setting out, in respect of the preceding year, the information described in paragraphs 1, 2, 3 and 4 of subsection (7).

<https://www.ontario.ca/laws/statute/90m19>

## **1. The number of times supports, services and accommodation relating to sexual violence are requested and obtained by students enrolled at the college, and information about the supports, services, and accommodation.**

In the reporting period of April 1, 2019 to March 31, 2020, 27 students presented at either Counselling Services or Health Services seeking support, services or accommodations due to sexual violence, compared to 23 in the year before. Of the 27 that presented looking for services or support, 6 requested accommodations, compared to 8 requests for accommodations in 2018-2019.

Students experiencing sexual violence typically request one or more of the following accommodations:

1. Change to a different class or program
2. Receive an extension or a change in location for a test or assignment
3. Switch to a different parking lot
4. Scheduling flexibility to attend appointments

Supports and services accessed by students on campus included Counselling Services, Health Services, the Pride Centre and Security Services and a number of off-campus partners, including:

1. Ottawa Rape Crisis Centre
2. Sexual Assault Support Centre of Ottawa
3. Sexual Assault and Partner Abuse Program available 24/7 The Ottawa Hospital-Civic Campus
4. Renfrew Victoria Hospital
5. Lanark County Sexual Assault and Domestic Violence Program
6. The Police (Ontario Provincial Police (OPP) and Ottawa Police Services (OPS))

## **2. Any initiatives and programs established by the college to promote awareness of the supports and services available to students.**

### **Sexual Violence Prevention Efforts**

In January 2017, Algonquin College hired an expert in sexual health and sexual violence prevention as a 'Sexual Violence Prevention and Harm Reduction Coordinator'. Since January 2017, this individual has been responsible for leading a wide range of activities, campaigns and events on all three of Algonquin's campuses through Project Lighthouse. Project Lighthouse is Algonquin College's sexual violence prevention project, aiming to shine a light on sexual violence and promote healthy relationships. Activities offered by Project Lighthouse in this reporting period have included:

- Provided leadership to both student employees and placement students;
- Liaison with institutional leads at Colleges and Universities across the province, sharing best practice information, ideas, and expertise; and
- Developing new materials for students and employees, including booklets, swag,



podcasts, and videos.

## Ottawa Campus

To date Project Lighthouse has facilitated 82 sessions since the start of the year including: 35 events, 2 trainings, 4 classroom and 42 tabling initiatives. With a total of 8,764 students participating in our outreach efforts.

Strengthened relationships with Ottawa Rape Crisis Centre and the Regional Sexual Assault and Partner Abuse Care Program from the Ottawa Hospital.

Strengthening partnerships internally with the Students Association, the Residence, the Mamidosewin Centre, Counselling Services, Health Services, and the International Education Centre.

Participated in AC Day 1 activities, Campus Village events, and the Summer Carnival.

Participated in the Sexual Violence Task Force, the Mental Health Steering Committee, Crime Prevention Ottawa's Gender Based Reference Group, and the Ottawa Coalition to End Violence Against Women's public education advisory committee. Started the CACUSS Sexual Violence Prevention and Response Community of Practice, and the Ontario College's Network of Sexual Violence Prevention and Response staff.

Hosted Sisters in Spirit student event with guest speaker Brian Jackson from Moosehide, focusing on ending sexual violence in Indigenous communities.

Leading and coordinating the Colleges December 6<sup>th</sup> Day of Remembrance and Action on Violence Against Women events.

Planning and executing College-wide campaigns, including, "I Believe You", "Just Got Weird" and "The Mask You Live In".

## Pembroke Campus

To date Project Lighthouse has facilitated 5 sessions since the start of the year including: 3 events and 2 tabling initiatives. With a total of 246 students participating in our outreach efforts.

Participated in AC Day 1 activities.

## Perth Campus

To date Project Lighthouse has facilitated 5 sessions since the start of the year including: 2 events, 1 trainings, and 2 tabling initiatives. With a total of 135 students participating in our outreach efforts.

Participated in AC Day 1 activities.

## Residence – Ottawa Campus

To date Project Lighthouse has facilitated 13 sessions since the start of the year including: 4 events, 1 trainings, and 8 tabling initiatives. With a total of 246 students participating in our outreach efforts.

These events including Banging Brunch, Sex After Dark Q & A, Sexual Health Awareness event, Sex Education Jeopardy event, Consent based events, information booths, materials, and campaigns.

Residence campaigns and events to coincide with high-risk times of the year like Valentine's Day, Canada Day, St Patrick's Day, Halloween, Christmas and New Year.

Prepared a letter to the parents of all students moving into Residence, highlighting supports and programming around substance use and sexual violence prevention.

## Women's Campus Safety Fund

Algonquin College has received funding through the Women's Campus Safety Fund for over 12 years. These funds can be used for programming, resources, equipment, and events, but not for employee salaries. During this reporting period, Algonquin College received \$152,546 from the provincial Women's Campus Safety Fund. These funds were shared with Security Services and allocated as follows:

- \$72,546 – multiple large scale on-campus events, including swag, supplies and speaker fees
- \$5,000 - on-campus events Pembroke during orientation
- \$30,000 - Ottawa Rape Crisis Centre staff to provide specific support to those who experienced sexual violence. This will be offered in individual and group formats
- \$45,000 - to security for enhanced security equipment on campuses, esp. cameras in areas of concern

### 3. The number of incidents and complaints of sexual violence reported by students, and information about such incidents and complaints.

Data collected between April 1, 2019, and March 31, 2020, by Security Services at all three Algonquin College campuses indicated the following:

Total number of Complaints/Reports of Sexual Violence	2018-19	2019-20
Total number of formal complaints/reports of sexual assault	25	34
Total number of formal complaints/reports of sexual harassment	16	17
Total number of formal complaints/reports of stalking	2	2
Total number of formal complaints/reports of indecent exposure	1	1
Total number of formal complaints/reports of voyeurism	1	2
Total number of formal complaints/reports of sexual exploitation	0	1

It is worth noting that students can present both to Security Services and Counselling Services for support and assistance, but not all students that report incidents to Security Services elect to attend Counselling Services, this explains the difference in the number of incidents reported to Security Services and Counselling Services.

Students seeking support were assisted through the Colleges Security Services, Health Services, and Counselling Services, and where appropriate, by community partners in Ottawa, Perth, and Pembroke.

#### **4. The implementation and effectiveness of the policy.**

## **Sexual Assault/Sexual Violence Policy**

In the summer of 2019, Algonquin College's Sexual Violence Prevention Task Force was established (see appendix A for mandate and appendix B for membership) and led a review of the Colleges Sexual Assault / Sexual Violence policy, SA16. The review was completed in September 2019, and approved by Algonquin College's Board of Governors. The updated policy can be reviewed at

<https://www.algonquincollege.com/policies/files/2019/11/SA16.pdf>

The Sexual Violence Prevention Task Force met seven times during this reporting period for the purposes of reviewing and revising the Sexual Violence policy, reviewing survey statistics, efficiency and effectiveness of programs, support services, training and awareness with regards to sexual assault and sexual violence prevention.

In the spring of 2019, Algonquin Colleges Human Resources department developed an online training tool on the topic of the SA16 - Sexual Violence/Sexual Assault policy that was added to the College's professional development web site – learn more at

<https://www.algonquincollege.com/pd/>.

All front line student-facing employees were mandated to take the training, and all new employees are instructed to complete the training as part of their induction. As of March 31<sup>st</sup>, 2020, 2,063 employees have completed the online training module. To ensure all new employees are aware of this policy the following steps have been put in place:

- New employees are directed to take this mandated online training in Algonquin's human resource management system – "Workday" and are prompted to indicate in Workday when it's completed
- The onboarding dashboard in Workday has a link to register for this mandated online training as well as a checklist for new employees that includes the training
- New employees attending College orientation are reminded of their obligation to complete this mandatory online training
- Departmental orientations are to include a reminder for all new employees to complete this mandatory online training

# Data Collection

In the Spring of 2019, Algonquin College participated for the second time in the National College Health Association (NCHA) survey. Two Thousand, four hundred and thirty five Algonquin College students participated in this 69 question survey about all aspects of student's health and wellness-related behaviors, including sexual health and sexual violence. The survey results were used to inform programming across multiple teams in Student Support Services, including Project Lighthouse.

The survey results indicated that;

- 18.9 % of students received information from the College on relationship difficulties
- 52.5 % of students were interested in receiving information from the College on relationship difficulties
- 57.1 % of students received information from the College on sexual assault/relationship violence prevention
- 60.1 % of students were interested in receiving information from the College on sexual assault/relationship violence prevention

In the 12 months prior to the survey being completed students reported the following;

- 17 % of females and 6 % of males reported being touched sexually without their consent
- 6 % of females and 2 % of males reported experiencing attempted sexual penetration without their consent
- 4 % of females and 2 % of males reported they were sexually penetrated without their consent
- 12 % of females and 5 % of males reported being the victim of stalking
- 16 % of females and 11 % of males reported being victims of emotional abuse within an intimate relationship
- 4 % of females and males reported being physically attacked within an intimate relationship
- 6 % of females and 2 % of males reported being in a sexually abusive relationship

In January 2020, additional data from the provincial 2018 Student Voices on Sexual Violence survey was released to Ontario post-secondary institutions. Although this data is now two years old, it is being reviewed alongside the NCHA data and will inform future planning of sexual violence prevention programming.

## The survey results are expected to be used to help post-secondary institutions:

- Increase awareness of sexual violence;
- Learn more about how students perceive those services;
- Improve policies and processes for responding to sexual violence;
- Improve services and support offered to survivors;
- Better understand student experiences of sexual violence;
- Better understand how bystanders in the campus community may react to harassment or assault;

- Better understand how students perceive consent to sexual activity; and
- Reflect on social dynamics that contribute to sexual violence.

## Conclusion

Algonquin College is well-positioned to proactively and consistently address the topic of reducing sexual violence on campus, with informed and committed leadership, a strong and robust policy, a culture of continuous improvement, a growing collection of rich survey data and programming on all three campuses that engage students and employees in significant numbers.

**Mandate of the Sexual Violence Prevention Task Force (as of October 21, 2019)**  
(Ministry Mandated Task Force)

As stated during the Ministry's March 19, 2019 announcement, each institution is required to create a task force by September 30, 2019.

The task force will be responsible for:

- Assessing the sufficiency of Algonquin College's sexual violence policy;
- Assessing the effectiveness of the current programs and services to combat sexual violence on campus;
- Providing recommendation on the additional steps that Algonquin College may take to ensure a safe environment for all.

The task force should represent the diversity of Algonquin College's student population, as well as faculty and administration.

Each task force must submit their independent report to their respective Board of Governors by June 1 of each year.

- Annual Report to the Board – Pursuant to subsection 17 (7.1) of the Ministry of Training, Colleges and Universities Act, Algonquin College is required to provide an annual report to its Board of Governors. For the 2018-19 academic year, the Minister requires that a copy of the report be provided on or before December 31, 2019. Beginning in 2020, the Minister will require Algonquin College to provide a copy of that report on or before June 1st. For transparency purposes, the ministry asks that Algonquin College makes the report to the Board publicly available, and share the report with the ministry.

***The Ministry Act that outlines the Board Report requirement:*****Information required for Minister**

(7) Every college or university described in subsection (2) shall collect from its students and other persons, and provide to the Minister, such data and other information relating to the following as may be requested by the Minister, in the manner and form directed by the Minister:

1. The number of times supports, services and accommodation relating to sexual violence are requested and obtained by students enrolled at the college or university, and information about the supports, services and accommodation.
2. Any initiatives and programs established by the college or university to promote awareness of the supports and services available to students.
3. The number of incidents and complaints of sexual violence reported by students, and information about such incidents and complaints.
4. The implementation and effectiveness of the policy.



## **Annual report to board of governors**

(7.1) Every college or university described in subsection (2) shall provide its board of governors with an annual report setting out, in respect of the preceding year, the information described in paragraphs 1, 2, 3 and 4 of subsection (7).

The rights and privacy of individuals is of utmost concern. The task force should not act as an investigative or adjudicative body responsible for receiving or investigating complaints or incidents of sexual violence.

