

MEETING OF THE BOARD OF GOVERNORS

MEETING NUMBER FIVE HUNDRED AND TWENTY OF THE BOARD OF GOVERNORS OF ALGONQUIN COLLEGE TO BE HELD ON MONDAY, OCTOBER 26, 2020 FROM 4:00 PM – 6:00 PM, BY ZOOM WEBINAR:

Register in advance for this Board Meeting:

https://algonquincollege.zoom.us/webinar/register/WN_rG5lwDikTPW_GiEbHMTRLA

AGENDA		Presenter	Time
0.	Celebrating Student Success: <ul style="list-style-type: none"> • <i>Paramedic Program on the COVID-19 Front Line</i> 	Chris Janzen	10 m. 4:00-4:10
1.	Constitution of the Meeting and Approval of the Agenda	Jay McLaren	1 m.
2.	Declarations of Conflict of Interest	Jay McLaren	1 m.
3.	APPROVAL OF PREVIOUS MEETING MINUTES AND THE CONSENT AGENDA		
	3.1 Minutes of the Board of Governors’ meeting of July 13, 2020	Jay McLaren	1 m.
	3.2 Board Executive Committee Report (verbal)	Jay McLaren	5 m. 4:15-4:20
	3.3 Academic and Student Affairs Committee Report Appendix A: Enrolment Update	Cyril McKelvie	5 m. 4:20-4:25
	3.4 Audit and Risk Management Committee Report Appendix A: Quarterly High-Risk Dashboard Report Format Appendix B: First Quarter 2020-21 College Operating Funds Investment Report Appendix C: First Quarter 2020-21 Endowment Funds Investment Report Appendix D: ‘Interim’ Second Quarter 2020-21 Financial Projection Appendix E: First Quarter 2020-21 Major Capital Projects Report	Steve Barkhouse	5 m. 4:25-4:30
	3.5 Governance Committee Report Appendix A: Bylaw 1 APPROVED 2019-Dec-16 Appendix B: Bylaw 1 APPROVED 2019-June-10 (Approval) Appendix C: DRAFT Governors in-Waiting Guidelines (Approval)	Audrey Lawrence	5 m. 4:30-4:35
	3.6 Banking Officers Resolution Appendix A: Banking Officers Resolution (Approval)	Duane McNair	1 m.
4.	BUSINESS ARISING FROM THE MINUTES		
	4.1 College Response to COVID-19 and Financial Risk Assessment	Duane McNair Colin Bonang Grant Perry	30 m. 4:35-5:05

5.	NEW BUSINESS		
	5.1 Public College Private Partnership (PCPP) - Update	Duane McNair Ernest Mulvey Charlene Miller	15 m. 5:05-5:20
6.	DECISION ITEMS AND REPORTS		
	There are no decision items and reports		
7.	ITEMS FOR INFORMATION		
	7.1 First Quarter 2020-21 Business Plan Performance Appendix A: First Quarter 2020-21 Business Plan Dashboard Appendix B: First Quarter Exceptions Report	Laura Stanbra	0
	7.2 AC Way Update	Laura Stanbra	0
	7.3 People Plan Appendix A: Algonquin College Inclusion & Diversity Blueprint 2019-22 Appendix B: Inclusion & Diversity in the Algonquin College Workforce Annual Report 2019-20 Appendix C: 2019-20 Infographic Algonquin College's Journey towards inclusion Appendix D: 2020-21 First and Second Quarter Activities Appendix E: Planned Activities for Third and Fourth Quarter 2020-21	Diane McCutcheon	0
	7.4 Report from the Board Chair	Jay McLaren	5 m. 5:20-5:25
	7.5 Report from the President	Claude Brulé	5 m. 5:25-5:30
	7.6 Board of Governors Management Summary Report	Executive Team	0
	7.7 2020-21 Board of Governors Workplan	Jay McLaren	0
	7.8 2020-21 Board of Governors Meeting Schedule	Jay McLaren	0
	7.9 Confirmation of Mandatory Government Remittances (hand-out)	Grant Perry	0
8.	UPCOMING EVENTS		
		Date	
	• 2020 Fall Convocation - Virtual	October 28, 2020	
	• Remembrance Day Ceremony	November 11, 2020	
	• Board of Governors Meeting	December 7, 2020	
	• Board of Governors Holiday Dinner (TBC)	December 11, 2020	
	• Board of Governors Meeting	February 22, 2021	
	• 2021 Spring Board of Governors Retreat (Virtual)	March 27, 2021	
	• Board of Governors Meeting	April 19, 2021	
	• Board of Governors Meeting & Annual General Meeting	June 7, 2021	
	• President's End of Year Dinner – For Board of Governors (TBC)	June 25, 2021 (Tentative)	
	• 2021 New Governors Orientation Part 1	August 19, 2021	
	• 2021 New Governors Orientation Part 2	September 12, 2021	
	• 2021 Fall Board of Governors Retreat (TBC)	September 12 & 13, 2021	
9.	REGULAR MEETING ADJOURNMENT		

DRAFT

BOARD OF GOVERNORS MEETING MINUTES

MINUTES OF THE MEETING NUMBER FIVE HUNDRED AND NINETEEN OF THE BOARD OF GOVERNORS
OF ALGONQUIN COLLEGE, HELD ON MONDAY, JULY 13, 2020 AT 4:00 PM, BY ZOOM WEBINAR
VIDEO/TELECONFERENCE:

Register in advance for this meeting:

https://algonquincollege.zoom.us/webinar/register/WN_I16pHckTE0IsJ_JtT1xjw

<p><u>Present:</u></p> <p>Jim Brockbank, Board Chair Claude Brulé, President & CEO Jim Robblee (Board Vice Chair) Audrey Claire Lawrence Cyril McKelvie Enrico DeFrancesco Gail Beck Jamie McCracken Jay McLaren Jeff Darwin Kelly Sample Sheilagh Dunn Stephen Tudor Steve Barkhouse Valerie Sayah Wayne Johnson</p> <p><u>Regrets:</u></p> <p>Ikram Zouari Krisha Stanton Yadwinder Singh</p>	<p><u>Algonquin College Executive Team:</u></p> <p>Chris Janzen, Senior Vice President, Academic Diane McCutcheon, Vice President, Human Resources Duane McNair, Vice President, Finance & 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 & President's Office</p> <p><u>Presenters/Guests:</u></p> <p>Colin Bonang, Director, Risk Management Grant Perry, Chief Financial Officer</p> <p><u>Recorder:</u></p> <p>Victoria Tiqui-Sanford, Board Assistant</p>
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WELCOME REMARKS

Governor Brockbank, Board Chair welcomed members and observers to the meeting at 4:00 p.m.
Welcome Sheilagh Dunn new board member.

1. CONSTITUTION OF THE MEETING & APPROVAL OF THE AGENDA

Governor Brockbank constituted the meeting at 4:04 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: S. Tudor & V. Sayah

THAT the Board of Governors approves the meeting agenda of July 13, 2020.

CARRIED.

DECLARATION OF CONFLICT OF INTEREST

Governor Brockbank asked members to declare any conflicts of interest with items on the agenda. There were no conflicts of interest declared.

2. APPROVAL OF PREVIOUS MEETING MINUTES AND THE CONSENT AGENDA

3.1 Minutes of the Board of Governors' meeting of June 8, 2020

Approval of the Board of Governors Meeting minutes of June 8, 2020.

RESOLUTION

MOVED & SECONDED: J. McLaren & S. Tudor

THAT the Board of Governors approves the June 8, 2020 meeting minutes.

CARRIED.

3.2 Audit and Risk Management Committee Report

Members accepted this report for information. Agenda items discussed at the June 29, 2020 Audit and Risk Management Committee meeting will be presented later in the agenda. Board of Governors approval was requested for the following:

2019 Corporate Risk Profile COVID-19 Restatement Executive Summary

D. McNair, Vice President, Finance and Administration provided a brief overview of the 2019 Corporate Risk Profile COVID-19 Restatement Executive Summary. The 2019 Corporate Risk Profile was approved at the December 16, 2020 Board meeting. In March and April 2020, college efforts in response to the COVID-19 pandemic changed the relevance of some risks and introduced new ones in the Corporate Risk Profile. The risks included Information Technology and financial risks resulting from decreased enrolments. College management will continue to report on mitigation efforts associated with the Corporate Risk Profile to the Audit and Risk Management Committee.

RESOLUTION

MOVED & SECONDED: K. Sample & G. Beck

THAT the Board of Governors approve of the 2019 Corporate Risk Profile COVID-19 Restatement Executive Summary as presented.

CARRIED.

3. BUSINESS ARISING FROM THE MINUTES

4.1 College Response to COVID-19 and Financial Risk Assessment

President Brulé provided a brief overview of the College's activities and efforts in response to the COVID-19 pandemic since the last update at the June 8, 2020 Board meeting. He informed members that the College's top priorities continue to be: to ensure the safety and well-being of the College's employees and learners; and the continuity of the learning process and seeing to student success.

C. Bonang, Director, Risk Management presented members with a briefing since the last presentation at the June 8, 2020 Board of Governors meeting. This update focused on the current activities surrounding re-opening activities. A flexible framework and recovery plan has been developed in order to be able to effectively respond to a phased approach to re-opening by the provincial government and to incorporate adjustments reflecting guidance from public health

agencies, the Ministry of Colleges and Universities, College Employer Council and Colleges Ontario. Algonquin College is now participating in the provincial pilot to deliver face-to-face instruction for a limited number of students during the summer months and commencing the planning and necessary assessment and fit-up in preparation for the Fall term. As these plans evolve, the specific academic operational support and common spaces will be adapted in a similar process and rolled out on a priority basis.

G. Perry, Chief Financial Officer informed members that the assessment of financial impacts to the College's 2020-21 approved annual budget posed challenges as a result of the COVID-19 pandemic.

On June 8, 2020, the Board was presented with updated enrolment and financial assessments, showing the College's best and worst case scenarios. This ongoing work has provided an opportunity to refine the College's enrolment projections and three updated scenarios: (1) Current view, which aligns to the First Quarter 2020-21 Projection, (2) a Moderate view, and (3) a Worst Case view.

Financial modeling is ongoing across the College under the leadership of the Finance Team. This work endeavours to project the negative impact to the 2020-21 net contribution and net assets of the College. The College is slowly gaining clarity regarding the possible length on the COVID-19 pandemic, the ensuing impacts to international and domestic student enrolment and the anticipated return to regular operations. It will, however, remain challenging to provide a reliable estimate of projected net contribution for 2020-21 until late summer. This is contingent on the continued easing of restrictions, the impact on international enrolment from the global responses to the pandemic, the ensuing global economic impact, and the absence of a second wave of COVID-19 outbreaks.

Members accepted this report for information.

4.2 Transforming Indigenization Initiatives Update

R. McLester, Vice President Truth, Reconciliation, and Indigenization presented the Transforming Indigenization Initiatives update. The presentation provided members with an update based on the work that was undertaken since the December 16, 2019 report on Indigenization to the Board of Governors, the work that has been done to advance the creation of the Algonquin College Indigenization Plan, and the creation of a Business Case and Social Imperative for the Burnt Water agency.

The narrative of Algonquin College's unique role in responding to the Commission's Calls to Action for Truth and Reconciliation is a powerful one. The following nine elements collectively form the social imperative:

1. The Truth, Reconciliation Commission Calls to Action
2. Acknowledging Truth while working towards Reconciliation
3. The Capital Region
4. Symbolism
5. Valuing Indigenous Knowledge
6. Sustainability
7. Medicine needed in navigate a complex and tense global environment
8. Reputation
9. The Right Thing To Do

Due to the COVID-19 pandemic, additional external contracts and the focus on growing internal Indigenous initiatives, the plan to leverage the resources generated will enhance Indigenous activities. Over the last 18 months, Burnt Water has successfully secured six external projects and now has national exposure to Indigenous communities, thought leaders and prospective clients.

Questions from members were answered. Members accepted this report for information.

5. NEW BUSINESS

5.1 Advancement - Building Communities, Together

M. Savenkoff, Vice President, Advancement presented Advancement - Building Communities, Together. Members were presented with an update on the work done in Advancement since the dissolution of the Algonquin College Foundation in 2019 and the creation of Advancement Services, Communications, Alumni Engagement, and Philanthropy within the Advancement area. Initiatives of Advancement fall under the following two Strategic Goals of the College:

1. Become an integral partner to our Alumni and employers; and
2. Pursue Truth and Reconciliation, Social, Environmental, and Economic Sustainability.

Advancement is seeing significant growth in alumni outreach and engagement and is building capacity to increase philanthropic support and demonstrate impact to donors. The Advancement area looks forward to continuing to build momentum, engage with donors and alumni, and support academic activities.

Questions from members were answered. Members accepted this report for information.

6. DECISION ITEMS & REPORTS

6.1 Fourth Quarter 2019-20 Financial Report

D. McNair, Vice President, Finance and Administration provided a brief overview and introduced G. Perry, Chief Financial Officer who presented the Fourth Quarter 2019-20 Financial Report. On February 25, 2019, the Board of Governors approved the 2019-20 Annual Budget with an overall net contribution of \$1.2 million. In compliance with both the Board of Governors' direction and Ministry of Colleges and Universities Operating Directive, the 2019-20 Approved Annual Budget returned a net surplus on Funded Activity/College Operations of \$7.4 million and maintained the College's commitment to balancing student tuition revenues and government funded activities with associated operating expenditures. The Fourth Quarter 2019-20 Financial Report reports a \$13.5 million increase to the overall net contribution of Algonquin College. This is reflected as an increase to the Approved Annual Budget net contribution of \$1.2 million, to a realized net contribution of \$14.7 million.

Fourth Quarter financial highlights:

- **Enrolment** was on target to budget. Actual enrolment was 0.3% lower than budget.
- **Compliance** achieved with Board Governance Policy BGII-02 – Financial Management
- The College achieved a net contribution surplus of \$14.7 million (3.6% net contribution margin). This is an increase of \$13.5 million from the Approved Annual Budget surplus of \$1.2 million (0.05% net contribution margin).

The Fourth Quarter 2019-20 Financial Report results in a positive impact on the College's financial position, operations, cash flow, and net assets.

Members accepted this report for information.

6.2 Restatement of 2020-22 Business Plan

C. Brulé provided a brief overview and L. Stanbra, Vice President, Student Services presented the details of the Restatement of 2020-22 Business Plan due to the impacts of the COVID-19 pandemic. The overall number of goals have remained consistent, while the number of initiatives have reduced from 39 to 28, providing an enhanced focus to the College's most relevant goals. The Business Plan has been restated to reflect priorities, address risks and ensure the reduced available financial resources can fulfill institutional business plan objectives. The most significant impacts anticipated directly related to COVID-19, are metrics for student retention and student satisfaction. The focus for this year has shifted from growing financial net contribution to maintaining and limiting draws on reserves to ensure that capacity is available for future year requirements.

Questions from members were answered.

RESOLUTION

MOVED & SECONDED: G. Beck & A. Lawrence

THAT the Board of Governors approves the restated 2020-22 Business Plan.

CARRIED.

6.3 First Quarter 2020-21 Financial Projection

G. Perry presented the First Quarter 2020-21 Financial Projection. On February 24, 2020, the Board of Governors approved the 2020-21 Annual Budget with an overall net contribution of \$5.7 million. In compliance with both the Board of Governors' Direction and Ministry of Colleges and Universities Operating Directive, the 2020-21 Approved Annual Budget also returned a net surplus on Funded Activity/College Operations of \$11 million. The First Quarter Financial Projection projects a \$24.7 million decrease to the net contribution of Algonquin College. The Approved Annual Budget net contribution is \$5.7 million. Internally Restricted Funds of up to \$19 million will be used to fund Strategic Investment Priorities & Operations. The revised net contribution is now projected to be a deficit of \$19 million and limited additional draws on cash reserves as per the guidance provided by the Board of Governors on April 20, 2020.

Questions from members were answered.

RESOLUTION

MOVED & SECONDED: S. Tudor & C. McKelvie

THAT the Board of Governors approves the First Quarter 2020-21 Financial Projection.

CARRIED.

7. ITEMS FOR INFORMATION

7.1 Public College – Private Partnership

The report provided members with an update on the process and timeline of the Public College – Private Partnership initiative.

Members accepted this report for information.

8. UPCOMING EVENTS

Board Chair Brockbank informed members that some upcoming events have been cancelled or postponed until the College returns to normal operations.

9. REGULAR MEETING ADJOURNMENT

There being no further business, the motion to adjourn the meeting was moved by Governor McLaren.

The regular meeting adjourned at 6:50 p.m.

10. IN CAMERA

An In Camera session was held beginning at 7:00 p.m. with Board members only.

Jay McLaren, Chair

Victoria Tiqui-Sanford, Recorder

APPENDIX A: Observers:

Adele Yamada, Professor, General Arts & Science
Andre O'Bonsawin, Director, Indigenization
Angela Peterson, Associate Chair, School of Advanced Technology
Bryan Linkletter, End Point Services Technician, Pembroke Campus
Bryan Eburne, Manager, Fees, Curriculum and Reporting
Carol Garceau, Clerk Academic, General Arts and Science
Carolyn McCluskey, Senior Financial Analyst, Academic Operations and Planning
Charlene Miller, Manager, Private College Partnerships
Christine Kelsey, Assistive Technologist, Centre for Accessible Learning
Christopher Hahn, Dean, Perth Campus
Cindy Harrison, Acting Chair, Police & Public Safety Institute
Claire Ramsay, Manager, Workday Support
Dan Melone, Contractor
Daniel Kelly, Clerk, Applied Science & Environmental Technology
Daphne Thomson, Executive Assistant, Vice President, Human Resources
Della Siemens, Alumni Relations Officer, Advancement
Doreen Jans, Acting Manager, Financial Services
Ian Pearson, Technician B - CKDJ Summer 2020, Media Studies
Eric Marois, Chair, Electrical, Civil and Building Science, Dean, Algonquin Centre for Construction
Erin Langevin, Director, Labour Relations
Ernest Mulvey, Director, International
Esther Olutunda, Employee Compensation, Pension and Benefits
Fatima Matar, Acting Executive Assistant, Vice President Truth, Reconciliation, and Indigenization
Heba Teamah, Professor, Electrical, Horticultural and Building Sciences
Ian Lewer, Director of Philanthropy, Advancement
Izabela Buglar, Executive Assistant, Vice President, Finance & Administration
Jacquie Miller, Postmedia Company
Jamie Bramburger, Manager, Community and Student Affairs
Janet Hunter, Communications Manager
Jessica DeVries, Chair, Academic Development, Academic Development
Jessica House, Manager, Business Process Review
Jessica Myers, Disability Management Coordinator
Jessica Traynor, Executive Assistant, Vice President, Advancement
Jim Kyte, Dean, School Of Hospitality and Tourism, Academic Services
Jim Panchuk, Part-Time Academic - Non-Teaching, Allied Health
Joanne Souaid, Associate Director, Advancement
John Tattersall, Executive Director, Facilities Management
John Weerdenburg (Governor in-waiting)
John Omura, Project Manager, Applied Research, Innovation and Entrepreneurship
Jorge Antunes, Part-Time Academic - Non-Teaching, International Language Testing
Julie Beauchamp, Dean, School of Business
Keltie Jones, Dean, Algonquin College, Pembroke
Kina Simmonds, Administrative Assistant, Finance and Administrative Services
Kristy Jones, External Observer
Leon Manoukian, Instructor, Mechanical and Transportation Technology - Part-time Faculty

Linda Nguyen, Budget Officer, School of Business, School of Business
Lisa Inderwick, Prospect Researcher and Data Analyst, Development and Fundraising
Lois Pollock, Chief Digital Officer
Marcus Christian, Classification Specialist, Employee Compensation
Maria Parra, Electrical, Horticultural and Building Sciences
Marina Spivak, Senior Financial Analyst, Financial Services
Mary Baxter, General Manager, Food Service Operations
Michelle Tait Eburne, Manager, Digital Strategy
Nathan Sassi, Corporate Business Administrator, Corporate Budgeting
Nicole Lindo, Advancement Database and Finance Officer
Ollie Healey, Assistant Assistive Technologist, Centre for Accessible Learning
Pam Auchterlonie, Technologist Academic, Applied Science & Environmental Technology
Paula Benbow, Full-Time Professor, Allied Health
Rebecca Volk, Manager, Centre for Organizational Learning
Rodney Wilson (Governor in-waiting)
Sandra Larwill, Acting Leadership and Organizational Learning Manager, Centre for Organizational
Sandra Brancatelli, Chair, Information and Communications Technology
Shaideh Mogharrabin, Senior Planning Analyst, Corporate Budgeting
Shianthi Algama, Financial Analyst, Financial Services Supervisor Office
Susan Mainse, Manager, Risk Management
Tamara O'Connor, Support Services Officer
Tamra Alexander, Full-Time Professor, Financial, Accounting, and Legal Studies
Teri Kinnunen, Manager, Corporate Budgeting
Terry Graham, End Point Services Technician, Pembroke Campus
Veronica Attard, Food Services Worker
Wahab Almuhtadi, Professor, Wahab Almuhtadi
Yusuf Khan (Governor in-waiting)

Captioners – AI-MEDIA.TV

Alex Forbes
Brittney Ann Woods
Denise Miller
Sophie Afriat

MEMO

DATE: October 26, 2020

TO: Board of Governors

FROM: Governor Cyril McKelvie, Chair, Academic & Student Affairs Committee

SUBJECT: **Academic & Student Affairs Committee (ASAC) meeting of September 30, 2020**

Board members can review meeting materials from the September 30, 2020 meeting by accessing the Board of Governors [‘Teams site’ Academic & Student Affairs Committee – September 30, 2020.](#)

A. ITEMS REQUIRING BOARD OF GOVERNORS’ APPROVAL

There was no item requiring Board of Governors’ approval

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

1) Student Marketing and Recruitment Report

Members were presented with an update on student marketing and recruitment plans for 2020-21 in support of overall enrolment goals. The key projects identified in the Plan will support the 2020-21 Marketing and Recruitment goals and aim to attract prospective students through new channels, using visuals and tactics that are uplifting and reflecting a better tomorrow.