## Sexual Violence Prevention Task Force Membership

As of February 21, 2020

	<b>Area</b>	<b>Title</b>	<b>Employee name</b>
1	Communications	Manager, Communications	Ruth Dunley
2	Faculty		Vacant
3	Faculty		Vacant
4	Human Resources	Labour Relations Specialist	Helen Huang
5	Office of the Ombudsman	Assistant Ombudsman	Barbara Carswell
6	Office of the Ombudsman	Ombudsman	George Cole
7	Residence Life	Manager of Residence Life	Brittanie Walker-Reid
8	Risk Management	Director of Risk Management	Colin Bonang
9	Risk Management	Manager, Risk Management	Michael Laviolette
10	Security Services	Coordinator, Security Investigations	Jason Condon
11	Security Services	Sexual Assault & Sexual Violence Investigator	Michel Houle
12	Students	President of the Students' Association	Shanti Cosentino
13	Students	Director on the Students' Association Board	Vacant
14	Student Services	Vice President Student Services (Chair)	Laura Stanbra
15	Student Services	Director, Student Support Services	Ben Bridgstock
16	Student Services	Manager, Counselling & Spiritual Centre	Doug Stringer
17	Student Services	Sexual Violence Prevention & Harm Reduction Coordinator	Sarah Crawford

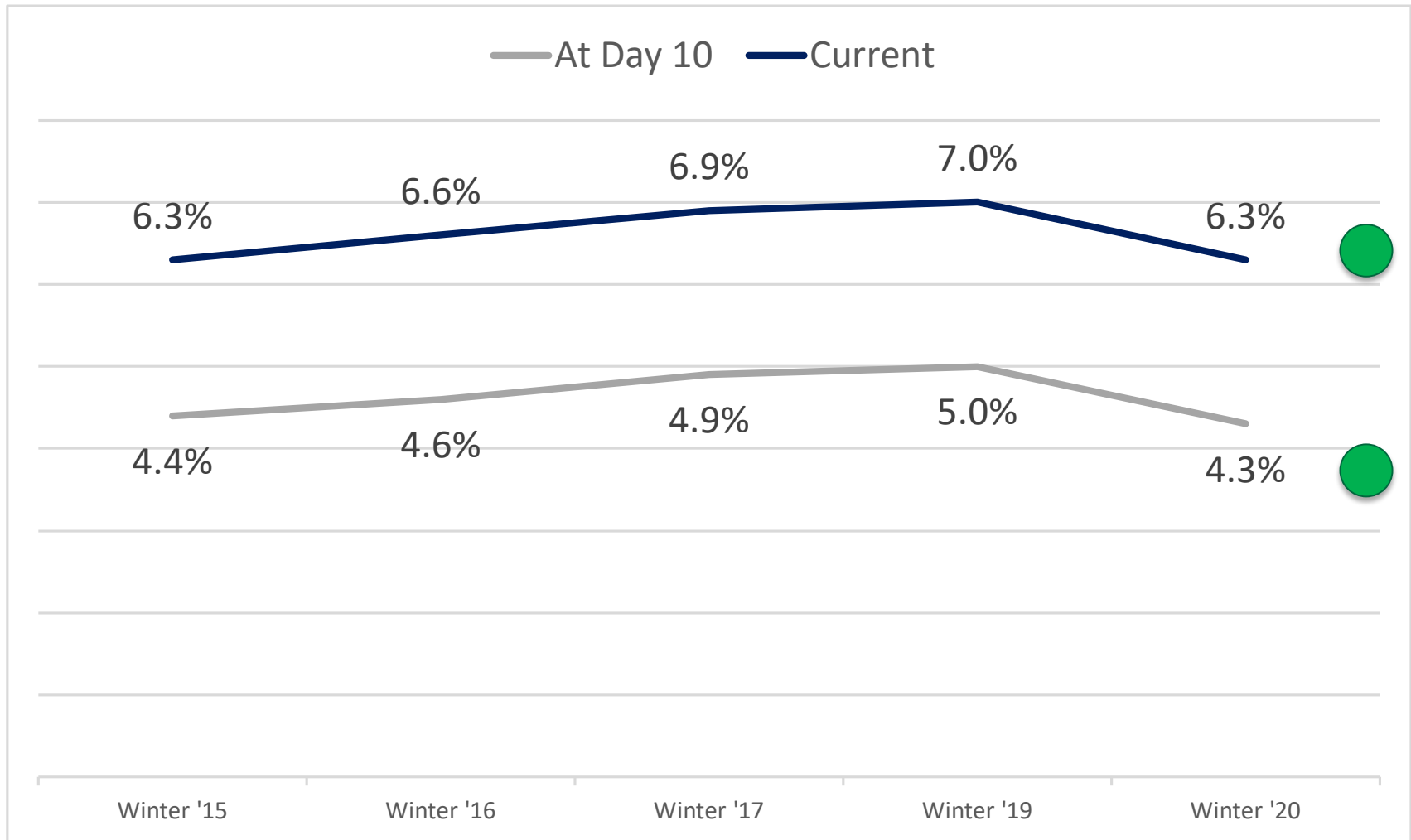
# Enrolment Update

Academic and Student Affairs Committee

March 25, 2020

Academic Operations and Planning  
and the Registrar's Office

# Withdrawal Trends – Winter Term (Mar. 20, 2020) (Withdrawals as Percentage of Total Registrations)



Note: Winter 2018 excluded in comparison due to impact from Fall 2017 work stoppage

# Admissions Dashboard Spring 2020 (Mar. 20, 2020)

## COLLEGE ENROLMENT - 2020 SPRING (Intake) (Post Secondary & Graduate Certificates)

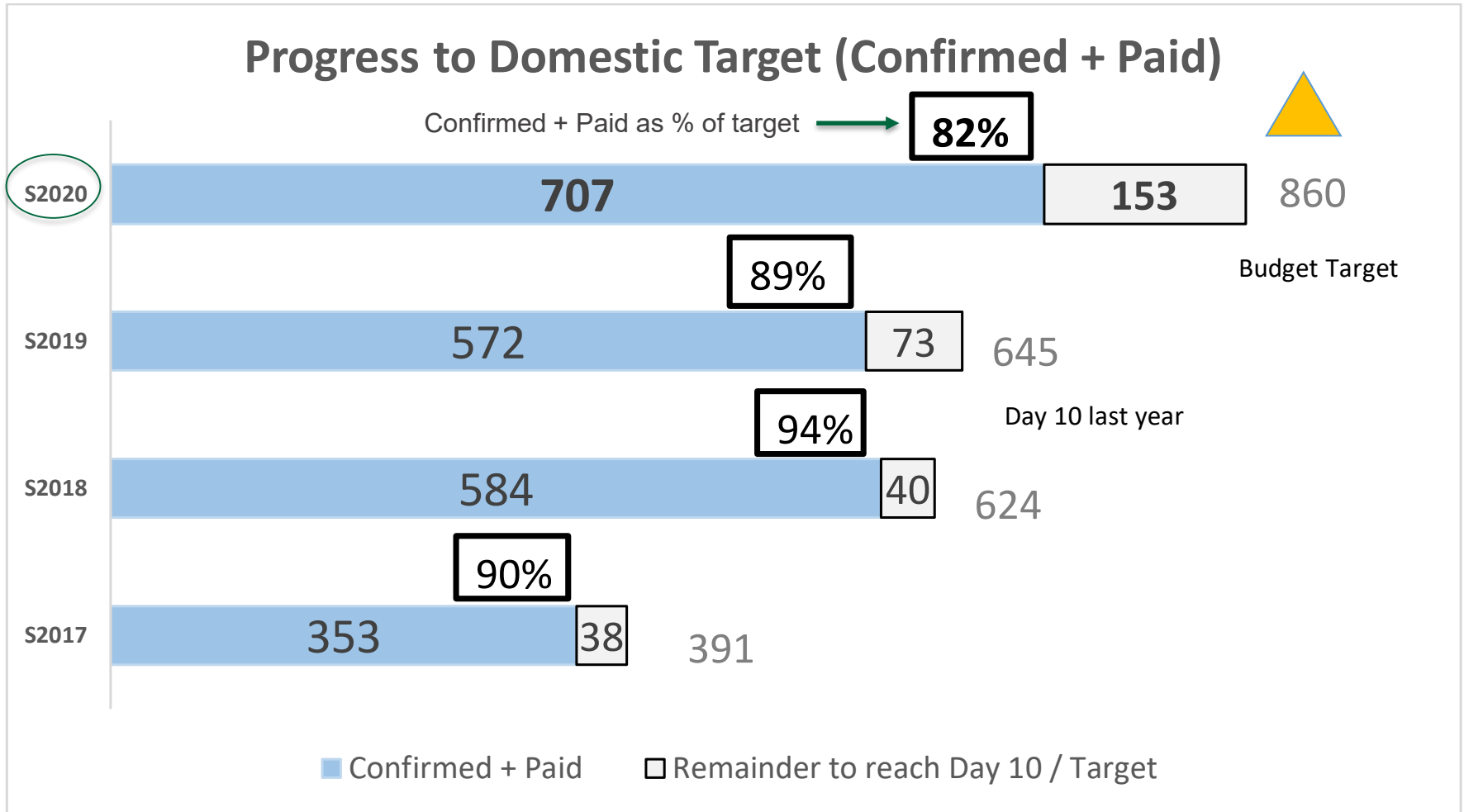
Previous Year  
(at Mar. 22, '19)

Status Indicator:




- On track to achieve target
- ▲ May be at risk of achieving target
- ◆ Will not achieve target

	Actual (at Mar. 20, '20)	YoY #	YoY %	Status YoY
<b>Applications (Total)</b>				
Domestic	3,334	541	19.4%	●
International	1,506	247	19.6%	●
<b>Total</b>	<b>4,840</b>	<b>788</b>	<b>19.4%</b>	●
<b>Distinct Applicants</b>				
Domestic	2,717	386	16.6%	●
International	1,720	575	50.2%	●
<b>Total</b>	<b>4,437</b>	<b>961</b>	<b>27.6%</b>	●
<b>1st Choice</b>				
Domestic	1,276	188	17.3%	●
<b>Confirmed / Paid / Reg.</b>				
Domestic	707	135	23.6%	●
<b>Paid (Full / Partial) / Reg.</b>				
Domestic	309	40	14.9%	●
International	438	56	14.7%	●
<b>Total</b>	<b>747</b>	<b>96</b>	<b>14.7%</b>	●

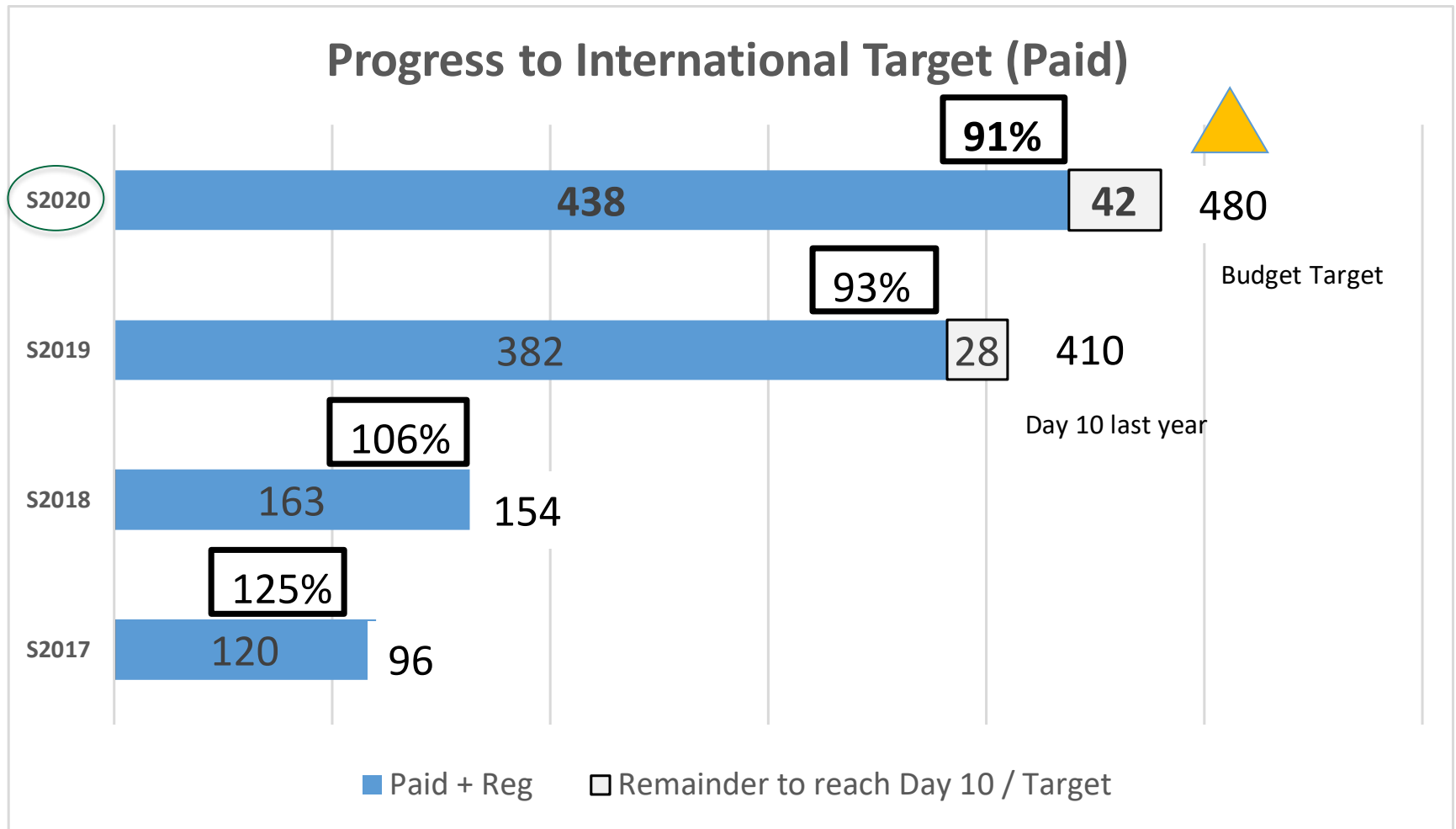
# Spring Term Level 01 – Progress to Target (Mar. 20)



Status Indicator:

-  On track to achieve target
-  May be at risk of achieving target
-  Will not achieve target

# Spring Term Level 01 – Progress to Target (Mar. 20)



# Admissions Dashboard Fall 2020 (Mar. 20, 2020)

## COLLEGE ENROLMENT - 2020 FALL (Intake) (Post Secondary & Graduate Certificates)

Previous Year  
(at Mar. 21, '19)