2) Academic and Student Affairs Committee Terms of Reference

Members were referred to the Academic and Student Affairs Committee Terms of Reference for review. There were no changes required to be made to the Terms of Reference.

3) Enrolment Update Report

The report provided an update on the Fall 2020 term. Details of the Enrolment Update are provided in Appendix A: Enrolment Update.

4) 2019-20 Academic Program Performance Review Dashboard Report

Members were presented with the 2019-20 Academic Program Performance Review Dashboard Report. The annual report covered the 2019-20 Fiscal Year, and identified the top and lower performing programs.

5) 2020-21 Students’ Association Annual Priorities

E. Ferguson, President, Students’ Association presented members with the 2020-21 Students’ Association Annual Priorities. This year’s priority list includes five items, and the presentation was accepted for information.

MEMO

6) 2020-21 Academic and Student Affairs Committee

Members were referred to the 2020-21 Academic and Students Affairs Committee Workplan for information.

7) 2020-21 Academic and Student Affairs Committee Meeting Schedule

Members were referred to the 2020-21 Academic and Student Affairs Committee Meeting Schedule for information.

Enrolment Update

Academic and Student Affairs Committee

September 30, 2020

Academic Operations and Planning
and the Registrar's Office

Enrolment Update – Fall 2020

(at Sep. 21, 2020 – Day 10)

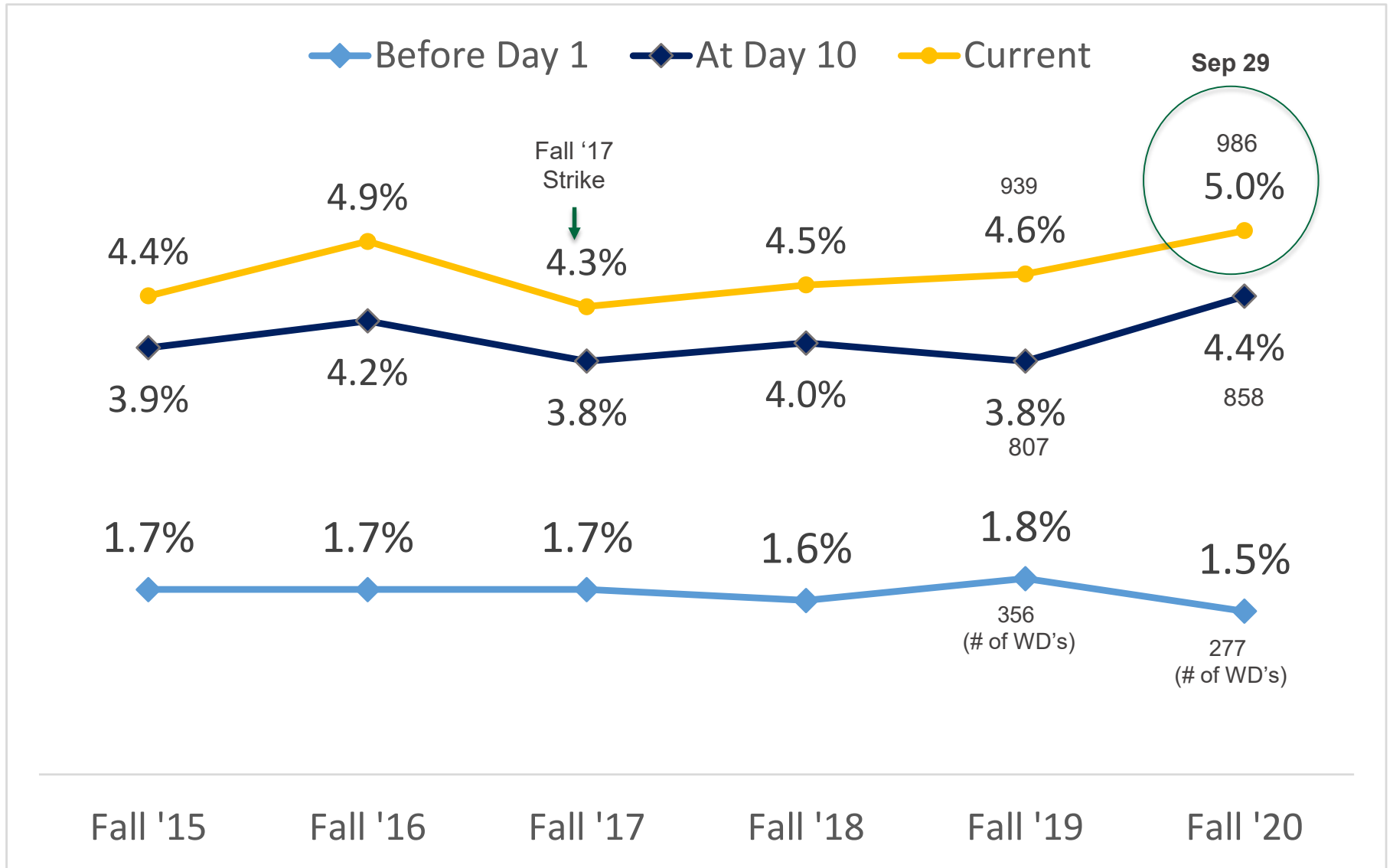
COLLEGE ENROLMENT - 2020 FALL

(Post Secondary & Graduate Certificates)

	Actual (at Sep. 21, '20)	Q1 Projection			Previous Year (at Sep. 16, '19)		
		Over / (Under) #	Over / (Under) %	Status	YoY #	YoY %	Status
Total Registered	18,655	615	3.4%	●	(1,542)	(8%)	◆
Level 01	8,992	161	1.8%	●	(1,582)	(15%)	◆
Returning	9,663	454	4.9%	●	40	0%	●
Domestic	15,570	337	2.2%	●	(752)	(5%)	◆
International	3,085	278	9.9%	●	(790)	(20%)	◆
Withdrawals	858				51	6%	
As % of Total Registered	4.4%					0.6%	▲

Q1 Projection enrolment targets achieved

Fall Withdrawal Trends (as % of Total Registered)



DATE: October 26, 2020

TO: Board of Governors

FROM: Governor Steve Barkhouse, Chair, Audit & Risk Management Committee

SUBJECT: **Audit & Risk Management (ARM) Committee meeting of September 22, 2020**

Board members can review meeting materials from the September 22, 2020 meeting by accessing the Board of Governors [‘Teams site’ Audit & Risk Management Committee, September 22, 2020 meeting folder.](#)

A. ITEM COMMITTEE HAS APPROVED – FOR INFORMATION TO THE BOARD

1) First Quarter 2020-21 Enterprise Risk Management Report

- Proposed Quarterly High-Risk Dashboard Framework and Reporting format

Members were presented with the proposed Quarterly High-Risk Dashboard Framework and Reporting format for the Committee’s approval. The proposed format is provided as Appendix A: Quarterly High-Risk Dashboard Report.

RESOLUTION

MOVED & SECONDED: G. Beck & J. Darwin

THAT the Audit and Risk Management Committee approve the proposed new format for the Quarterly High-Risk Dashboard report.

CARRIED.

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

2) Athletic and Recreation Centre - Project Update

Members were presented with an update on the project since its last update at the May 26, 2020 Audit and Risk Management Committee meeting. Due to the COVID-19 pandemic, construction site activities were halted on April 4, 2020. Some of the project’s major milestones have been delayed, but overall, the project remains on schedule for the soft opening in May 2021.

3) First Quarter 2020-21 College Operating Funds Investment Report

Members were referred to the First Quarter 2020-21 College Operating Funds Investment Report. External investment counsel, Yorkville Asset Management, managed the College Operating Funds and Endowment Funds investment account on behalf of Algonquin College. The transition to the College’s new investment manager, Leith Wheeler, began in August with the transition expected to be completed by the end of the second quarter.

The fund produced a return of 1.10% for the first quarter, underperforming the benchmark which returned 1.14%. The College Operating Funds one-year return was 3.80% achieving the benchmark index, which was 3.17%. As at June 30, 2020, the market value of the fund was reported at \$63.4 million, compared to \$62.8 million at March 31, 2020. Details of the report are provided in Appendix B: First Quarter 2020-21 College Operating Funds Investment Report.

4) First Quarter 2020-21 College Endowment Funds Investment Report

Members were referred to the First Quarter 2020-21 Endowment Funds Investment Report. The endowment funds produced a return of 9.30% underperforming the benchmark which returned 11.48%. The Endowment Funds' one-year return as of June 30, 2020 is 7.40% exceeding the benchmark index of 5.94%. The annual target rate of return according to the Policy is 5.6%. The five-year return (compounded annual return) is 5.30% as of June 30, 2020. Details of the report are provided in Appendix C: First Quarter 2020-21 College Endowment Funds Investment Report.

5) 'Interim' Second Quarter 2020-21 Financial Projection

Members were referred to the 'Interim' Second Quarter 2020-21 Financial Projection. Details of the report are provided in Appendix D: 'Interim' Second Quarter 2020-21 Financial Projection.

6) First Quarter 2020-21 Major Capital Projects Report

The report provided members with a financial overview and update on the progress of the College's major capital projects underway in 2020-21. College management committed to reporting continuing progress on existing projects such as the Athletics and Recreation Centre, the Student Information System (SIS) replacement project, and various infrastructure renewal projects. A summary of Major Capital Projects is provided in Appendix E: First Quarter 2020-21 Major Capital Projects Report.

7) First Quarter 2020-21 Enterprise Risk Management Report

Members were presented with the First Quarter 2020-21 Enterprise Risk Management Report. The report provided a status update on high-risks and risk mitigation planning, legal and insurance cases.