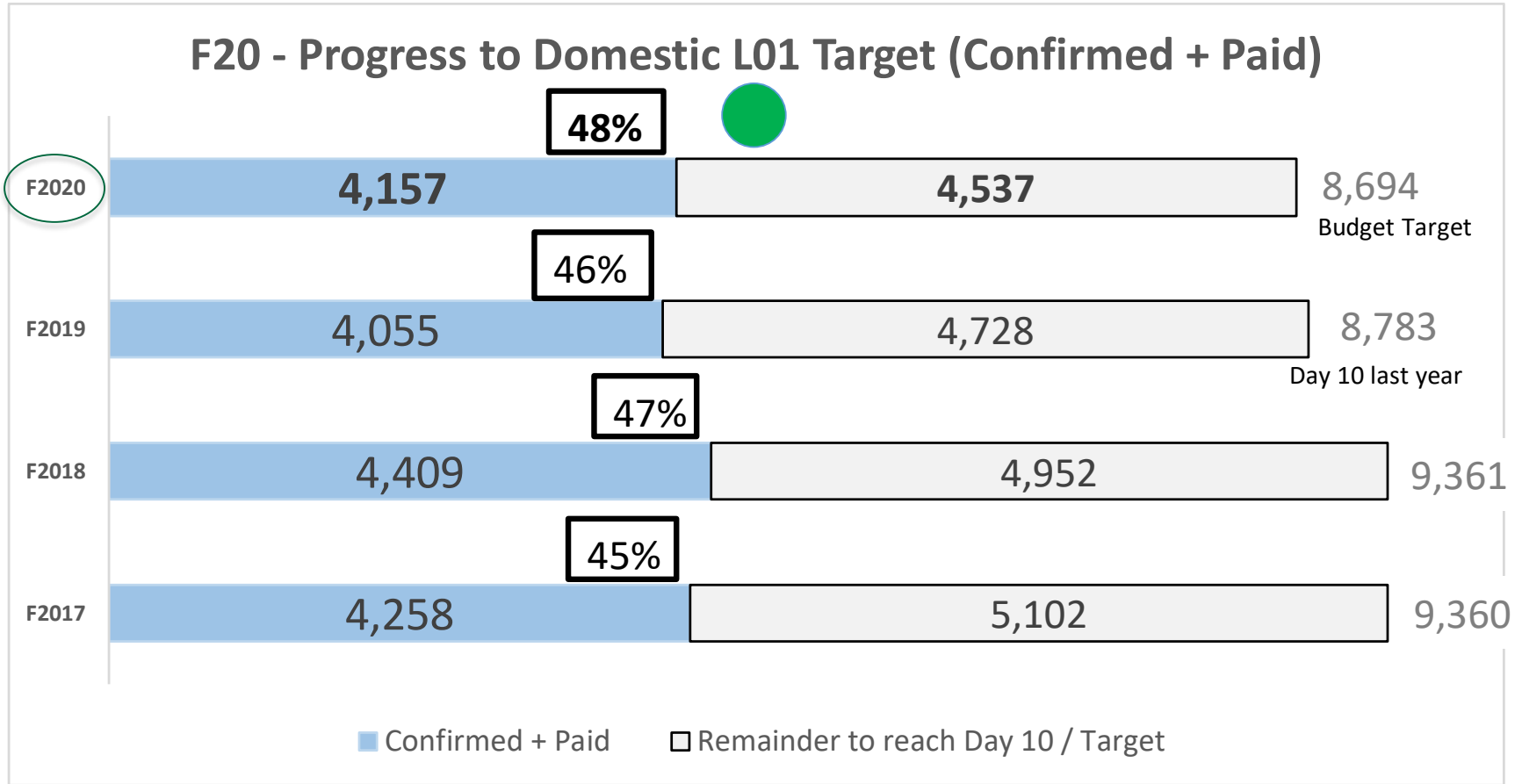
Status Indicator:

- On track to achieve target
- ▲ May be at risk of achieving target
- ◆ Will not achieve target

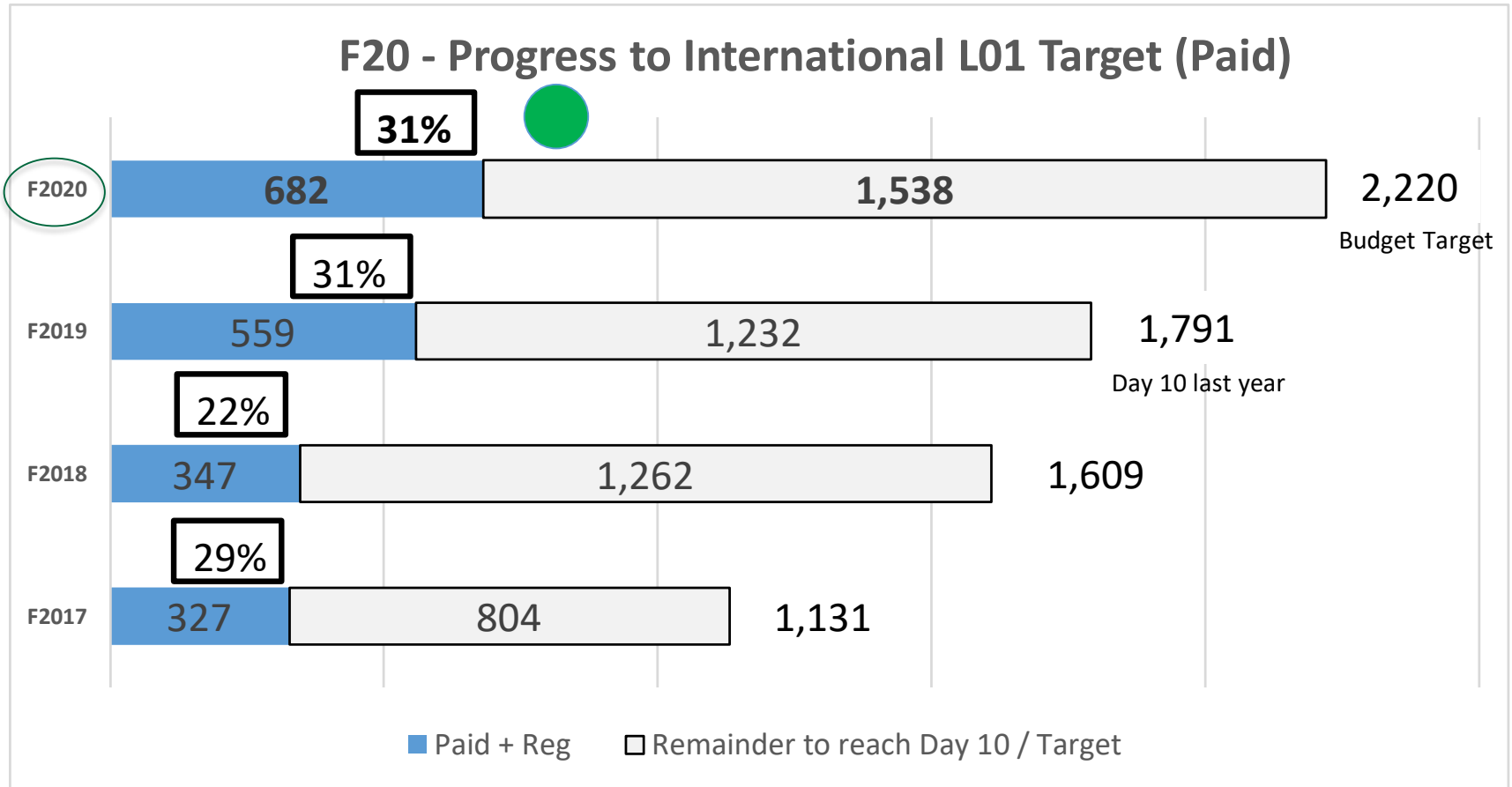
	Actual (at Mar. 20, '20)	YoY #	YoY %	Status YoY
<b>Applications (Total)</b>				
Domestic	29,544	(328)	(1.1%)	▲
International	3,313	(698)	(17.4%)	◆
<b>Total</b>	<b>32,857</b>	<b>(1,026)</b>	<b>(3.0%)</b>	<b>◆</b>
<b>Distinct Applicants</b>				
Domestic	16,975	374	2.3%	●
International	2,847	(417)	(12.8%)	◆
<b>Total</b>	<b>19,822</b>	<b>(43)</b>	<b>(0.2%)</b>	<b>▲</b>
<b>1st Choice</b>				
Domestic	10,896	9	0.1%	●
<b>Confirmed / Paid / Reg.</b>				
Domestic	4,157	102	2.5%	●
<b>Paid (Full / Partial) / Reg.</b>				
Domestic	394	(35)	(8.2%)	◆
International	682	123	22.0%	●
<b>Total</b>	<b>1,076</b>	<b>88</b>	<b>8.9%</b>	<b>●</b>



# Fall Term Level 01 – Progress to Target (Mar. 20)



# Fall Term Level 01 – Progress to Target (Mar. 20)



**DATE:** April 20, 2020

**TO:** Board of Governors

**FROM:** Governor Kelly Sample, Chair, Audit & Risk Management Committee

**SUBJECT:** **Audit & Risk Management (ARM) Committee EXTRA meeting of April 8, 2020**

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*Board members can review meeting materials from the April 8, 2020 meeting by accessing the Board of Governors 'Teams site' [Audit & Risk Management Committee, April 8, 2020 meeting folder](#).*

**A. ITEMS REQUIRING BOARD OF GOVERNORS' APPROVAL**

Items requiring Board of Governors approval will be discussed in the IN CAMERA portion of the meeting.

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

1) College Response to COVID-19 and Financial Risk Assessment

Members were presented with an update on the College's response to the 2019 Coronavirus (COVID-19) pandemic. The current and long-term economic and social impacts on our country and the College from this national emergency is unparalleled by any event that has been seen in recent history. It is within this context that the College is continuing to make decisions that put our students and employees' health and safety first, while considering the measures that can be taken in the best interest of the College, consistent with recommendations from Public Health Agencies and directives from all levels of government, as well as consistent with a college system-wide coordination approach. The most current information will be presented later in the agenda under 5.1 College Response to COVID-19 and Financial Risk Assessment.

Members accepted this report for information.

# MEMO

**DATE:** April 20, 2020  
**TO:** Board of Governors  
**FROM:** Governor Gail Beck, Chair, Governance Committee  
**SUBJECT:** Governance Committee meeting March 26, 2020

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*Board members can review meeting materials from the March 26, 2020 meeting by accessing the Board of Governors 'Teams site' Governance Committee meeting folder, March 26, 2020 meeting folder.*

## **A. ITEMS REQUIRING BOARD OF GOVERNORS APPROVAL**

1) BG1-06 Recording, Live Streaming, and Picture Taking During Board Meetings – Updated version  
Members were referred to the updated amended version of the policy containing suggestions from Committee members from the January 30, 2020 Governance Committee meeting. With additional minor wording changes, the Committee will recommend to the Board of Governors approval of the amended policy at the April 20, 2020 Board meeting. The clean version of the amended policy is provided in 3.5.1 Appendix A: BG1-06 Recording Live Streaming and Picture Taking Policy (Clean), and the tracked version is provided in 3.5.2 Appendix B - BG1-06 Recording Live Streaming and Picture Taking Policy (Tracked).

### **RESOLUTION**

**MOVED & SECONDED: J. McCracken & A. Lawrence**

**THAT** the Governance Committee recommends to the Board of Governors approval of the amended BG I-06 Recording, Live Streaming, and Picture Taking during Board Meetings Policy as presented.

**CARRIED.**

## 2) External Governor Reappointments

Members were informed that Governors Gail Beck, Audrey Lawrence, Cyril McKelvie, and Steve Barkhouse first term of office ends on August 31, 2020. Governor Beck, Lawrence, McKelvie, and Barkhouse have formally advised the Board Office of their intention to continue for another three-year term effective September 1, 2020 to August 31, 2023. Details of the reappointments are provided in Appendix C: Transmittal - External Governor Reappointments.

### **RESOLUTION**

**MOVED & SECONDED: J. McCracken & V. Sayah**

**THAT** the Governance Committee endorses the reappointment of Governors Gail Beck, Audrey Lawrence, Cyril McKelvie, and Steve Barkhouse to the Board of Governors for a second three-year term of office, effective September 1, 2020.

**CARRIED.**

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

### 1) Terms of Reference Review – Follow up/Findings

Appendix A: Executive Committee Terms of Reference

Appendix B: Governance Committee Terms of Reference

Members referred to the Terms of References provided in their meeting materials. The Executive Committee becomes truly necessary if the full board is unable to convene in cases of urgent matters. Governor Beck will work with the Board Executive Assistant to identify any overlap of responsibilities between Terms of Reference of the two Committees and provide the Committee with an update of their findings at the May 25, 2020 Governance Committee meeting.

Members accepted this update for information.

### 2) Governor Self – Evaluation/Assessment – Follow up

Appendix A: AC Board of Governor Self-Assessment

Appendix B: Other Colleges Governor Self-Assessment

Members were referred to the Algonquin College Governor Self-assessment questionnaire and examples from other colleges. A tracked version of the Governor Self-Assessment will be created with members' suggested additions and deletions. The tracked version will be reviewed by the Committee Chair, and the final version will be shared with the Committee for feedback prior to distribution to Board members for survey completion before the end of April.

Members accepted this for information.

### 3) 2020-21 Board Chair, Board Executive Committee Succession, and Committee membership – Follow up

#### • Governors in-waiting – Update

Members were provided with an update on Governors-in-waiting R. Wilson, J. Weerdenburg, and Y. Khan. Governors-in-waiting will be contacted when a vacancy to the Board of Governors becomes available.

Members accepted this update for information.

#### • Lieutenant Governor In Council (LGIC) – Update

Members were provided with an update on LGIC appointments. On February 19, the Ministry distributed a memo to all College Presidents and Board Chairs inviting College Board of Governors to submit nominations for LGIC appointments to College Boards for the 2020 appointment cycle. Members were informed that LGIC applications for Governors Beck, Lawrence, and Barkhouse are still under consideration at the Office of the Minister, Ministry of Colleges and Universities. The Ministry will directly contact our nominees for any additional information that they may require through this process.

Members accepted this update for information.

Appendix A: Algonquin College Governor Terms of Office Master

Appendix B: 2020-21 BOG Officer Position - Committee Memberships

Appendix C: Tentative 2020-21 BOG Officer Position - Committee Memberships

Members were referred to Appendices A, B, and C included in their meeting materials. A final version of the 2020-21 BOG Officer position - Committee Memberships will be reviewed and approved at the May 25, 2020 Committee meeting. Once approved, the Committee will request Board of Governors approval at the June 8, 2020 Annual General Meeting of the Board. The 2020-21 BOG Officer Position - Committee Memberships will be effective September 1, 2020.

Members accepted this update for information.

#### 4) 2020 Election of Internal Members to the Board of Governors – Results

Members were provided with an overview of the Internal Election process. This year's election was for an Administrative Staff representative, a Support Staff representative, and a Student representative. Andre O'Bonsawin won by acclamation and will represent the Administrative Staff for a three-year term. Valerie Sayah has been re-elected to represent the Support Staff for a second three-year term, and Shivang Dhawan will represent the students for a one-year term.

Members accepted this update for information.

#### 5) Board Policies and Directives – Mandatory Review

Appendix A: BG I-04 Responsibilities of the Board Chair (Review annually to ensure compliance)

Appendix B: BG I-01 Responsibilities of the Board – Compliance Report Card

Members were referred to Appendices A and B. BG I-04 Responsibilities of the Board Chair is reviewed annually to ensure compliance. All other Board Policies are reviewed every three to five years. Appendix B: is presented to this Committee at the March meeting. Policy BGI-01 Responsibilities of the Board of Governors states: "The Governance Committee shall report on Board compliance with all Board responsibilities by reporting to the Board any deficiencies on an annual basis." This table 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.

Members accepted this update for information.

#### 6) Board of Governors' Evaluation Tools

Appendix A: Board Evaluation Survey – Review of Survey Questions

Appendix B: Governor Self-Assessment Survey – Review of Survey Questions

Members were informed that the Board Evaluation Survey will be distributed to Board members on April 6. Completed Board Evaluation survey results will be compiled in a report and will be reviewed

# MEMO

and analyzed at the May 25 Committee meeting. The Committee will prepare a Report that will be submitted to the Board at the June 8, 2020 Board meeting as part of the Governance Committee Report to the Board. The Governor Self-Assessment questionnaire will be distributed to Governors before the end of April. Results are confidential and are forwarded to the attention of the Board Chair and not shared with the Governance Committee.

Members accepted this update for information.

7) February 24, 2020 Board of Governors meeting evaluation results

Members accepted the February 24, 2020 Board of Governors meeting evaluation results for information.

8) 2019-20 Board of Governors Workplan

Members were referred to the 2019-20 Board of Governors Workplan and accepted this for information.

## Board Governance Policy

### BG I-06      Recording, Live Streaming, and Picture Taking During Board Meetings

Policy Category :	Board Process		
Date First Approved:	2019-06-10	Date Last Reviewed	2020-03-26
Board Meeting Number:	517	Mandatory Review Date	2021-03-26

#### PURPOSE

This policy deals with the use of recording devices and live streaming during meetings of the Board of Governors.

#### DEFINITIONS

Word/Term	Definition
Recording device	includes any equipment that can be used to record, either through photography, video or audio recording, an image, a sound or a conversation and includes cellular phones and cameras.

#### POLICY

While portions of Board of Governors’ meetings may be held without the public present, generally meetings of the Board of Governors are open to the public. As a result, the College will make an audio recording of Board proceedings during the public portion of Board meetings. It will not normally live stream the public portion of Board meetings, though under exceptional circumstances, it may do so at the call of the Board Chair. Members of the public are not entitled to attend the *in camera* (confidential) portions of Board meetings and recording devices are not to be used during those portions of meetings.

Individuals wishing to take pictures or videos during the public portion of Board meetings are to make a formal request to the Board Chair one week prior to the Board of Governors meeting so that the requests can be managed in an efficient and appropriate manner. Individuals wishing to listen to the audio recording of the public portion of Board meetings are to make a formal request to the Executive Assistant to the Board of Governors, and come in person to the President’s Office in order to listen to the audio recording.

This policy is to be reviewed annually.

#### MONITORING

The President shall report the number and type of requests to use recording devices or live steam Board meetings to the Chair of the Board on an annual basis.



## PROCEDURE

The Board of Governor's office will track requests received from the public to use recording devices at Board meetings and provide this information to the President on an annual basis.

Audio recordings of Board proceedings shall be kept for a period of one year.

## RELATED MATERIALS

Algonquin College By-law #1, Section 6 – Meetings of the Board. Meetings of Algonquin College Board are outlined in the Algonquin College By-law #1, Section 6.

## Board Governance Policy

**BG I-06                      Recording, Live Streaming, and Picture Taking During Board Meetings**

Policy Category :	Board Process		
Date First Approved:	2019-06-10	Date Last Reviewed	2020- <del>01-03-2026</del>
Board Meeting Number:	<del>513</del> 517	Mandatory Review Date	202 <del>13-01-30</del> 3-26

**PURPOSE**

This policy deals with the use of recording devices and live streaming during meetings of the Board of Governors.

**DEFINITIONS**

Word/Term	Definition
Recording device	Includes any equipment that can be used to record, either through photography, video or audio recording, an image, a sound or a conversation and includes cellular phones and cameras.

**POLICY**

While portions of Board of Governors’ meetings may be held without the public present, generally meetings of the Board of Governors are open to the public. As a result, the College will make an audio recording of Board proceedings during the public portion of Board meetings. It will not normally live stream the public portion of Board meetings, though under exceptional circumstances, it may do so at the call of the Board Chair. Members of the public are not entitled to attend the *in camera* (confidential) portions of Board meetings and recording devices are not to be used during those portions of meetings.

Individuals wishing to ~~have subsequent access to the audio recording of the public portion of Board meetings and/or~~ take pictures or videos during the public portion of Board meetings are to make a formal request to the Board Chair one week prior to the Board of Governors meeting so that the requests can be managed in an efficient and appropriate manner. ~~Individuals wishing to listen have access to the audio recording of the public portion of Board meetings are to make a formal request to the Executive Assistant to the Board of Governors, and come in person to the President’s Office~~ Chair in order to listen to the audio recording.

This policy is to be reviewed annually.

**MONITORING**

The President shall report the number and type of requests to use recording devices or live steam Board meetings to the Chair of the Board on an annual basis.

**PROCEDURE**

The Board of Governor’s office will track requests received from the public to use recording devices ~~at or live stream~~ Board meetings and provide this information to the President on an annual basis.

[Audio recordings of Board proceedings shall be kept for a period of one year.](#)

#### **RELATED MATERIALS**

Algonquin College By-law #1, Section 6 – Meetings of the Board. Meetings of Algonquin College Board are outlined in the Algonquin College By-law #1, Section 6.

Report title:	External Governor Reappointments
Report to:	Board of Governors
Date:	April 20, 2020
Author/Presenter:	Gail Beck, Chair, Governance Committee Claude Brulé, President and CEO

1. RECOMMENDATION:

**THAT** the Board of Governors approves the reappointment of external Governors Gail Beck, Audrey Lawrence, Cyril McKelvie, and Steve Barkhouse to the Board of Governors for a second three-year term of office, effective September 1, 2020.

2. PURPOSE / EXECUTIVE SUMMARY:

The purpose of this report is to provide the Board of Governors with information regarding vacancies and terms of office that are ending, to ensure external Governors' terms of office are aligned with Algonquin College By-Law #1, that identifies external governors' terms and term limits (4.5). The Governance Committee will present the reappointment of Governors Gail Beck, Audrey Lawrence, Cyril McKelvie, and Steve Barkhouse at the April 20, 2020 Board of Governors meeting for approval.

3. BACKGROUND:

Governors whose terms of office are coming to an end are approached to ask if they wish to continue on the Board. Governors Gail Beck, Audrey Lawrence, Cyril McKelvie, and Steve Barkhouse have expressed their desire to be reappointed for a second term of office that would take them to the six-year maximum term, as of August 31, 2023.

4. DISCUSSION:

The Board of Governors delegates the responsibility of appointing and reappointing external Governors to the Governance Committee. The committee acts as the Nominating Committee for this purpose. During the course of its duties, the Governance Committee regularly reviews the terms of office and term limits of its external Governors, to ensure that vacancies are filled appropriately. This oversight role ensures the overall strategic direction of the College, and the Board's succession plans as per governance policy BGI-02 "Appointment / Reappointment of External Governors".

5. LINK TO STRATEGIC PLAN:

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

6. STUDENT IMPACT:

The appointment and reappointment of Governors benefits students by ensuring continuity on the Board of Governors, which is Algonquin College’s highest governing body.

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 reappointments of Governors 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 and reappointment 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:

Communication regarding the reappointment of Governors will be made public to the College and broader community through the public posting of approved Board of Governors meeting minutes.

11. CONCLUSION:

This report provides information regarding the reappointment of external Governors to the Board for a second-term of office.

Respectfully submitted:



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Claude Brulé  
President and CEO

Report title:	College Response to COVID-19 and Financial Risk Assessment
Report to:	Board of Governors
Date:	April 20, 2020
Author/Presenter:	Duane McNair, Vice President, Finance and Administration Colin Bonang, Director, Risk Management Grant Perry, Chief Financial Officer

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 the measures the College has taken to date in response to the COVID-19 pandemic, and to present financial scenarios of the potential impact of the pandemic on College enrolment and financial position.

3. BACKGROUND:

In late December 2019, the novel coronavirus, SARS-CoV-2 (also known by the disease it causes: COVID-19) outbreak commenced in Wuhan, the capital of Hubei province, China. The College began actively monitoring the emergence of the outbreak as it spread from China, through Europe and to North America, eventually being declared a pandemic by the World Health Organization on March 11, 2020.

The College approached the response to the outbreak through the application of the Emergency Management Framework and the College Pandemic Plans, that had been developed in 2009 in response to the H1N1 pandemic. This model is designed to provide a scalable, organizational response through the duration of the emergency from the monitoring phase, through response, management, recovery and return to normal operations. The approach is characterized by a prioritized, organization-wide effort relating to planning and mobilizing operational elements, escalating communications and ongoing emergency planning for mid-term and long-term considerations, supported by a Coordination Committee, the Algonquin College Leadership Team, and with oversight by the Algonquin College Executive Team.

The current and long-term economic and social impacts on our country and the College from this national emergency is unparalleled by any event that has been seen in recent history. It

is within this context that the College is continuing to make decisions that put our students and employees first, while considering the measures that can be taken in the best interest of the College, consistent with recommendations from Public Health Agencies and directives from all levels of government, and consistent with a college system-wide coordination approach.

4. DISCUSSION:

Operationalization commenced with the production of regular situational awareness reports commencing January 19 and communications to the College community on January 28. The College has progressively increased its focus on the pandemic, in concert with the continued development of the outbreak and the ongoing guidance being provided by Global Affairs Canada, the Ontario Ministry of Health, and Public Health agencies at the national, provincial and municipal levels.

The College is continuing to manage a wide range of decisions and interim policy positions that are aligned with the Ontario post-secondary landscape, and with guidance from the Ministry of Colleges and Universities, College Employer Council, and Colleges Ontario.

College management is making daily decisions to respond to the COVID-19 pandemic and its potential impacts on College enrolment and financial position.

5. LINK TO STRATEGIC PLAN:

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



6. STUDENT IMPACT:

Within the overall context of the severity of these circumstances, decisions to move away from in-person instruction to reduce the potential spread of the disease, and the effort taken to shift to an online delivery posture for the remainder of the 2020 Winter Term were made on March 13, and with the intentions of mitigating health risk as well as being able to maintain focus on providing academic continuity.

On March 27, 2020, the decision was taken to defer the start of the 2020 Spring term to May 19 with remote at-a-distance delivery of programs only for the first six weeks. Following a one-week break at the end of June, the current assumption is that face-to-face instruction would resume for the final six weeks of the Spring term. This plan is subject to change as impacts of the COVID-19 pandemic evolve.

7. FINANCIAL IMPACT:

On February 24, 2020, the Board of Governors approved the 2020-21 Annual Budget with a projected net contribution of \$5.7M on all College activity. The 2020-21 Approved Annual Budget included provisions for capital, operating and Business Plan requirements and a requirement to use Internally Restricted Funds to support priority projects and initiatives in the Strategic Investment Priorities budget.

The aforementioned impacts from the COVID-19 event pose a significant risk to the financial outlook for the College in the 2020-21 fiscal year, as well as future years as the College's Net Assets balance will reflect the long-term financial costs of these events.

The College is proactively identifying and capturing the various costs and revenue losses that are resulting from responding to the ongoing COVID-19 event. This process will help to inform our First Quarter 2020-21 Financial Projection, as well as support the need for reporting to government when financial assistance is made available to assist the Ontario College sector, such as the \$400,000 received by Algonquin College on March 27 from the Ministry of Colleges and Universities under the "Helping Post-secondary Institutions Fight COVID-19" Program.

As a post-secondary institution, the reliance on enrolment to support the College's continuing operations is very important. In the 2020-21 fiscal year, enrolment projection was comprised of 77% domestic student enrolment and 23% international student enrolment. The international enrolment population of the College is highly represented by students from China and India and, therefore, the risk to international enrolments remains elevated.

Agenda Item No: 5.1

The College is proactively identifying the impacts from the COVID-19 event, monitoring and projecting the resulting net contribution degradation not only from tuition fees, premiums and other enrolment related revenues, but also the effect to Campus Services business through lost food sales, bookstore sales, residence fees and parking pass sales, for example. The College's Contract Activity, that includes a growing Corporate Training venture, derives revenue from government and non-governmental organizations and these organizations are also impacted by the COVID-19 event.

Refunds to students for services that have been pre-paid, and that will no longer be available to students such as fees for the campus' residence, meal plans, and student parking, as well as parking fee rebates for employees who are no longer on campus have been communicated to the College community and are being processed. These refunds will impact net contribution in the 2019-20 and 2020-21 fiscal years.

Due to the evolving nature of the pandemic and accuracy of its projected trajectory, financial impact on the College's net contribution for the 2020-21 fiscal year will be restated in the First Quarter at the June 8, 2020 Board meeting.

On April 8, 2020, the Audit and Risk Management Committee was presented with the results of the initial financial assessment based on three enrolment projection scenarios. Financial impacts to College operations were considered and included in the report. Feedback from the Audit and Risk Management Committee has been considered and included in this report to the Board of Governors.

Financial modeling is ongoing by the Finance Team to project the negative impact to the 2020-21 net contribution and net assets of the College. Until the College is able to gain more clarity regarding the possible length on the COVID-19 pandemic, the ensuing impacts to international and domestic student enrolment, and regular operations, it will remain challenging to provide a reliable estimate of projected net contribution for 2020-21.

The First Quarter 2020-21 Financial Projection will be presented to the Board of Governors on June 8, 2020. This report will provide a projected net contribution for all activities with greater certainty. The First Quarter 2020-21 Financial Projection will incorporate a number of mitigation strategies to present a projected net contribution that appropriately balances three primary elements that indicate the success and sustainability of the College, including:

- Learner value and satisfaction with College programs and services;
- Employee engagement and well-being; and
- Continuing financial health of the College and cash flow to support operations.