8) Annual Report: 2020-21 Management's Response to Internal and External Auditor's Recommendations

Members were referred to the 2020-21 Management's Response to Internal and External Auditor's Recommendations. College Management will continue to monitor and follow up on actions undertaken to address outstanding recommendations presented in these reports. Completed recommendations or recommendations deemed no longer relevant are removed from this report.

9) Office of the Auditor General of Ontario Value for Money Audit – Data Request for Procured Accounting Services

Members were provided an overview of the College's participation in a recent value-for-money Audit that the Office of the Auditor General of Ontario conducted on public colleges. From time to time, value-for-money audits are undertaken by the Office of the Auditor General of Ontario. The purpose of the audit was to examine procurement activities and payments made to accounting firms in order to obtain advice on college financial statement reporting standards and disclosures.

Algonquin College has complied with the value-for-money audit request and has furnished the required information to the Office of the Auditor General of Ontario.

10) 2020-21 Audit and Risk Management Workplan

Members were referred to the 2020-21 Audit and Risk Management Committee Workplan for information.

11) 2020-21 Audit and Risk Management Committee Meeting Dates

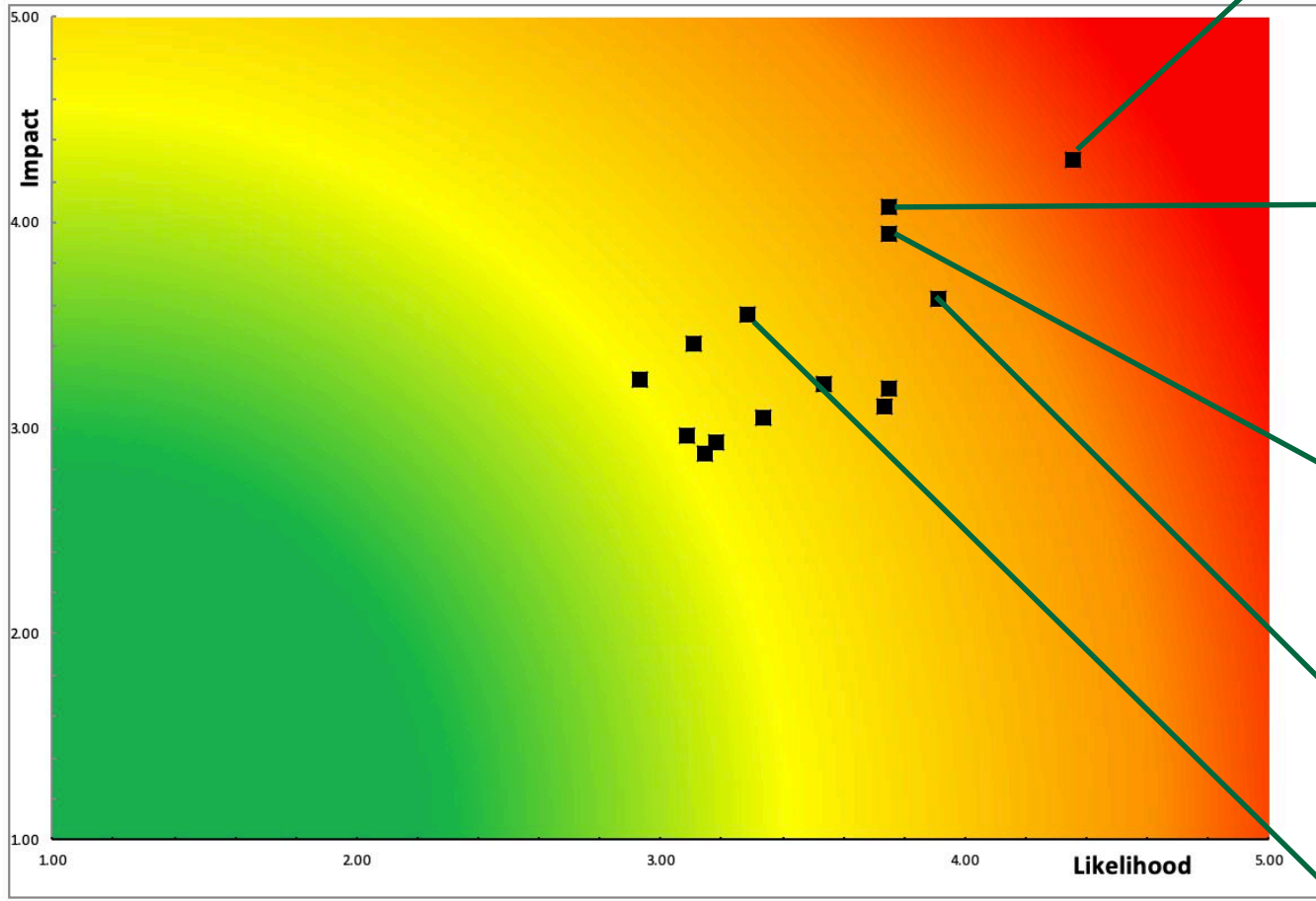
Members were referred to the 2020-21 Audit and Risk Management Committee Meeting Dates for information.

Quarterly High-Risk Dashboard Report Format

Audit & Risk Management Committee

High-Risks

Heat Map



The risk of financial loss due to international and domestic enrolment reductions reduced international applicant demand amid changing policies by Immigration, Refugees and Citizenship Canada as well as future capabilities to raise revenues stemming from internal management efforts to absorb the effects of the pandemic.

The risk of inadequate performance in the implementation of various plans such as the Academic Continuity Plan, the Workforce Pandemic Mitigation Plan and the Workplace Recovery Plan as well as the risk of a second wave of COVID-19 that is community-based.

The risk that the use of capital reserves to offset COVID-19 losses and support recovery efforts will negatively impact strategic planning capabilities and diminish long-term financial health.

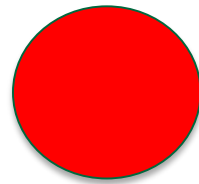
The risk of financial loss due to changes to the provincial funding formula, inadequate government support for COVID-19 losses, and reimbursements / refunds.

The risk of failure of IT infrastructure that is in need of significant investment to renew and align with business requirements.

Risk 1

The risk of financial loss due to international and domestic enrolment reductions, reduced international applicant demand amid changing policies by Immigration, Refugees and Citizenship Canada as well as future capabilities to raise revenues stemming from internal management efforts to absorb the effects of the pandemic.

Mitigation Update



Performing Poorly, Requires Adjustment

Mitigation Update to be provided by:

Grant Perry, Chief Financial Officer

Emily Woods, Director, Financial Planning

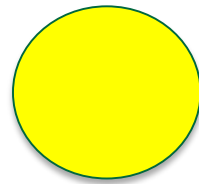
Ernest Mulvey, Director, International Education Centre

EXAMPLE

Risk 2

The risk of inadequate performance in the implementation of various plans such as the Academic Continuity Plan, the Workforce Pandemic Mitigation Plan and the Workplace Recovery Plan as well as the risk of a second wave of COVID-19 that is community-based.

Mitigation Update



Performing Adequately, Monitoring

Mitigation Update to be provided by:

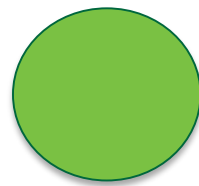
- Colin Bonang, Director Risk Management
- Emily Woods, Director, Financial Planning
- Mark Leduc, Executive Director Academic Operations and Planning
- Diane McCutcheon, Vice President Human Resources

EXAMPLE

Risk 3

The risk that the use of capital reserves to offset COVID-19 losses and support recovery efforts will negatively impact strategic planning capabilities and diminish long-term financial health.

Mitigation Update



Performing Well, No Changes

Mitigation Update to be provided by:

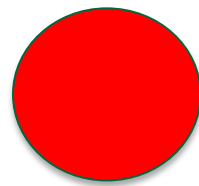
Grant Perry, Chief Financial Officer
Emily Woods, Director, Financial Planning

EXAMPLE

Risk 4

The risk of financial loss due to changes to the provincial funding formula, inadequate government support for COVID-19 losses, and reimbursements / refunds.

Mitigation Update



Performing Poorly, Requires Adjustment

Mitigation Update to be provided by:

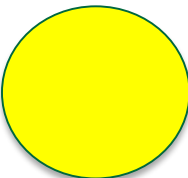
Grant Perry, Chief Financial Officer
Emily Woods, Director, Financial Planning

EXAMPLE

Risk 5

The risk of failure of IT infrastructure that is in need of significant investment to renew and align with business requirements.

Mitigation Update



Performing Adequately, Monitoring

Mitigation Update to be provided by:

Lois Pollock, Chief Digital Officer

EXAMPLE

Corporate Risk Profile Risk Groups

Financial

COVID-19 has significantly increased financial risk for the College from the previous high-risk statement surrounding reliance on international enrolment and ongoing uncertainty surrounding government policy and the funding model. The re-stated risk group includes the impacts on strategic planning and diminished long-term financial health resulting from the use of capital reserves to offset the losses associated with COVID-19 and the likelihood of inadequate government support to offset the direct losses.

There are direct financial losses associated with resulting enrolment reduction for both domestic and international students as well as operating reimbursements and refunds across the College. The risk group includes anticipated risk associated with reduced international applicant demand amid changing policies by Immigration, Refugees and Citizenship Canada, as well as future capabilities to raise revenues stemming from internal management efforts to absorb the effects of the pandemic.

Corporate Risk Profile Risk Groups

Pandemic

While business continuity and recovery efforts that serve to mitigate financial losses are a focus for College activity, the risk of inadequate performance in the implementation of various plans such as the Academic Continuity Plan, the Workforce Pandemic Mitigation Plan and the Workplace Recovery Plan carries operational risk surrounding the potential for serious harm to labour relations, operational instability and performance variability in recruitment, enrolment and delivery.

The potential for a second wave of COVID-19 before immunity can be established is also considered high at this point in time. The impact of such an event, assuming a similar public response, could be devastating and would further drive foundational changes in higher education.

The influence of COVID-19 on the corporate risk profile is pervasive across all areas of College operations. This risk has been identified separately, as it relates directly to the efforts being taken in response to the pandemic and new risks that stem from these areas of activity.

Corporate Risk Profile Risk Groups

Information Technology

There has been an overall reduction in the area of IT risk and changes in both impact and likelihood for the risk of failure of IT infrastructure and cyber security have been made. While the impact of a failure is high, significant recent efforts to replace hardware such as servers, network and cabling have reduced the likelihood. Ongoing effort is required to continue this work and address load balancers, fibre installations and some applications.

Similarly, mitigation efforts to enhance cyber security have resulted in a decrease in likelihood, although this is somewhat offset by heavier reliance on technology to support remote activity during the COVID-19 response and an increase in cyber-attacks and exposure.