Mitigation strategies being considered for further investigation include the following:

- Realize cost savings due to reduced course sections from lower student enrolment;
- Reduce or delay select capital projects and strategic investments;
- Manage vacant positions to capture salary savings;
- Reduce or suspend discretionary expenditures;
- Review activities that do not directly result in positive net contribution margin;
- Adjust other-than-full-time staffing complement to align with decreased program and service delivery requirements;
- Pursue government funding opportunities identified as COVID-19 assistance funds;
- Utilize the \$1 million special contingency provision in the 2020-21 Approved Annual Budget;
- Undertake a renewed review of programs and services to identify areas to exit for operational savings;
- Suspend planned contributions to reserves for one year;
- Expand online delivery of academic programs and corporate training; and
- Seek approval from the Board of Governors to draw down from the College's contingency reserve fund in the internally restricted net assets and reduce the projected 2020-21 net contribution margin approved in the Annual Budget.

#### 8. HUMAN RESOURCES IMPACT:

Early efforts to reduce international travel, in line with Global Affairs Canada evolving guidance, were strictly enforced through College management teams in the interest of protecting the workforce.

The move to a work-from-home model for the large majority of employees was made in the interest of supporting Public Health guidance to control the spread of the disease and protect the health of College employees. To date, the College is unaware of any confirmed cases of COVID-19 arising from exposures on campuses. A substantial effort to inform, assure and communicate with College employees through this period has been mounted across a wide range of topics from health and wellness, mental health, employment matters and general personal and public safety information.

College campuses are closed. There are a very limited number of front-line College and contract employees attending the campuses to perform critical services. These services include facilities services and cleaning, payroll, health services, residence, food services for students in residence, information technology services support, shipping and receiving and construction project delivery.

The current decision of the College is to maintain pay continuity for all College employees, aligned with their normal scheduled activities at least until May 1, 2020.

9. GOVERNMENT / REGULATORY / LEGAL IMPACT:

There is a great deal of uncertainty for the mid and long-term impacts that will be realized by governmental agencies and the potential for far reaching ramifications. Measures taken by the College throughout this event have been aligned with all regulatory requirements, such as the enactment of the provincial Emergency Management and Civil Protection Act and the local State of Emergency. The College has maintained close, transparent communications with the local bargaining units and has taken great effort to remain in compliance with all applicable regulatory requirements while operating through these challenges.

10. COMMUNICATIONS:

Communications with College employees and students throughout this event commenced very early and have been regular and increasing in frequency to support their information needs and provide assurances and information about the College response. Many communications channels have been used to ensure that centrally aligned messaging reaches as many people as possible. This has included communiques from the President, a robust Frequently Asked Questions (FAQ) website, regular updates on myAC and Good Morning Algonquin and social media with significant reference to trusted public sources for information. Questions received from the College community on the FAQ site have been responded to by internal subject matter experts and cycled back into the FAQs for broader consumption.

11. CONCLUSION:

This represents a brief overview of a massive College effort throughout this period. The College will continue to respond to this rapidly evolving situation through the coming weeks and months, and has already begun College operations recovery planning. The College continues to make decisions that reflect its values of caring, learning, integrity and respect, and maintain a balance amongst the needs of learners, well-being of employees, and the financial health of the College.

Respectfully submitted:



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Duane McNair  
Vice President, Finance and Administration

Approved for submission:



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Claude Brulé  
President and CEO

Report title:	2019 Employee Engagement Survey Results
Report to:	Board of Governors
Date:	April 20, 2020
Author/Presenter:	Diane McCutcheon, Vice President, Human Resources

1. RECOMMENDATION:

**THAT** the Board of Governors accepts this update for information.

2. PURPOSE / EXECUTIVE SUMMARY:

The purpose of this report is to update the Board of Governors on the 2019 Employee Engagement Survey Results for the College.

3. BACKGROUND:

Previous surveys were conducted in 2012, 2015 and 2017. The first survey was conducted utilizing an Entec survey and the latter two surveys were conducted utilizing an AON Hewitt survey thus providing continuity. However, in June 2019, AON Hewitt sold the engagement survey portion of their business to Spencer Stewart and the methodology and survey questions changed at that time.

In June 2019, the college undertook a comprehensive Request for Proposal process and ultimately contracted with Metrics@Work as the new survey partner for the college. The survey launched November 26, 2019 and ended on December 10, 2019. Results were delivered to the Algonquin College Executive Team on January 22, 2020, to the Algonquin College Leadership Team on January 26, 2020 and to the College Community on February 26, 2020.

In the 2015 and 2017 surveys, results indicated employees were proud to work for the College and contribute to the success of our learners. Other areas highlighted as opportunities for the College included:

- Providing information and resources to help employees manage their careers with the College;
- Holding people accountable for performance and results and recognizing contributions; and

- Providing performance feedback to enhance performance and career growth.

In relation to the 2019 results, we are seeing a trend concerning performance and career related feedback that is tracking across three survey providers and will be a focal point for the Engagement Action Committee moving forward.

4. DISCUSSION:

The overall participation rate for 2019 was 58%, representing a 1% increase over 2017. The table below represents the year-over-year increases based on increasing employee numbers and employee participation.

	2012	2015	2017	2019
# of Surveys Sent	2912	2987	3281	3984
# of Surveys Completed	1341	1404	1864	2287
Increase of Surveys Sent	N/A	75	294	703
% Increase Year over Year	N/A	5%	33%	23%

Metrics@Work measures overall engagement using a measure called the Grand Driver Average that represents an average of all 38 drivers in the 2019 survey. The overall 2019 score for the college is 68.3%.

The College also highlights three other measurements of engagement at different organizational levels:

1. **Job (Individual):** Employees’ perceived relationship to their job, consisting of energy, passion for the job, dedication and immersion in the job;
2. **Work area:** Employees’ perceived relationship with those in their department, influenced by co-workers, direct managers and work environment; and
3. **Organizational:** Employees’ perceived relationship with the organization, usually reflected as emotional commitment, willingness to stay and sense of belonging.

Three additional measurements are provided in Appendix A: 2019 Employee Engagement Survey results. This provides the College with more in-depth and accurate scores as evidenced in the first chart in Appendix A, and a benchmark against which the College can compare from a level of engagement perspective.

Next steps include:

1. Releasing departmental results;
2. Forming a college-wide Engagement Action Committee; and
3. Delivering progress reports by end of fall 2020.

5. LINK TO STRATEGIC PLAN:

<b>STRATEGIC PLAN 2017-2022</b>			
<b>LEARNER DRIVEN</b> Goal One Establish Algonquin as the leader in personalized learning across all Ontario colleges.	<input type="checkbox"/>	<b>CONNECTED</b> Goal Four Become an integral partner to our alumni and employers.	<input type="checkbox"/>
<b>QUALITY AND INNOVATION</b> Goal Two Lead the college system in co-op and experiential learning.	<input type="checkbox"/>	<b>SUSTAINABLE</b> 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 type="checkbox"/>	<b>PEOPLE</b> Goal Six Be recognized by our employees and the community as an exceptional place to work.	<input checked="" type="checkbox"/>

6. STUDENT IMPACT:

The objective of the action plans and People Plan is to foster an engaged, competent and capable workforce. Engaged employees, who are supported to be successful in their roles and have their contributions valued, will have a positive impact on the student experience.

7. FINANCIAL IMPACT:

Any additional financial resources needed for initiatives will be planned for during the annual budgeting process and the Strategic Investment Priorities Project Funding and Position Request Process.

8. HUMAN RESOURCES IMPACT:

To ensure connection across all Human Resources programs, the College has taken the approach of using the People Plan as the overarching guide to ensuring employee engagement is embedded into core processes. Using the People Plan, the Strategic Plan, and the three statements below allows the College to ensure student success and employee retention is paramount in all human resources activities. One of the objectives of the People Plan is to increase the level of employee engagement. This is measured by employees’ willingness to:

- Recommend Algonquin College as an employer;
- Stay with the organization; and
- Strive to contribute to the success of our students.

The 2019 survey focused on a new section in light of the Learner Driven Plan related to resources, learning opportunities and physical space for faculty members. Using this as a benchmark, the College will track progress moving forward.

9. GOVERNMENT / REGULATORY / LEGAL IMPACT:

This initiative does not have a material impact on specific government or regulatory requirements.

10. COMMUNICATIONS:

A communication plan to highlight initiatives undertaken as a result of the survey is under development with the objective of keeping employees informed on the progress of various initiatives.

11. CONCLUSION:

In response to the 2019 Employee Engagement Survey, several initiatives will be undertaken both at a departmental and College-wide level. With continued efforts to increase the level of engagement, employees will be invited to participate in deciding the level of importance, planning and implementation process to increase engagement overall.

Respectfully submitted:



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Diane McCutcheon  
Vice President, Human Resources

Approved for submission:



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Claude Brulé  
President and CEO

**Appendices:**

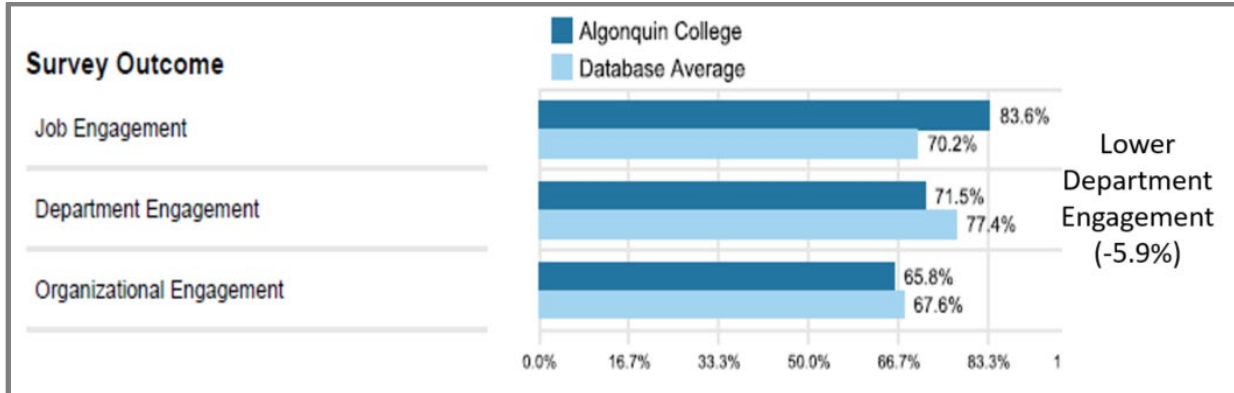
Appendix A: 2019 Employee Engagement Results Charts
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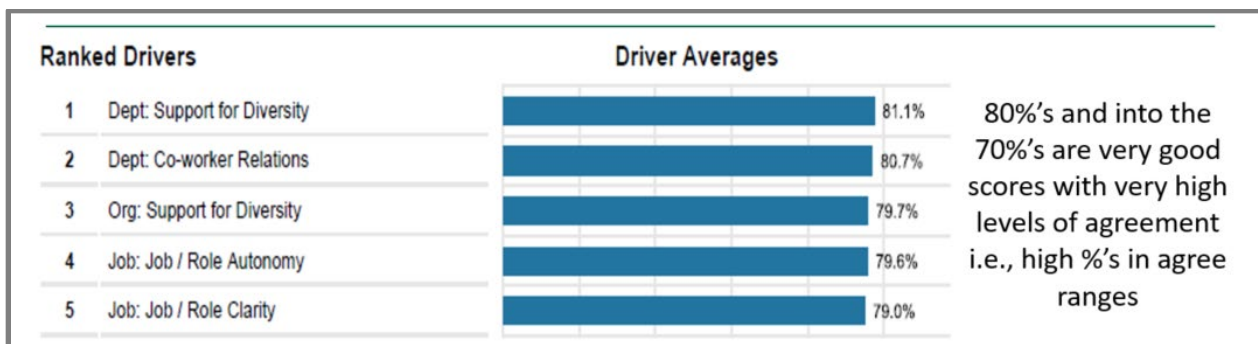
## 7.1 Appendix A

### 2019 Employee Engagement Results Charts

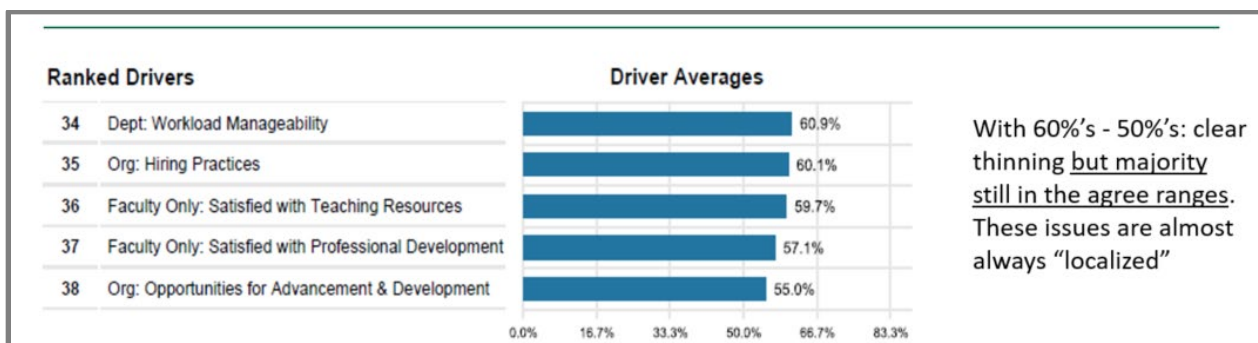
The chart below indicates results across three factors: Job, Department and Organizational. Job (Individual) engagement is highest, which is expected as it is the focal point of the day to day work of employees and what they are typically most proud of. Departmental and Organizational are tracking a little lower, and still within the average ranges of other organizations of the College's size.



In the chart below, the top five scores are profiled, indicating that employees feel the College strongly supports diversity at both the departmental and organizational levels and strong co-worker relations exist at the departmental level. At the individual level, employees indicated that 80% have job/role autonomy and role clarity.



The next chart highlights the College's lowest five scores and opportunities for further exploration. It should be noted that the "Faculty Only" questions are new and therefore have no benchmark, however, the College will use the scores and questions moving forward as an opportunity to highlight progress in direct relation to work that is tied to students. The College should continue to focus on workload manageability at the departmental level, hiring practices and opportunities for advancement and development, both at the organizational level, as depicted in the following chart.



**Report from the Chair  
Board of Governors Meeting  
April 20, 2020**

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**2020 Election of Internal Members to the Board of Governors – Results**

The call for nominations for a Support Staff representative, Administrative Staff representative, and a Student representative went out College-wide on February 3, with the close of nominations on February 12, 2020. Andre O’Bonsawin won by acclamation and will be the Administrative Staff representative. Valerie Sayah was re-elected as the Support Staff representative and will be serving the Board for a second three-year term, and Shivang Dhawan will represent the students. Appointments will be effective September 1, 2020 with both Administrative & Support Staff representatives serving a three-year term, and the Student representative serving a one- year term.

**2019-20 Board Performance**

The Board Governance Committee coordinated the annual evaluation of the Board, and the Governor self-assessment process. The online evaluation surveys will be distributed by the Board Office before the end of April. These tools allow Governors to evaluate their own effectiveness, and the effectiveness of the Board as a whole. Governor Self-Assessment results are reviewed by the Board Chair only, and the Annual Board evaluation results will be shared with all Board members.

**President’s Year-End Dinner for the Algonquin College Board of Governors**

The President’s Year-End Dinner has been postponed to a later date. The Board Office will communicate an update later in the summer.

**2019-20 Remaining Board Meeting Dates**

The Board meeting dates from September 2019 to June 2020 are posted on the Board’s public website and on SharePoint. The remaining Board meeting dates are as follows:

Monday, June 8, 2020:            Board meeting and Annual General Meeting

**Report from the President  
Board of Governors Meeting  
April 20, 2020**

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President Brulé met with the following key external contacts from the post-secondary education leaders and community leaders with many more planned in the coming months:

- Algonquins of Pikwakanagan, Makwa Centre, Golden Lake ON;
- President and CEO CIGan, Denise Amyot;
- President and CEO Invest Ottawa, Michael Tremblay;
- Carlos Menzo, , CEO, Kivuto Solutions;
- PCL Construction Executives – DARE6 Reception:
  - Kevin Skinner Vice President and District Manager; and
  - Senior PCL staff, Ottawa region.
- Bruyère Executives:
  - CEO and Chief Scientific Officer, Bruyère Research Institute and VP, Research and Academic Affairs Heidi Sveistrup, Bruyere;
  - President and CEO, Bruyère Continuing Care, Guy Chartrand;
  - President, Your Foundation Team, Bruyère, Peggy Taillon.
- Kiwanis Member and Former Board Chair, Peter Nadeau;
- CEO Perley Rideau Veterans, Akos Hoffer;
- CEO Ottawa Housing Corporation, Stéphane Giguere;
- President, Leacross Foundation, Roslyn Bern
- Board members, Polytechnics Canada;
- Minister of Labour, Training and Skills Development, Monte McNaughton;
- Minister Colleges and Universities, Ross Romano;
- President and CEO of La Cité, Lise Bourgeois;
- Deputy Chief of Mission of India, in the Indian High Commission in Ottawa, Anshuman Gaur;
- Chief Paramedic Officer Renfrew County, Mike Nolan;
- Vice President Research and Policy, Colleges Ontario, David Fulford;
- Hazelton Group, George Davie; and
- Vice President, Policy & Public Affairs at Genome Canada, Pari Johnston.

On February 28, President Brulé attended the International Networking & Recruitment Night for Indian Students at TD Place. This special Ottawa 67's night connected students with employers from high tech for a 3-hour evening of recruitment networking – including the chance to watch fast-paced junior hockey with an authentic Indian performance during intermission and all students were welcome.

On March 4, President Brulé attended the Business Higher Education Roundtable (BHER) “Shaping Canada’s Future”, hosted by Dave McKay, President and CEO, RBC (Chair), and Meric Gertler, President and Vice-Chancellor, University of Toronto (Vice Chair). This event is supported by the Business Council of Canada for a day of productive conversation on how to best prepare Canada for the economy of the future. In attendance were: BHER Executives and Business Council Members, and included the Right honourable Paul Martin as keynote speaker.

On March 9, he attended the Finance and Economic Development Committee chaired by Mayor J. Watson to present in support of an agenda item related to the Soundstage Campus and Creative Hub Loan Agreement.

At the March 12 Mayor's Breakfast, he met with Mark Goudie, President and CEO, Ottawa Sports and Entertainment Group, and Michael Cvitkovic, President, Ottawa BlackJacks. On that same day, he met with the Honourable Peter Bethlenfalvy, President of the Treasury Board of Ontario, who presented to the Economic Club of Canada at the Westin.

### **Future of Health and Wellness Speaker Series – March 6, 2020**

At the March 6, 2020 Future of Health and Wellness Speaker Series at the College's Restaurant International, President Brulé welcomed guests from the Board of Governors, community stakeholders and partners, and Algonquin College staff. This panel discussion theme was focused on Preventing Violence and Responding with compassion when violence happens. Panelists discussed the approaches being taken with partners in Ottawa. Panelists provided an overview of the health effects and the levers required to bring about change in order to prevent violence in the future. Guest panelist included:

- Deputy Chief Steve Bell - Ottawa Police Service;
- Naini Cloutier - Executive Director of Somerset West Community Health Centre;
- Benjamin Roebuck - Coordinator of Algonquin College's Graduate Victimology program; and
- Nancy Worsfold, Executive Director, Crime Prevention Ottawa, Moderator.

### **Committee of Presidents Meeting – March 24, 2020**

The Committee of Presidents discussed the sector's priorities once colleges are able to return to their regular advocacy agenda.

The Ontario government's recent decision to allow colleges to offer standalone bachelor of nursing degree programs was an acknowledgment of the success of degree programs at colleges. As a follow up and in keeping with its ongoing credential reform strategy, the Presidents said colleges should continue to pursue other proposals including the establishment of three-year degree programs, the expansion of four-year degree programs, the creation of applied master's degree programs and the expansion of micro-credential programs. The sector will simultaneously push for greater autonomy over the decision-making for college credentials.

The Presidents endorsed a recommendation to examine the legislation and regulations governing colleges to determine where there may be other areas where colleges could pursue greater autonomy. The sector will also push for other priorities including improved funding for applied research, removing the caps on the number of degree programs at colleges and sustainable funding.

Since more severe interim measures such as self-isolation were introduced in Ontario to restrict people movement in an effort to slow the spread of the COVID-19 virus, the Committee of Presidents has met almost daily for an hour via teleconference during the week of March 16 and down to twice a week as of April.

**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, 2020 to March 9, 2020

**LEARNER DRIVEN**

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

<b>Summary Report from:</b>	<b>Activity</b>
Academic	<ul style="list-style-type: none"> <li>Due to the COVID-19 pandemic, the Academic Area’s efforts were directed at the development of an academic continuity plan. Activities from this reporting period will be included in the next summary report.</li> </ul>
Advancement	<ul style="list-style-type: none"> <li>On January 31, 2020, Denise Silva and Khushbu Shah became the first two recipients of the Scotiabank Women in Tech Award. As part of Scotiabank’s commitment, the company has invested \$160,000 over the next four years towards the College’s “We Saved You a Seat” program and the corresponding awards.</li> </ul>
Communications, Marketing and External Relations	<ul style="list-style-type: none"> <li>The Communications Department continued to support the Learner-driven Plan strategy implementation, including ongoing awareness and promotion of the Implementation plan since it was approved by the Board of Governors on December 16, 2019. February included over 16 unique pieces of communications – including news stories, blog posts, video screen promotions and social media posts aimed at employees and students. Communications continues to work with the Learner-driven Plan team to update and expand its communication strategy for 2020. Due to the coronavirus, the focus is on developing a re-boot strategy in the late summer or early fall.</li> </ul>
Human Resources	<ul style="list-style-type: none"> <li>Human Resources is involved in three of the initial Micro-credential session initiatives to be created by the Universal Design Learning team to support the Learner-driven Plan.</li> <li>The Centre for Organizational Learning continues to support the showcasing of best practices in with new full-time faculty enrolled in the Faculty Learning Program.</li> </ul>
Innovation and Strategy	<ul style="list-style-type: none"> <li>On January 28, 2020, Algonquin College opened its new, innovative home for Corporate Training located at 700 Sussex Drive. This space will serve employers and individuals looking for retraining, skills upkeep and development.</li> <li>International Education Centre hosted 30 Shaoxing University students led by one teacher for a four-week winter sampler program from January 19, 2020 to February 9, 2020 . International Education Centre worked with Language Institute and School of Business in offering 60 hours of “Communications” and 24 hours of “Entrepreneurial Thinking” to the group over the four-week period. Students’ overall satisfaction rate is at 9.6 out of 10 according to a survey conducted at the end of the program. With the outbreak of COVID-19 in China during the sampler program,</li> </ul>

	<p>Algonquin College worked diligently with Shaoxing University to ensure the safe return of the students at the end of the program.</p>
Student Services	<ul style="list-style-type: none"> <li>• A total of 2,543 peer tutoring appointments took place, representing a 14% increase (up from 2,237 appointments) over the same time period in 2019.</li> <li>• Private Library instruction sessions were attended by 1,007 students in 31 sessions representing a 15% increase in the number of students attending private instructional sessions from the same period in 2019.</li> <li>• The Student Learning Centre provided 598 coaching sessions to students in the Coaching Lab. This is a 0.8% increase from 2019.</li> <li>• The call center changes continue to improve the answer rate during this time period compared to the same time last year. A 4.1% in the number of calls this year (30,559) compared to the same time last year (29,329); however, the response rate increased from 47% last year to 87% this year (12,705 more calls answered). This increase is due to a call center redesign, creation of an operator role, and the ability to triage calls.</li> <li>• Frontline, in-person service decreased by 19% (from 21,546 last year to 17,432 this year); these numbers reflect the total number of queue tickets and not unique students. This change reflects the reduction in average wait times from 19 minutes to 9 minutes that has resulted in a 77% reduction in abandoned tickets (from 3,210 to 751).</li> <li>• 2,452 credit transfer requests were processed. During the same period last year, 1,898 credit transfer requests were processed. This represents a 29.2% increase in credit transfer applications. This is attributed to overall enrolment growth and communication efforts encouraging students to apply for credit transfer including upon timetable release prior to the start of term.</li> <li>• 2,144 international student applications were processed with an average turnaround time of 12 days. For the same period last year, 1,862 international student applications were processed, and the average turnaround time was 14 days. This represents a 15.15 % increase in applications and can be attributed to overall international enrolment growth.</li> <li>• The Marketing and Student Recruitment Department created new program information sheets for all full-time programs featuring learner-driven, easy to consume content features and standardized formatting.</li> </ul>
<b>INNOVATION AND QUALITY</b>	
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.	
<b>Summary Report from:</b>	<b>Activity</b>
Academic	<ul style="list-style-type: none"> <li>• Due to the COVID-19 pandemic, the Academic Area’s efforts were directed at the development of an academic continuity plan. Activities from this reporting period will be included in the next summary report.</li> </ul>

<p>Communications, Marketing and External Relations</p>	<ul style="list-style-type: none"> <li>• During the weeks of February 6 and 17, all returning students were given the opportunity to give their feedback on the quality of learning, services, equipment and facilities at Algonquin College. Results of the Key Performance Indicators Student Satisfaction &amp; Engagement survey are used to help Algonquin set priorities for the coming year.</li> <li>• The Marketing department has developed a team of Algonquin College students to help create student centered content for the College’s social media accounts. The Algonquin College Exchange content will be created for students, by students, and will help lend a different perspective to the College’s channels. A variety of content will be created under this banner, including videos, illustrations and more.</li> </ul>
<p>Finance and Administration</p>	<ul style="list-style-type: none"> <li>• Retail Services launched an application called Booklist that provides learners with a more personalized way to identify course materials they will need by logging in online to view a custom list of textbooks required for their courses. Since its launch in the beginning of December 2019, Booklist has been accessed more than 17,000 times.</li> <li>• The Print Shop has a new wide format printer. The new printer provides the opportunity for the Print Shop to print a variety of new products, and much larger wide format printing - include decals, large banners, and much more.</li> </ul>
<p>Innovation and Strategy</p>	<ul style="list-style-type: none"> <li>• Students who have secured co-op work-terms for the Summer of 2020 totalled 584, this represents a 29% increase over the same timeframe in 2019 (full COVID-19 impact not yet reflected in this report).</li> <li>• The Eastern Ontario College Consortium SkillsAdvance training project for the Steel and Aluminum manufacturing and Metal Fabrication sector delivered training and curriculum development services to 83 companies. The project delivered 372 distinct training projects and trained over 600 participants, year-to-date.</li> <li>• On February 26, 2020, Kevin Holmes, Project Manager, Applied Research was selected as Co-Chair of the Pan-Canadian Colleges and Institutes Canada ImpAct Project Working Group on Social Entrepreneurship.</li> <li>• Applied Research hired an Applied Research Junior Environmental Technician Summer Co-op Student for the 2020 summer applied research projects at the Pembroke Campus.</li> </ul>
<p>Student Services</p>	<ul style="list-style-type: none"> <li>• The AC Hub facilitated student life events for Winter AC Day 1 on January 6, 2020. Events included ten free campus-wide, drop-in activities with a focus on health and wellness, innovation and entrepreneurship, Indigenous initiatives, and student leadership; 13 College services and supports participated in a “Doors Open” concept.</li> <li>• Mental Health Awareness Week took place from January 27 to 31, 2020. Health Services co-hosted and facilitated 13 activities throughout the week at the Ottawa campus, including “Bell Let’s Talk Day”, in partnership with the Student’s Association, Counselling, AC Hub, Residence, and the Mamidosewin Centre.</li> <li>• Lead generation campaigns performed well this period with an increase of 443% or 7,597 leads (2019 - 1,400). The increase can be attributed to the success of the Virtual Tour and the Custom Viewbook digital tools. Cost per lead also decreased by 50% from \$20.94 to \$10.51.</li> </ul>