Emerging Risks

Risk Group	Risk
Financial	The risk that...
Pandemic	The risk that...
Information Technology	The risk that...
Other	The risk that...

EXAMPLE



2020-21 COVID-19 Financial Risk Update

Enrolment Assumptions

Approved 2020-21 Enrolment

	Spring 2020		Fall 2020		Winter 2021		Total %	Total #
	Domestic	International	Domestic	International	Domestic	International		
Level 01	3,860	480	8,694	2,220	2,591	1,212		
Returning	3,888	1,665	7,212	2,249	13,193	3,460		
Total	4,748	2,145	15,906	4,469	15,784	4,672	100%	47,724

First Quarter Projection Scenario

Level 01	67%	13%	89%	48%	103%	76%		
Returning	70%	77%	104%	77%	90%	65%		
Total							84.6%	40,263

Moderate Case Scenario

Level 01	60%	13%	76%	27%	103%	66%		
Returning	69%	77%	98%	73%	78%	49%		
Total							75.3%	35,953

Worst Case Scenario

Level 01	60%	13%	76%	27%	57%	61%		
Returning	69%	77%	78%	52%	76%	49%		
Total							68.0%	32,439

PRO FORMA SUMMARY

(ALL figures in \$'000's)

	Annual Budget 2020-2021	Current Q1 Scenario 2020-2021	Moderate Scenario 2020-2021	Worst Scenario 2020-2021
Funded Activity/College Operations				
Revenue	\$ 238,268	\$ 243,723	\$ 232,526	\$ 224,132
Expenditures ¹	267,248	256,984	252,010	249,725
Net Contribution	11,020	(13,261)	(19,484)	(25,594)
Contract Activity & Other Non-Funded Activity				
Revenue	27,805	39,526	39,526	39,526
Expenditures	28,181	37,441	37,441	37,441
Net Contribution	(376)	2,085	2,085	2,085
Campus Services				
Revenue	40,888	23,049	20,975	19,361
Expenditures ¹	33,398	21,826	21,814	21,138
Net Contribution	7,490	1,223	(840)	(1,777)
International Education Centre				
Revenue ²	67,079	43,775	40,101	37,219
Expenditures	48,442	33,605	31,578	29,838
Net Contribution	18,637	10,170	8,523	7,380
Strategic Investment Priorities				
Revenue	41,545	41,545	41,545	41,545
Expenditures ³	80,341	66,992	66,992	66,992
Net Contribution	(38,796)	(25,447)	(25,447)	(25,447)
Non-Cash Revenue Adjustments				
Capital Grants recorded as Deferred Capital Contributions	(1,300)	(1,300)	(1,300)	(1,300)
Amortization of Deferred Capital Contributions	7,900	8,000	8,000	8,000
Non-Cash Expenditure Adjustments				
Expenditures to be Capitalized	18,000	13,700	13,700	13,700
Amortization Expense	(17,000)	(16,000)	(16,000)	(16,000)
Change in Vacation, Sick Leave & Post-Employment Benefits	110	1,860	1,860	1,860
Net Contribution as per Public Sector Accounting Standards (PSAS)	\$ 5,685	\$ (18,970)	\$ (28,902)	\$ (37,092)

EXAMPLE

Potential Financial Impacts of COVID-19 on the 2020-21 Approved Annual Budget

- 1- Expenditures do not reflect budgeted contributions of \$8.3M to reserves, or \$2.9M in principal debt repayments.
- 2 - Reflects a change for 2019-2020 in the methodology for recording the split of international fee premiums between Funded Activity and the International Education Centre.
- 3 - Strategic Investment Priorities Expenditures includes authorized and proposed spending from Internally Restricted Net Assets.

Potential Impacts on the Statement of Financial Position

\$ 000's	Approved Budget as at 31-Mar-21	Current Q1 Scenario as at 31-Mar-21	Moderate Case Scenario as at 31-Mar-21	Worst Case Scenario as at 31-Mar-21
ASSETS				
Current Assets				
	111,928	114,482	103,552	97,260
Investments	40,000	32,000	34,965	32,005
Long Term Prepaid Asset	5,500	5,500	5,500	5,500
Endowment Assets	29,070	27,543	27,543	27,543
Capital Assets	294,513	293,227	293,227	293,227
TOTAL ASSETS	481,011	472,752	464,787	455,535
LIABILITIES AND NET ASSETS				
Current Liabilities				
	87,718	84,718	87,718	87,718
Long Term Debt	34,649	34,650	34,650	34,650
Vacation, Sick Leave and Post-Employment Benefits	19,018	18,388	18,388	18,388
Deferred Capital Contributions	152,022	153,017	153,017	153,017
Interest Rate Swaps	4,281	5,200	4,281	4,281
Net Assets				
Unrestricted	1,000	-	-	-
Investment in Capital Assets	104,123	101,842	101,842	101,842
Vacation, Sick Leave and Post-Employment Benefits	(19,018)	(18,388)	(18,388)	(18,388)
Internally Restricted				
Appropriations	100	-	-	-
Specific Reserves	39,618	43,465	38,419	29,167
Contingency Reserve Fund	10,513	5,000	-	-
Reserve Funds - Future Capital Expansion	22,725	22,725	22,725	22,725
Endowment Fund	29,070	27,543	27,543	27,543
	188,131	182,187	172,141	162,889
Accumulated Remeasurement Losses	(4,808)	(5,408)	(5,408)	(5,408)
	183,323	176,779	166,733	157,481
TOTAL LIABILITIES AND NET ASSETS	481,011	472,752	464,787	455,535

EXAMPLE

First Quarter 2020-21 College Operating Funds Investment Report

Period ended June 30, 2020

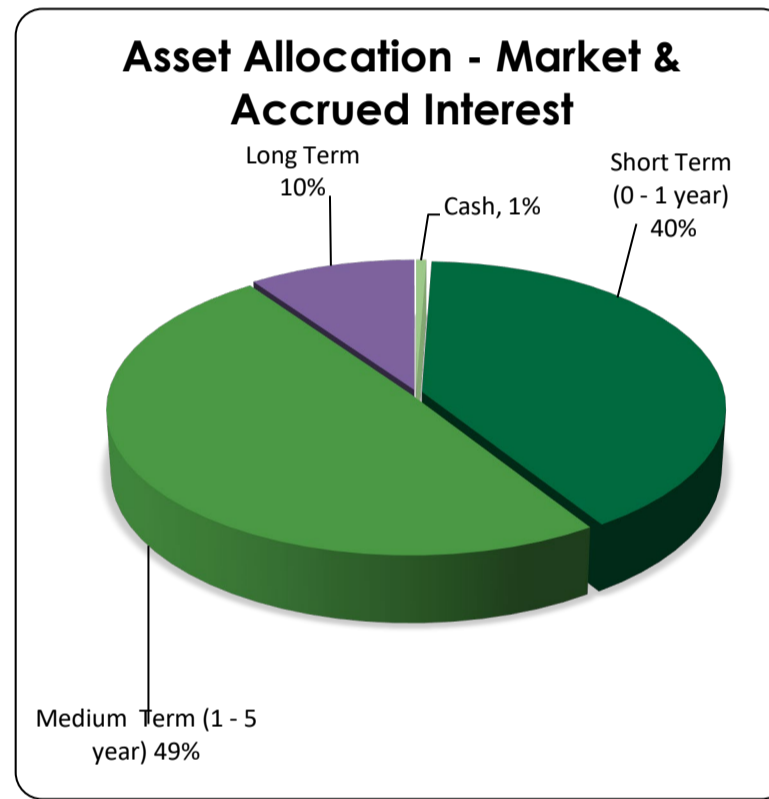
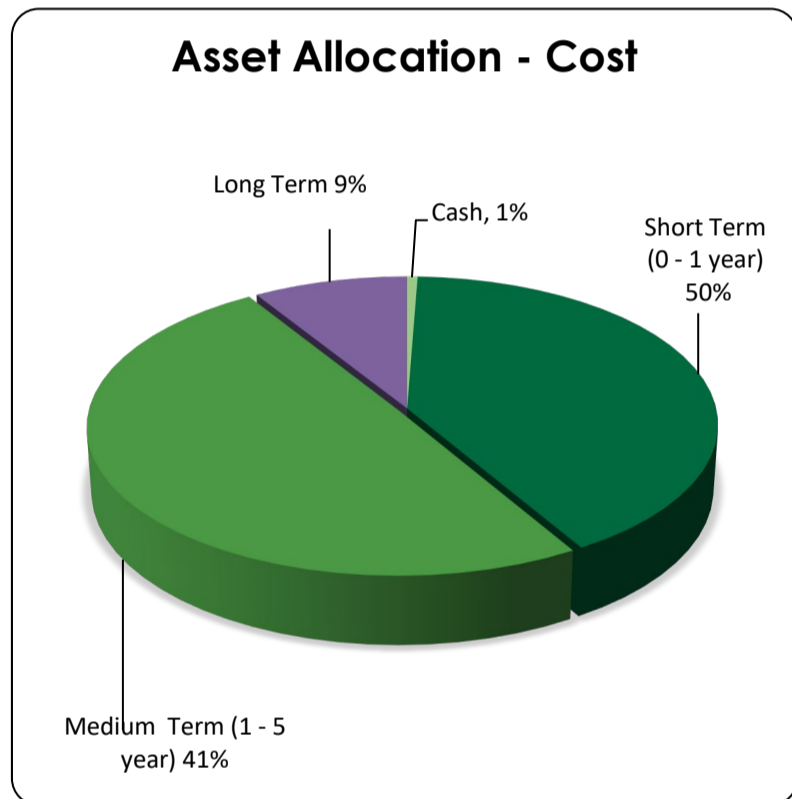
Fund Balance

	Book Value	Market Value*
Fund Balance March 31, 2020	\$ 62,115,644	\$ 62,750,012
Withdrawals	-	-
Accrued Interest from Buys/Sells	(69,291)	(69,291)
Fees (YVL, NBCN)	(15,841)	(15,841)
Investment Income (Loss)	592,876	592,876
Accrued Interest already reported in beginning Market Value	-	388,775
Realized Gain/Loss	(361,928)	-
Market Value Gain/Loss	-	(243,398)
Fund Balance as per Yorkville June 30, 2020	\$ 62,261,461	\$ 63,403,134