<b>CONNECTED</b>	
Goal 4: Become an integral partner to our alumni and employers.	
<b>Summary Report from:</b>	<b>Activity</b>
Academic	<ul style="list-style-type: none"> <li>Due to the COVID-19 pandemic, the Academic Area’s efforts were directed at the development of an academic continuity plan. Activities from this reporting period will be included in the next summary report.</li> </ul>
Advancement	<ul style="list-style-type: none"> <li>The nomination deadline for the Alumni of Distinction Awards was February 14, and additional outreach and marketing efforts resulted in a 230% increase in the number of nominations as compared to 2019. Eleven recipients will be chosen this spring, and the Alumni of Distinction Awards Gala is scheduled for September 24, 2020.</li> <li>The Biotechnology Program, in partnership with the Alumni &amp; Friends Network, hosted the annual Biotechnology Networking Night on February 18, 2020. The event welcomed over 90 attendees, including 28 graduates.</li> <li>Also on February 18, 2020, the College hosted the Advertising Program third-Year Portfolio Review and Alumni/Industry Mixer. Over 75 guests attended, including 21 alumni. The event was sponsored by the Alumni &amp; Friends Network.</li> </ul>
Communications, Marketing and External Relations	<ul style="list-style-type: none"> <li>Promotion of Algonquin College Advancement’s Alumni at Work segments on Good Morning Algonquin College continued. Media coverage was monitored to identify new potential alumni for Advancement office.</li> <li>Government Relations participated in several meetings regarding Public-Private Partnerships and is on the college’s internal exploratory working group. The Ministry will be holding one-on-one technical briefings for colleges in the coming weeks.</li> <li>Communications supported the grand opening of the new Learning Centre in late January with media relations efforts, social media and internal communications.</li> <li>Communications supported the launch of free virtual courses from the Corporate Training.</li> <li>Centre in early March – a special offer created to assist the business community and workers during the coronavirus crisis.</li> </ul>
Human Resources	<ul style="list-style-type: none"> <li>Seven new employees have been identified as Algonquin College alumni and referred to Advancement.</li> </ul>
Innovation and Strategy	<ul style="list-style-type: none"> <li>Algonquin College Corporate Training launched its Future of Work Speaker Series on January 23, 2020. The lesson proved to be one of many memorable takeaways from Konval Matin, Shopify’s Chief of Staff to the Chief Product Officer. A second event was held on February 19, 2020 featuring Greg Pryor, Workday’s Senior Vice President, People &amp; Performance Evangelist, explores the trends and technologies that are transforming human capital management, with a topic of Next Big IDEA in Human Capital Management.</li> </ul>



	<ul style="list-style-type: none"> <li>Co-op hosted Horticultural Industries Day that brought 20 Horticultural employers to the Ottawa Campus to a speed networking event with Co-op Students in the Horticultural Industries program. As a result, all Co-op students seeking work for summer 2020 were hired by early March 2020.</li> </ul>
Student Services	<ul style="list-style-type: none"> <li>The Employment Support Centre, in partnership with the Alumni and Friends Network hosted the 22<sup>nd</sup> Annual Career Networking Fair on February 11, 2020. Students and alumni were encouraged to engage with 75 featured employers who were actively hiring for full time, co-operative education and summer opportunities. The event attracted 21 new industry partners including SigmaPoint Technologies, Atomic Cartoons, Sophos Cybersecurity and the House of Commons. Event registrants (students and alumni) grew a significant 59% from 1,000 registrants in 2019 to 1,683 registrants in 2020.</li> <li>On February 22, 2020, Aspire AC renewed partnership agreements with the Children’s Hospital of Eastern Ontario (CHEO) home-schooling program, Pinecrest Queensway Community Health Centre and the City of Ottawa until March 31, 2021. These agreements outline streamlined supports for potential AC learners, experiential learning opportunities at the College, and outreach presentations in the community.</li> <li>Aspire AC lead the provincial community of practice for the Ontario Postsecondary Access and Inclusion Program on February 27, 2020. Twelve Colleges and four universities in Ontario participated in a day of sharing and best practices.</li> <li>The Test Centre successfully partnered with the Education Quality and Accountability Office to pilot the Math Proficiency Test for new teachers between February 18 and March 7, 2020. The test is a new requirement for all graduating teachers in Ontario.</li> </ul>
<b>SUSTAINABLE</b>	
Goal 5: Enhance Algonquin’s global impact and community social responsibility.	
<b>Summary Report from:</b>	<b>Activity</b>
Academic	<ul style="list-style-type: none"> <li>Due to the COVID-19 pandemic, the Academic Area’s efforts were directed at the development of an academic continuity plan. Activities from this reporting period will be included in the next summary report.</li> </ul>
Advancement	<ul style="list-style-type: none"> <li>Through the generosity of Canadian Federation of University Women Ottawa, member Susan Davies and funded through the Canadian Federation of University Women – Ottawa Chapter, the Susan Davies Scholarship in Nursing was established in support of a second year female First Nations, Métis or Inuit student enrolled in the Practical Nursing Program. Susan Davies, a retired nurse with a career spanning 42 years created this \$10,000 scholarship to support five-full-time students annually in the amount of \$2,000 with the intention of helping support learners work towards their new careers and achieve their dreams.</li> <li>In honour of her retirement after 34 years with Ottawa Tourism, Diane Houston established an award in support of First Nations, Metis or Inuit students enrolled in Bachelor of Hospitality and Tourism Management or Tourism – Travel</li> </ul>

	<p>Service program with the highest Grade Point Average (GPA). Each year two students receive a \$1,000 award to further their studies.</p> <ul style="list-style-type: none"> <li>Elizabeth Langille, general manager of the Royal Oak on Wellington Street in Ottawa, presented Mark Savenkoff, Vice President, and Advancement with a \$3,500 cheque on February 6 representing proceeds from the Royal Oak’s tenth anniversary bonspiel. This is the second year that the proceeds have been in support of the Cameron Scrim award, a former employee of the local pub who is missed by many. Each year a student enrolled in the Truck and Coach Technician program receives the award.</li> </ul>
<p>Communications, Marketing and External Relations</p>	<ul style="list-style-type: none"> <li>Algonquin College’s Psychological Health &amp; Safety Taskforce launched the Guarding Minds @ Work Survey designed to assess, protect and promote psychological health and safety in the workplace.</li> <li>Government Relations participated in the round two launch of “<i>In It Together</i>” – the effort to address mental health issues on campus. The breakfast and advocacy Day at Queen’s Park showcased the revised report and was an opportunity for student groups to share their stories. Algonquin’s advocacy group met with Green Party Leader and Member of Provincial Parliament, Mike Schreiner.</li> <li>Communications launched a new crop of therapy dogs with the Dog Squad early in the term during mental health awareness week.</li> <li>Government Relations participated in “CICan on the Hill”, an event that includes a Student Showcase Reception with Parliamentarians. Colleges and Institutes Canada (CICan) on the Hill provided Algonquin with opportunities to engage with parliamentarians and senior federal officials on policy and advocacy priorities related to the role of colleges and institutes in building a stronger, more inclusive and sustainable country.</li> <li>Communications supported the College’s donation of medical supplies to hospitals due to the coronavirus crisis. The College donated thousands of pieces of protective equipment and is loaning nine ventilators to help health care organizations during the COVID-19 pandemic.</li> </ul>
<p>Finance and Administration</p>	<ul style="list-style-type: none"> <li>Food Services now offers a new Coca-Cola Freestyle machine at the Marketplace Food Court offers unlimited custom drink choices. A reduced freestyle price is available when you bring any reusable cup.</li> <li>The Co-Generation plants have been performing above the 65% efficiency target since December 23, 2019.</li> <li>Due to the COVID-19 pandemic, deep and more frequent cleaning of all three campuses has been required to sanitize and assist in preventing community spread.</li> </ul>
<p>Human Resources</p>	<ul style="list-style-type: none"> <li>Move to a fully online registration and employee learning platform has resulted in a reduction in the use of binders/paper copies of documents as well as time consuming messaging using email.</li> </ul>
<p>Indigenous Initiatives</p>	<ul style="list-style-type: none"> <li>On January 28, 2020, the Indigenous Mural was vandalized. On February 4, the Office of Truth Reconciliation and Indigenousization and the Mamidosewin Centre’s team and learners organized a college-wide solidarity event. Learners</li> </ul>

	<p>and employees gathered to support the College community with Elder Irvin Sarazin from the Algonquins of Pikwakanagan. It is moments like these that really demonstrate our Core Values: Caring, Learning, Integrity and Respect. On February 28, the mural artists, the Clandestinos, returned to repair the Indigenous Mural.</p> <ul style="list-style-type: none"> <li>• On February 25, 2020, the Algonquins of Pikwakanagan hosted the Algonquin College Pembroke Campus, President Claude Brulé, Ron McLester, Tracy McDougall and Andre O’Bonsawin to develop some plans for working together on local programming and better understand their community needs.</li> </ul>
<p>Innovation and Strategy</p>	<ul style="list-style-type: none"> <li>• The Local Employment Planning Council submitted its 2020-21 Business Plan to the Ministry of Labour, Training &amp; Skills Development on January 15, 2020 informed by more than 100 participants in community and business partner consultations.</li> <li>• Algonquin College participated in a three-day Colleges and Institutes Canada (CICan) orientation session for the Skills to Access Green Economy Program (SAGE) in Saint Lucia. The orientation took place from February 10 to 13, 2020. Following the three-day orientation session, Algonquin College and Dalhousie University representatives took part in the program inception mission in St. Lucia, which concluded on February 21, 2020. Algonquin College is the designated secondary partner in the Saint Lucia program while the primary lead in the Dominica program. The inception mission to Dominica took place during the first week of March 2020. The SAGE program is focused on sharing Canada’s colleges/institutes expertise with educational institutions and employers in six Caribbean countries: Belize, Dominica, Guyana, Grenada, Jamaica and Saint Lucia. The program aims at creating a better-qualified labour force by supporting labour market needs through technical and vocational education training in key economic sectors aligned with climate change. The outcome of the program will result in the training in of 930 graduates from preparatory programs, short and long technical and vocational education training courses and apprenticeships. The SAGE program will also focus on inclusion of adolescent girls, women and disadvantaged youth in training for occupations that build resilience to climate change while also building financial sustainability. The SAGE Project is a five-year program funded by Global Affairs Canada. Algonquin College will be involved from May 2020 to March 2023.</li> <li>• Algonquin College recently hosted senior faculty from the Kenya Technical Trainers College (KTTC) for two days of training with workshops focussed on learner-driven instructional practice in a technical vocational setting. Kenya Technical Trainers College is a government institution located in Nairobi and responsible for training and certifying all postsecondary technical-vocational education and training instructors employed by public postsecondary colleges and polytechnics in Kenya. Algonquin has been working in Kenya for three years through the Colleges and CICan, Global Affairs Canada funded development assistance program Kenya Education for Employment Program. A significant component of Algonquin’s work in Kenya has involved collaboration with Kenyan national technical and vocational education training authorities in establishing quality assurance mechanisms and innovative competency</li> </ul>

	<p>based education and training (CBET) practices and the training and workshops provided to our partners at KTTC highlighted Algonquin’s learner driven focus both within and outside of the classroom.</p> <ul style="list-style-type: none"> <li>• The International Education Centre selected Mr. Fabio Araujo (Realize Intercambio) as our new Regional Representative and will act as a representative to implement Algonquin’s marketing and recruitment strategy in Brazil as of February 1st, 2020. Brazil is a growing market and currently Algonquin’s 4th largest source of international students. Brazil was also identified as a priority country in Canada’s International Education Strategy (2019-24): Building on Success.</li> <li>• On February 25, 2020, Applied Research hosted representatives from 23 Colleges across the country for the CIGan ImpAct Project Launch. CIGan ImpAct is a two year Pan-Canadian project supported through Colleges and Institutes Canada (CIGan), the McConnell Foundation and Canadian Commission for UNESCO, focused on driving social impact towards meeting the UN Sustainable Development Goals for 2030.</li> </ul>
<p>Student Services</p>	<ul style="list-style-type: none"> <li>• On March 1, 2020, The Eastern Ontario Cluster of Education championship teams launched the “<i>Be the Bold</i>” campaign for education professionals to better support learners who grew up in care.</li> <li>• Health Services met with Ottawa Public Health on March 3, 2020, to learn more about the evolving issues with vaping, related health concerns, and resources available to share with students.</li> <li>• On February 5, 2020, as part of Eating Disorders Awareness Week, Counselling Services partnered with Hopewell Eating Disorders Support to help raise awareness of disordered eating.</li> <li>• A total of 8,545 bursary applications were received for the winter 2020 term and 3,558 student assistance bursaries were disbursed, representing 42% of the total bursary applicants. By comparison, in Winter 2019, 8,815 bursary applications were received, with 3,428 bursaries disbursed, representing 39% of total bursary applicants. These results are comparable and continue to reflect the communications efforts to students and the ease of the online application with the Student Award and Bursary System.</li> <li>• The Student Financial Support Office processed 13,652 active Ontario Student Assistance Program (OSAP) applications as of March 12, 2020, with \$112 million awarded, of which \$58 million (52%) was in grant funding. Compared to 2019 at the same time, this is an 11% decrease in applications (from 15,298 to 13,652) and 22% decrease in funding (from \$151 million to \$112 million). Proportion of grant funding decreased from 58% to 52%. This decrease in funding was expected as a result of the Ministry of Training, Colleges, and Universities’ OSAP change to the funding formula previously used in 2018-19.</li> <li>• The College Winter Open House was held on January 21, 2020. Marketing tactics included digital, print, social media, third-party email (SchoolFinder), email (Marketo), radio and print collateral.</li> </ul>