* includes accrued interest

Asset Allocation

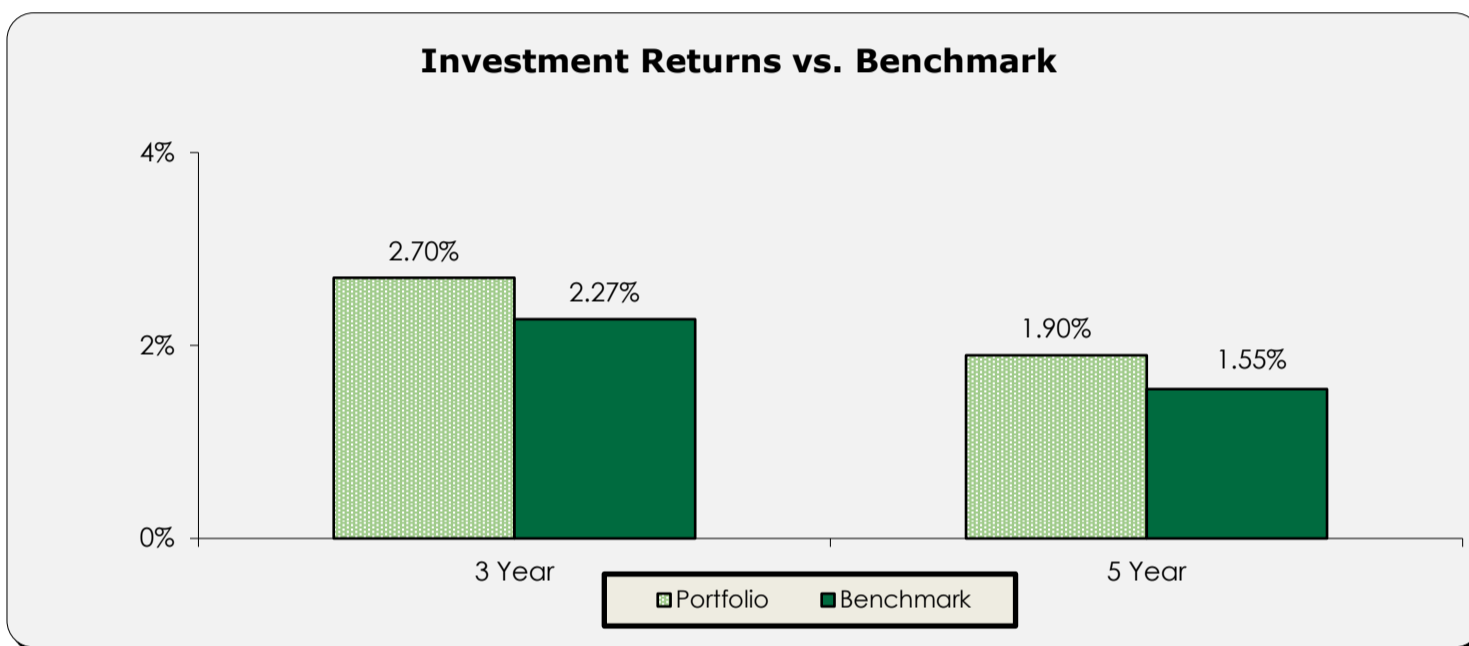
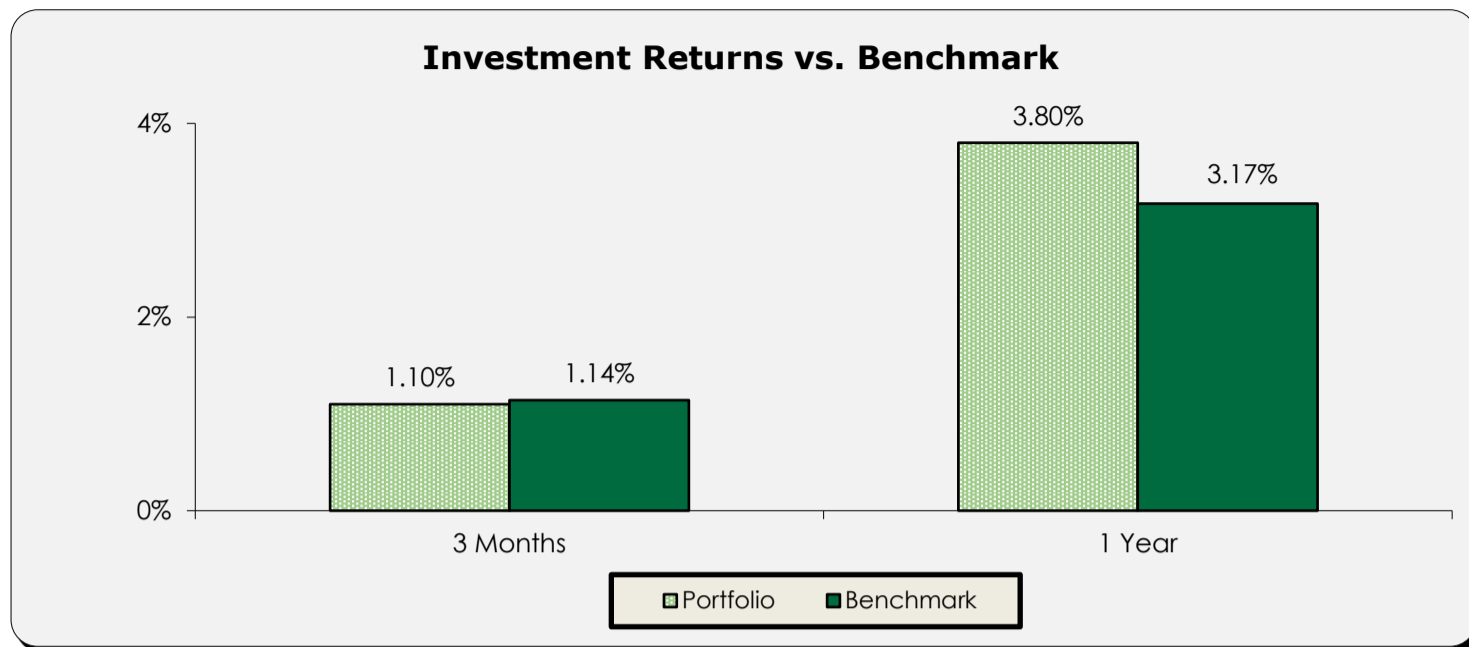
Fund Balance June 30, 2020	Cost	Percentage	Market & Accrued Interest	Percentage	Target	Min/Max
Cash	\$ 358,655	1%	\$ 358,655	1%	0%	n/a
Short Term (0 - 1 year)	25,486,139	41%	25,565,935	40%	50%	40% - 100%
Medium Term (1 - 5 year)	30,862,282	50%	31,233,970	49%	45%	0% - 50%
Long Term (5 - 10 year)	5,554,385	9%	6,244,574	10%	5%	0% - 10%
Total Portfolio	\$ 62,261,461	100%	\$ 63,403,134	100%	100%	



Performance Review

	Portfolio Performance	Benchmark *	Relative Performance
FY 2015	2.00%	2.50%	-0.50%
FY 2016	1.20%	0.86%	0.34%
FY 2017	0.90%	0.91%	-0.01%
FY 2018	0.20%	0.18%	0.02%
FY 2019	3.00%	2.61%	0.39%
FY 2020	3.40%	2.69%	0.71%
Q1 FY 2021	1.10%	1.14%	-0.04%
Annual Return			
6.5-year Compounded Return	1.88%	1.74%	0.14%

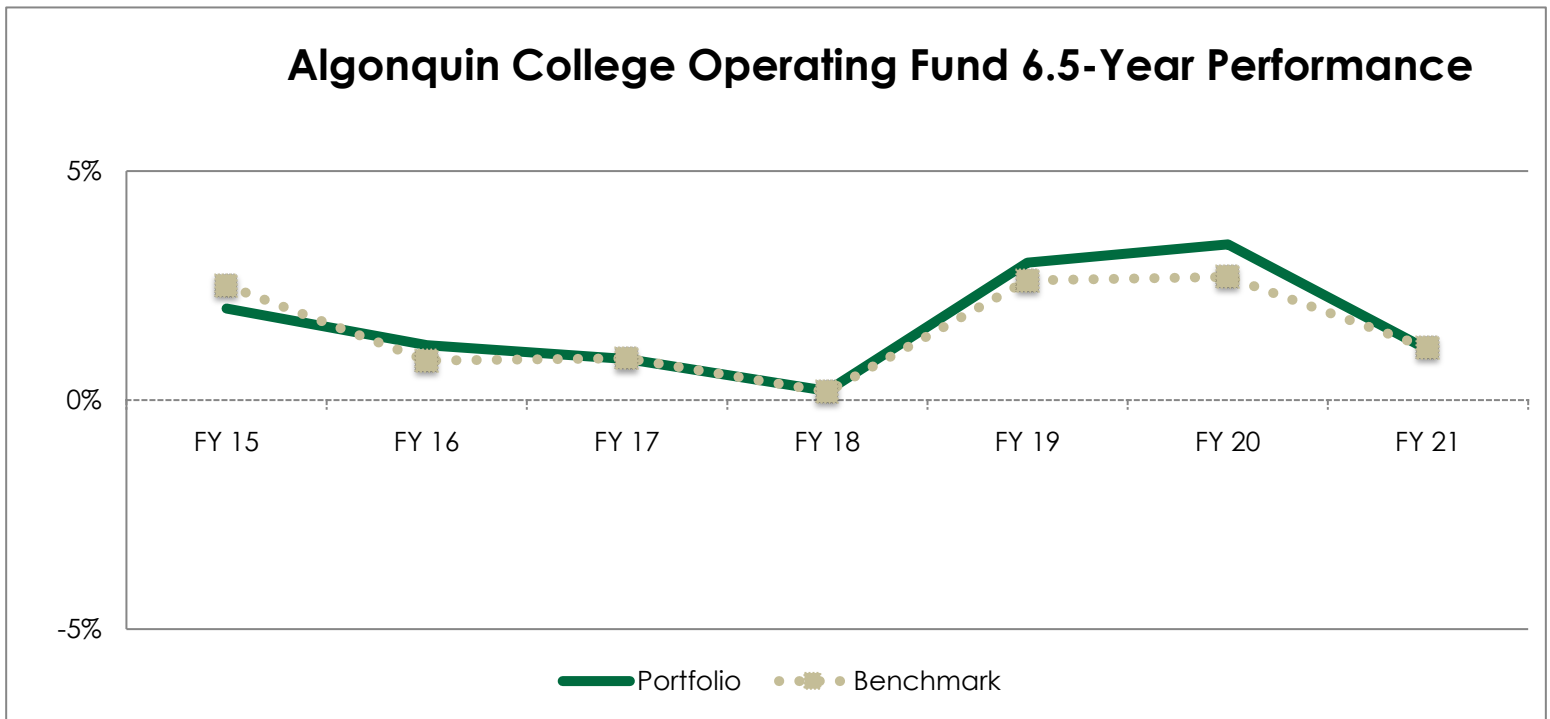
Performance Review



Investment Returns

	3 Months	1 Year	3 Year	5 Year
Portfolio	1.10%	3.80%	2.70%	1.90%
Benchmark*	1.14%	3.17%	2.27%	1.55%

* Compounded Annual Return



First Quarter 2020-21 College Endowment Funds Investment Report

Period ended June 30, 2020

First Quarter 2020-21 College Endowment Funds Investment Report

Fund Balance

	Cost	Market*
Fund Balance March 31, 2020	\$ 24,805,228	\$ 26,596,274
Withdrawals	(16,443)	(16,443)
Investment Fees	(26,422)	(26,422)
Investment Income (Loss)	856,958	2,884,732
Fund Balance as per Yorkville June 30, 2020	\$ 25,619,320	\$ 29,438,140
Fund Balance as per College June 30, 2020	\$ 25,619,320	\$ 29,438,140

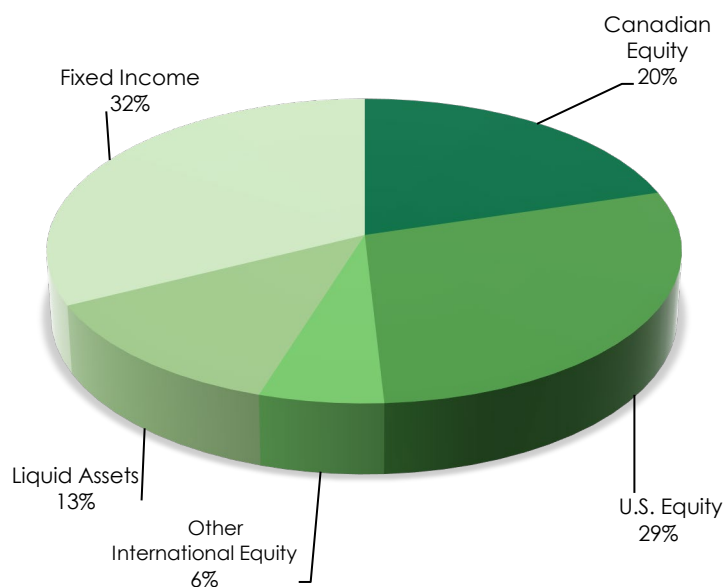
Fund Balance - Breakdown June 30, 2020	Cost	% of Cost	Market*	% of Market	Benchmark	Policy Range
Cash	\$ 3,271,140	13%	\$ 3,271,150	11%	3%	0-20%
Fixed Income	\$ 8,292,887	32%	8,875,543	30%	35%	25-45%
Canadian Equity	\$ 5,208,390	20%	5,288,783	18%	22%	12-32%
US Equity	\$ 7,375,528	29%	10,243,011	35%		
Other International Equity	\$ 1,471,376	6%	1,759,654	6%		
Total Global Equity	8,846,904	35%	12,002,665	41%	40%	30-50%
Total	\$ 25,619,320	100%	\$ 29,438,141	100%	100%	100%

* excludes accrued interest

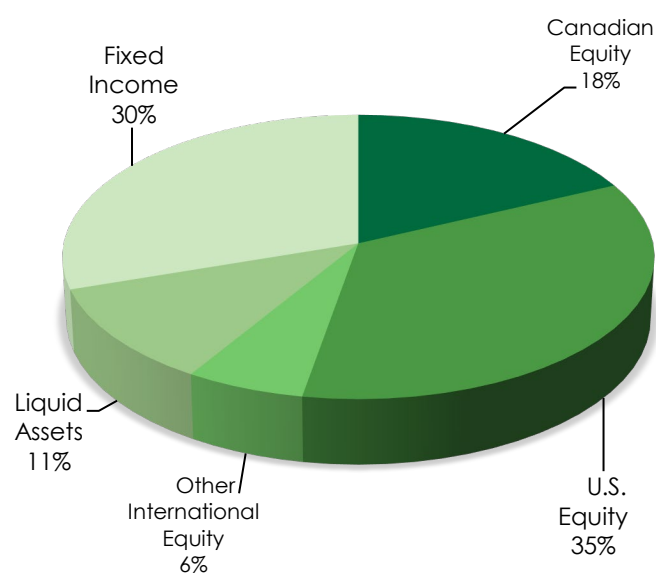
Asset Allocation

	Cost	Percentage	Market	Percentage	Benchmark (effective 04/11/16)
Canadian Equity	\$ 5,208,390	20%	\$ 5,288,783	18%	22.0%
U.S. Equity	\$ 7,375,528	29%	\$ 10,243,011	35%	n/a
Other International Equity	\$ 1,471,376	6%	\$ 1,759,654	6%	n/a
Global Equity	\$ 8,846,904	35%	\$ 12,002,665	41%	40.0%
Total Equity	\$ 14,055,293	55%	\$ 17,291,448	59%	62.0%
Liquid Assets	\$ 3,271,140	13%	\$ 3,271,150	11%	3.0%
Fixed Income	\$ 8,292,887	32%	\$ 8,875,543	30%	35.0%
Total Portfolio	\$ 25,619,320	100.0%	\$ 29,438,141	100.0%	100.0%

Asset Allocation - Cost



Asset Allocation - Market



First Quarter 2020-21 College Endowment Funds Investment Report

Performance Review

	Cash & Equivalents**	FTSE TMX 30-day T-bill	Relative Performance	Fixed Income	FTSE TMX Universe	Relative Performance	Canadian Equity	TSX Composite	Relative Performance	Global Equity	MSCI World (ex-Cda)	Relative Performance	Portfolio Totals	Benchmark Totals	Relative Performance
Fiscal 2000 (9 mths)				3.21%	3.21%	0.00%	1.89%	36.40%	-34.51%	0.06%	0.10%	-0.04%	1.92%	18.95%	-17.04%
Fiscal 2001				13.86%	8.70%	5.16%	19.97%	-18.60%	38.57%	10.42%	-17.14%	27.56%	13.18%	-9.18%	22.36%
Fiscal 2002				6.08%	5.09%	0.99%	14.90%	4.87%	10.03%	9.28%	-2.92%	12.20%	9.49%	3.07%	6.42%
Fiscal 2003				9.44%	9.14%	0.30%	-14.44%	-17.60%	3.16%	-27.60%	-29.81%	2.21%	-7.13%	-12.22%	5.09%
Fiscal 2004				10.67%	10.78%	-0.11%	42.25%	37.73%	4.52%	26.40%	30.95%	-4.55%	23.94%	26.10%	-2.16%
Fiscal 2005				4.73%	5.01%	-0.28%	21.28%	13.93%	7.35%	0.44%	2.04%	-1.60%	10.02%	7.51%	2.51%
Fiscal 2006				4.27%	4.86%	-0.59%	25.22%	28.42%	-3.20%	12.18%	13.86%	-1.68%	13.26%	15.91%	-2.64%
Fiscal 2007				5.63%	5.46%	0.17%	14.50%	11.42%	3.08%	15.99%	14.70%	1.29%	11.28%	9.99%	1.29%
Fiscal 2008				4.64%	5.79%	-1.15%	-1.64%	4.00%	-5.64%	-10.56%	-14.75%	4.19%	-1.99%	-0.38%	-1.61%
Fiscal 2009				4.29%	4.93%	-0.64%	-33.19%	-32.43%	-0.76%	-29.23%	-29.49%	0.26%	-20.33%	-20.19%	-0.14%
Fiscal 2010				8.44%	5.14%	3.30%	46.19%	42.15%	4.04%	21.84%	22.75%	-0.91%	27.64%	25.21%	2.43%
Fiscal 2011				5.25%	5.13%	0.12%	14.67%	20.42%	-5.75%	6.70%	8.26%	-1.56%	9.79%	13.20%	-3.40%
Fiscal 2012				8.16%	9.75%	-1.59%	-7.36%	-9.76%	2.40%	8.21%	4.88%	3.33%	0.03%	-0.82%	0.85%
Fiscal 2013*				5.17%	4.54%	0.63%	12.06%	6.12%	5.94%	14.48%	15.02%	-0.54%	10.69%	9.50%	1.19%
Fiscal 2014				0.55%	0.84%	-0.29%	19.74%	15.91%	3.83%	37.95%	31.40%	6.55%	16.82%	17.30%	-0.48%
Fiscal 2015				7.36%	9.86%	-2.50%	21.22%	6.92%	14.30%	34.60%	23.49%	11.11%	20.84%	15.01%	5.83%
Fiscal 2016				0.87%	0.72%	0.15%	3.06%	-6.58%	9.64%	-12.86%	-0.42%	-12.44%	-5.27%	-1.12%	-4.15%
Fiscal 2017	0.40%	0.54%	-0.14%	0.98%	1.48%	-0.50%	9.99%	18.60%	-8.61%	15.46%	18.34%	-2.88%	8.76%	11.78%	-3.02%
Fiscal 2018	0.20%	0.75%	-0.55%	1.68%	1.41%	0.27%	0.13%	1.69%	-1.56%	10.49%	10.12%	0.37%	6.51% ***	4.93%	1.58%
Fiscal 2019	3.13%	1.77%	1.36%	5.66%	4.99%	0.67%	4.36%	8.10%	-3.74%	10.12%	7.82%	2.30%	7.30%	6.98%	0.32%
Fiscal 2020	1.81%	2.17%	-0.36%	7.37%	4.39%	2.98%	-8.46%	-14.22%	5.76%	1.67%	-4.16%	5.83%	0.45%	-2.93%	3.38%
Q1 2021	0.10%	0.13%	-0.03%	4.20%	5.91%	-1.71%	5.70%	16.97%	-11.27%	18.30%	14.19%	4.11%	9.30%	11.48%	-2.18%
Fiscal 2021	0.10%	0.13%	-0.03%	4.20%	5.91%	-1.71%	5.70%	16.97%	-11.27%	18.30%	14.19%	4.11%	9.30%	11.48%	-2.18%
Annual Return **															
4.25 year compounded	1.32%	1.26%	0.06%												
21 year compounded				5.79%	5.55%	0.24%	8.60%	6.51%	2.09%	6.86%	4.18%	2.68%	7.38%	6.49%	0.89%