	<p>Pre-registrations we up 9.7% to 1,506 (2019 – 1,373) with approximately 700 attendees taking in the event. On-site applications were up 14% with 54 prospects applying at the event (2019 – 47).</p> <ul style="list-style-type: none"> <li>• The Marketing and Student Recruitment Department assisted with a new program launch for Film and Media Design which has now closed for Fall 2020, with all seats full. A new intake in the Winter term for Personal Support Worker launched at the Glebe Centre.</li> </ul>
<p><b>PEOPLE</b></p> <p>Goal 6: Be recognized by our employees and the community as an exceptional place to work.</p>	
<b>Summary Report from:</b>	<b>Activity:</b>
Academic	<ul style="list-style-type: none"> <li>• Due to the COVID-19 pandemic, the Academic Area’s efforts were directed at the development of an academic continuity plan. Activities from this reporting period will be included in the next summary report.</li> </ul>
Communications, Marketing and External Relations	<ul style="list-style-type: none"> <li>• The Events Team organized a Town Hall to reveal the Employee Engagement Survey Results on February 26. John Yardley from Metrics@Work provided an overview of the overall College results, along with some cross-sections of data. The Town Hall was also a platform to discuss next steps in the Employee Engagement Program including a departmental results release, and a cross-college working committee.</li> <li>• The Communications department worked with the Employee Engagement Committee to incorporate the results of the President’s Listening tour into the Engagement Plan.</li> <li>• A preview of the Culture Book was organized with Human Resources on Jan. 28 to coincide with the announcement that Algonquin College was being named the 2020 National Capital Region’s Top Employer. The Culture book entered the final phase of production before going to print, which included final design, editing and reviews.</li> <li>• The Communications Office co-developed and tested the new Employee Expert webpage and database. A soft launch was scheduled in early March but promotion of the site to internal and external audience is on temporary hold due to coronavirus. As part of this effort, Communications recruited new experts to the database. This new, interactive site (currently still in beta mode) will offer a new vehicle to showcase Algonquin’s talented experts to outside media.</li> <li>• A Coronavirus Resources website was created, including a variety of FAQ pages: Communications created and maintained/updated content daily on the College’s main portal for coronavirus information: <a href="https://www.algonquincollege.com/coronavirus/">https://www.algonquincollege.com/coronavirus/</a>.</li> <li>• The Annual Report for 2019-20 is under development with Board approval scheduled for June 08, 2020.</li> <li>• A Communications Officer has been assigned to support the Workday team on an ongoing basis to increase communication and awareness efforts.</li> </ul>
Human Resources	<ul style="list-style-type: none"> <li>• The Centre for Organizational Learning (COL) offered two New Employee College Orientation sessions hosting twenty-seven new employees.</li> </ul>

- Seventy-seven part-time faculty completed eleven face-to-face workshops and one online session as part of the part-time Faculty Orientation Program.
- Coordinated the delivery of seven Professional Development workshops to 63 registrants. These workshops are offered in collaboration with Centre for Accessible Learning and Learning & Teaching Services.
- The Management Academy and Support Staff Academy provided nine workshops to 111 registrants.
- Intercultural Competence workshop hosted by the COL offered one workshop and attracted 18 registrants.
- The Leadership Development for Women, Community of Practice session on The Art of Negotiation attracted 44 registrants.
- The Leadership Development for Women, International Women’s Day Breakfast and Keynote with Sandra Perron welcomed 98 registrants.
- Twelve employees successfully completed TTA 5501, Teaching Adults: Getting Started in the Teaching Adult Lifelong Learners (TALL) program.
- Twenty- two employees are enrolled in the Algonquin Leadership in Education Institute (ALEI) Level 2 program – Leading with Others.
- The Psychological Health and Safety Committee launched the Guarding Minds at Work survey on February 18. Guarding Minds at Work resources allow employers to effectively assess and address the 13 psychosocial factors known to have a powerful impact on organizational health, the health of individual employees, and the financial bottom line. The tool and resources were developed from the Centre for Applied Research in Mental Health and Addiction within the Faculty of Health Sciences at Simon Fraser University on the basis of extensive research, data analysis and reviews of international best practices, existing and emerging Canadian case law and legislation.
- On March 6, 2020, “*Creating and Promoting Mental Wellness*” was presented as part of the Management Academy Program.
- Eleven focus groups with more than 70 employees as well as an online survey were conducted regarding the development work for a Unified Core Competency Framework.
- In December 2019, the Algonquin College Executive Team was presented with a new framework for Critical Position Planning and Emergency Position Planning. Subsequently each member completed the plan for their respective team(s). On March 11, 2020, the Algonquin College Executive Team reviewed their respective areas and assessed their own teams for emergency replacements. Additionally, they assessed other critical positions and identified potential successors for those positions.
- Six Inclusion Infusion Blogs have been published for the College Community. This is a weekly initiative by the College’s Inclusion and Diversity Specialist to open communication channels between and with employees. Topics include:

	<p>Advancing Racialized Employees, Islamophobia, and Anti-Semitism. To further deliver on the Blueprint for Equity, Diversity and Inclusion, a series of speaker engagements have been scheduled. Those who delivered between January and March were: Robyn Maynard – Author of Policing Black Lives, and our first ever Spirituality at Work discussion forum with Algonquin’s Christian Chaplin Yuriy Derkach, Imam Mohammad Jebara and Rabbi Kanter.</p> <ul style="list-style-type: none"> <li>Human Resources continues to source the best qualified candidates for Algonquin College. During this period, 93 postings were active on the College’s careers site.</li> </ul>
Student Services	<ul style="list-style-type: none"> <li>On February 28, 2020, 138 professionals from Algonquin College and community members from across Ontario attended a suicide prevention and postvention conference. The event featured seven keynote speakers, who shared their insight and expertise on suicide data, tools to manage those at risk of suicide, and how to support those impacted by suicide. The event was featured in the Ottawa Citizen newspaper.</li> </ul>
<b>STUDENT &amp; EMPLOYEE SUCCESSES:</b>	<b>Activity</b>
Academic	<ul style="list-style-type: none"> <li>Due to the COVID-19 pandemic, the Academic Area’s efforts were directed at the development of an academic continuity plan. Activities from this reporting period will be included in the next summary report.</li> </ul>
Communications, Marketing and External Relations	<ul style="list-style-type: none"> <li>The Communications department produced six awards applications to the Canadian Council for the Advancement of Education. Nominees were submitted in a wide range of categories, including Indigenous Initiatives, Media Relations and Volunteer Initiative.</li> </ul>
Human Resources	<ul style="list-style-type: none"> <li>A special thank you to Soojin Li, student in the Design Studies who expertly assisted the Faculty Learning Program to ensure learning materials are compliant from a Universal Design for Learning perspective, thereby allowing us to model best practices for new faculty.</li> <li>A special thank you to Dikshita Rrazdan, intern from the project management program who supported the benefit/pension team in the development of improved service.</li> </ul>
Indigenous Initiatives	<ul style="list-style-type: none"> <li>The Office of Truth, Reconciliation and Indigenization would like to thank Terry Quinlan from the Museum Studies program, in helping to remove the yellow paint from the vandalized Indigenous mural. His quick action prevented them from curing and made the restoration easier for the artists to repair the mural.</li> </ul>
Innovation and Strategy	<ul style="list-style-type: none"> <li>For the first time, Algonquin College is hosting a visiting PhD student who began one year of supervised/mentored research studies in Early Childhood Education (ECE) at the Ottawa Campus during the first week of the Winter term. Ms. Praise Glory, a PhD candidate from Central Philippines University, a private research university founded in 1905 in Iloilo City, Philippines, was awarded a grant by the Philippines National Commission on Higher Education (CHED), to fund one year of research studies in Canada. The International Education Centre worked closely with the School of Health and Community Studies in developing this unique program and, while pursuing her research studies at</li> </ul>

	<p>Algonquin College, Ms. Glory will be supervised by Dr. Stephanie Pagan and will interact closely with Algonquin ECE faculty and the Chair, Jodi Jaffrey.</p> <ul style="list-style-type: none"> <li>• On February 26, 2020, three International Business Management/Service Learning in Design and Engineering Students presented their work with the Social Innovation Lab as part of the <i>CICan On the Hill</i> Student Showcase.</li> <li>• On February 27, 2020, Applied Research led a contingent of five Algonquin students on an office visit with Member of Parliament Sherry Romanado (Chair, Committee on Industry, Science &amp; Technology) to lobby for two specific Colleges and Institutes Canada Budget Recommendations (\$40M Operational Funds for Business Engagement Services in Colleges and +\$15M for Social Innovation research in Colleges including an Indigenous stream).</li> </ul>
Student Services	<ul style="list-style-type: none"> <li>• Student Navigator interactions with students were 6,779 during this reporting period. A 3% increase over the same time period in 2019.</li> <li>• Jonathan Holmes, a Student Recruiter, was invited and represented the College at a Career Fair in Iqaluit; a first for the Recruitment Team. Jonathan was also an educational support for the Northern Youth Abroad collaboration that built Northern Compass, a program to create culturally relevant pathways from high school through postsecondary education and on to fulfilling careers for youth in Nunavut and the Northwest Territories. This program received the top prize of \$1 million at the Arctic Inspiration Awards in February.</li> </ul>



## 7.6

### 2019-20 BOG Work Plan

ROLE OF THE BOARD	RESPONSIBLE AREA /PERSON	MEETING DATES				
		28-Oct 2019	16-Dec 2019	24-Feb 2020	20-Apr 2020	8-Jun 2020
<b>STRATEGIC DIRECTION SETTING</b> - 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.						
2020-21 Budget Assumptions, Three-Year Pro Forma, First Draft Concepts of the 2020-22 Business Plan	D. McNair, L. Stanbra		X			
Approval of 2020-21 Budget and the 2020-22 Business Plan	L. Stanbra, D. McNair			X		
ARM Report to BOG (Major Capital Projects, Endowment Fund and Operating Fund Investment Reports, etc.) Student Information System Approval (April 8, 2020 ARM Committee meeting)	D. McNair	X	X	X	X	X
ASAC Report to BOG (New/ Suspended and Cancelled Academic Programs)	J. McLaren, C. Janzen	X	X	X	X	X
Executive compensation	C. Brulé			X	X	
Five Year Capital Investment Plan	D. McNair		X			
Healthy Living Education Initiative (Information item only April meeting) <i>Deferred to June 8 meeting</i>	C. Janzen					X
Key Performance Indicators Report Back (included in ASAC Report)	C. Janzen		X			X
AC Way Update (Information)	L. Stanbra					X
People Plan (Information item only October & June meeting) Employee Engagement Update (Information item for October)	D. McCutcheon	X				X
Employee Engagement Survey Results 2019 (April meeting)	D. McCutcheon				X	
Strategic Mandate Agreement 3.0 – (in 2017, update presented at April 2017 BOG, then to the 2017 Fall BOG Retreat For information only at the February, Presentation June meeting)	C. Janzen		X			X
Student Information System - Update	L. Stanbra	X				
Student Information System (Approval)	L. Stanbra				X	
Transforming Indigenization Initiatives Update (Presentation)	R. McLester		X			X
Learner-Driven Plan Implementation Update	C. Jansen		X			
Athletic & Recreation Centre - Investment Case	D. McNair	X				
Department of Advancement - Building Communities, Together	M. Savenkoff					X
<b>OVERSIGHT OF THE PRESIDENT</b> – 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.						
Board Oversight of the President (IN Camera & Meeting Without Management)	C. Brulé J. Brockbank	X	X	X	X	X
<b>PERFORMANCE MONITORING</b> – The Board ensures that management has identified appropriate measures of performance, and has plans in place to address variances from expected/planned performance.						
Annual Report 2019-20 and progress against Strategic Plan 2017-22	T. McDougall					X
Quarterly 2019-20 Business Plan Update (for information)	L. Stanbra	Q1	Q2	Q3		

<b>ROLE OF THE BOARD</b>	<b>RESPONSIBLE AREA /PERSON</b>	<b>28-Oct 2019</b>	<b>16-Dec 2019</b>	<b>24-Feb 2020</b>	<b>20-Apr 2020</b>	<b>8-Jun 2020</b>
Fourth Quarter 2019-20 Business Plan performance	L. Stanbra					Q4
Program Advisory Committee's Annual Report (ASAC Report)	C. Janzen			X		
SA 16: Sexual Assault/Sexual Violence Policy (ASAC Report)	L. Stanbra	X				
2018-19 Sexual Assault/Sexual Violence Annual Report to the Board (Information item ASAC Report)	L. Stanbra		X			
2019-20 Sexual Assault/Sexual Violence Annual Report to the Board (Information item ASAC Report)	L. Stanbra				X	
<b>FINANCIAL OVERSIGHT</b> – 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.						
2020-21 Schedule of Tuition and Ancillary Fees	L. Stanbra		X			
Banking Officers' resolution (AGM agenda)	D. McNair					X
Colleges of Applied Arts & technology (CAAT) Retirement Compensation Annual Report to Sponsors (emailed to Governors)	C. Brulé					X
Quarterly 2019-20 Financial <b>Projection</b>	D. McNair	Q1	Q2	Q3		
Fourth Quarter Financial <b>Results</b>	D. McNair					Q4
Appointment of auditors (AGM agenda)	D. McNair					X
Draft Audited Financial Statements (AGM agenda)	D. McNair					X
<b>RISK IDENTIFICATION AND OVERSIGHT</b> – 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.						
Corporate Risk Profile	D. McNair		X			
Freedom of Information Annual Report	D. McNair					X
<b>STAKEHOLDER COMMUNICATION AND ACCOUNTABILITY</b> – 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.						
Board Management Summary Report (Information published in YourAC are not to be included in this Report)	Algonquin College Executive Team	X	X	X	X	X
<b>GOVERNANCE</b> – 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.						
Review and adoption of the Governors' Code of Ethical Conduct (Discussed at Fall Board Retreat)	J. Brockbank					
Board Generative Discussion - Session to be held as required	J. Brockbank					
Board Committee reports (Academic & Student Affairs; Audit & Risk Management; Governance)	V. Tiqui-Sanford	X	X	X	X	X
Appointment of new Governors for 2020-21	J. Brockbank				X	
Governance Committee Report to include Board Officer and Committee Appointments; BGI-01 Report Card; Governor Reappointments	G. Beck				X	
BOG Officer & Committee Memberships (AGM agenda)	G. Beck					X
2019-20 Board of Governors Evaluation Results (include in Governance Committee Report to the Board)	G. Beck					X
Approval of previous year AGM Minutes	J. Brockbank					X
<b>LEGAL COMPLIANCE</b> – The Board ensures that appropriate processes are in place to effect compliance with legal requirements.						
Confirmation of mandatory Government remittances (hand out to Board members at the meeting)	D. McNair	Q1&2		Q3	Q4	