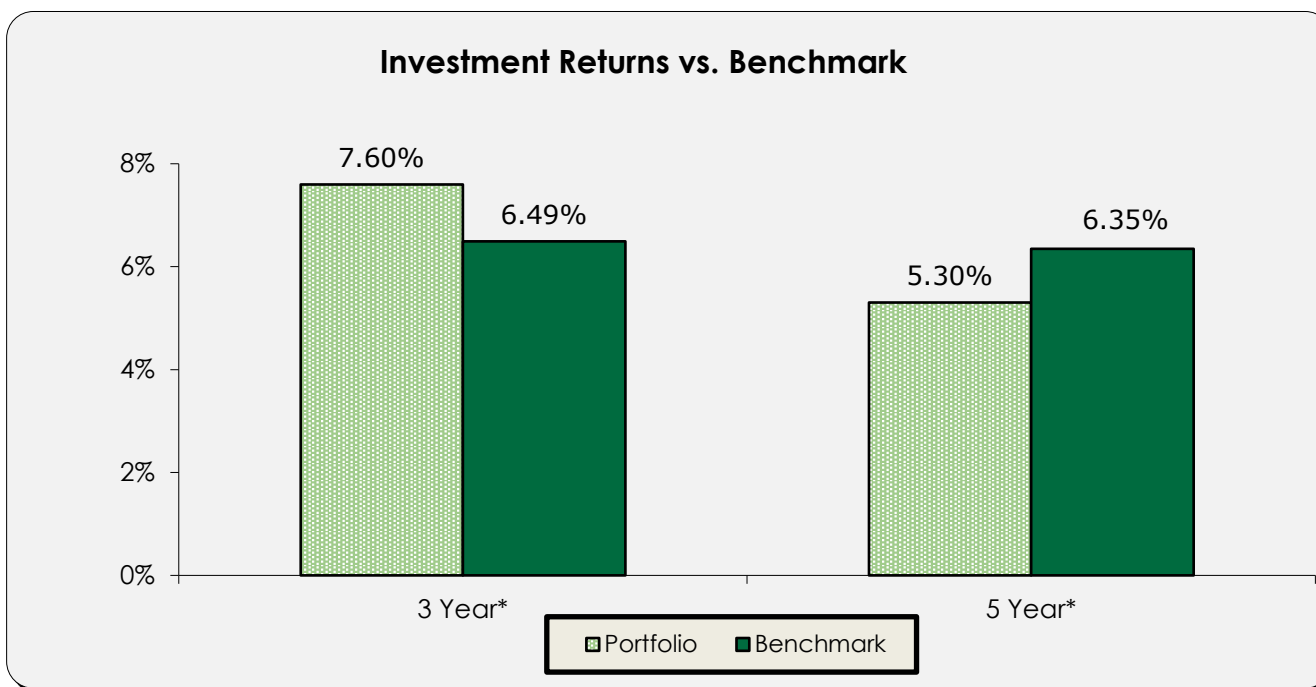
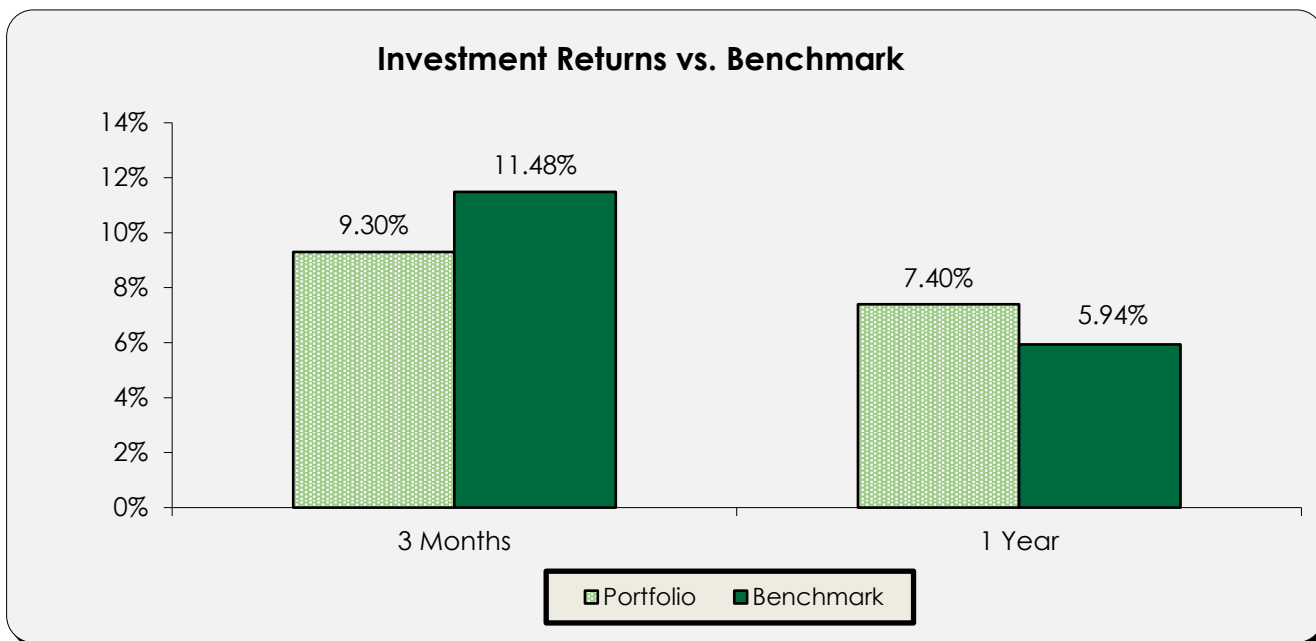
Returns are before fees.

*New benchmark effective 08/31/12

** Cash & Equivalent target added on approved investment policy as of June 11, 2018. Cash & Equivalents compounded return for 1.25 years.

*** Fiscal 2018 total portfolio performance includes the Kivuto shares trade which increased total annual return by 1.45%. Excluding the Kivuto shares trade, the annual portfolio return would have been 5.06%.

Performance Review

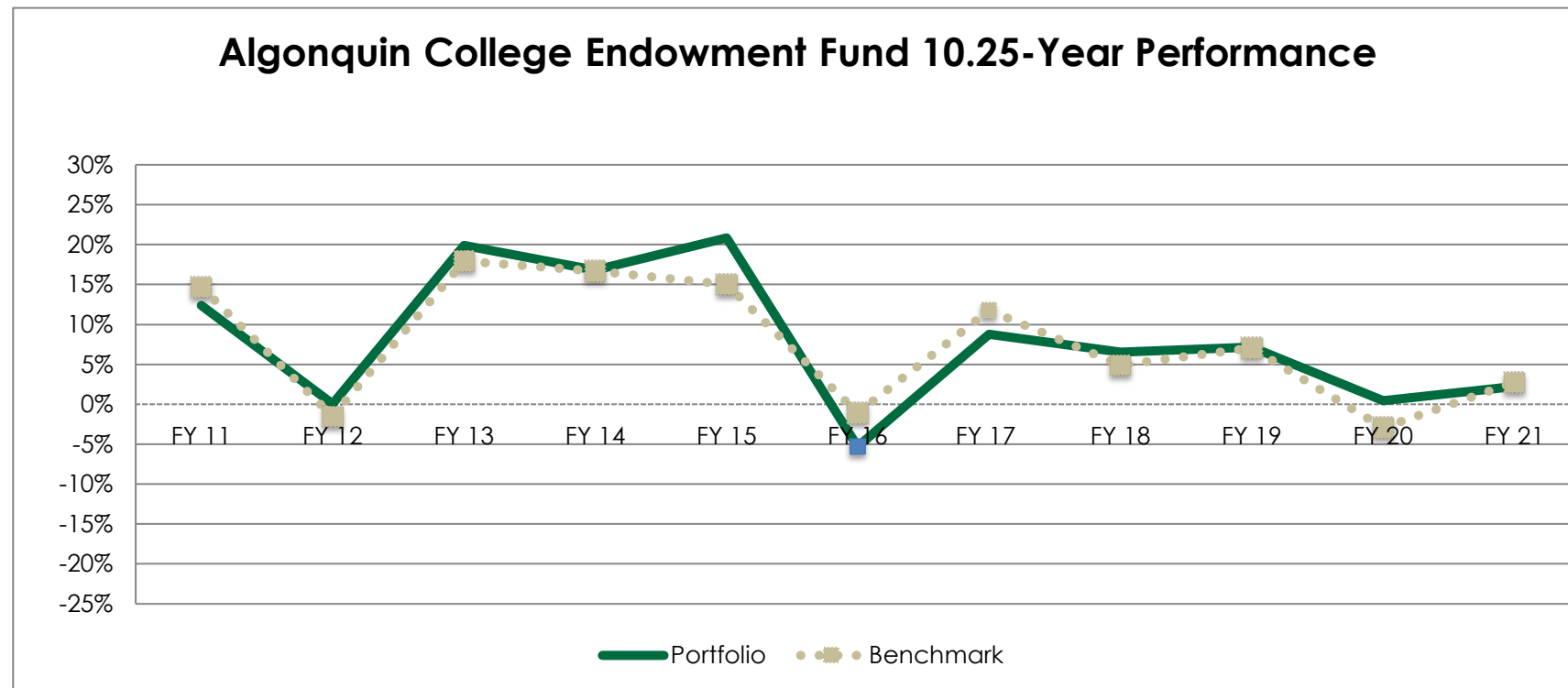


Investment Returns

	3 Months	1 Year	3 Year*	5 Year*
Portfolio	9.30%	7.40%	7.60%	5.30%
Benchmark	11.48%	5.94%	6.49%	6.35%

* Compounded Annual Return

First Quarter 2020-21 College Endowment Funds Investment Report



Sharpe Ratio

Sharpe Ratio Endowment Funds Equity Portfolio vs Benchmark			
Period Ending	1 Year Equity Portfolio Sharpe Ratio	1 Year Equity Benchmark Sharpe Ratio	Relative Performance
30-Jun-17	8.79	7.78	1.00
30-Sep-17	5.98	5.82	0.16
31-Dec-17	4.78	5.66	-0.88
31-Mar-18	2.56	2.24	0.32
30-Jun-18	5.25	6.05	-0.80
30-Sep-18	7.82	5.55	2.27
31-Dec-18	-0.85	-1.01	0.16
31-Mar-19	1.65	0.98	0.67
30-Jun-19	0.76	0.98	-0.22
30-Sep-19	0.00	0.48	-0.48
31-Dec-19	8.27	5.71	2.56
31-Mar-20	-0.62	-0.98	0.36
30-Jun-20	1.78	1.09	0.70

The Sharpe Ratio is the average return earned in excess of the risk-free rate per unit of volatility or total risk. Generally, the greater the value of the Sharpe ratio, the more attractive the risk-adjusted return.

Formula for calculating the Sharpe ratio (for a rolling one year period)

$$\frac{[\text{Equity Portfolio Return} - \text{Risk Free Rate (Blended US \& Canada)}]}{\text{Portfolio Standard Deviation}}$$

First Quarter 2020-21 College Endowment Funds Investment Report

Schedule of Cumulative Realized Investment Income/(Loss) Available for Distribution

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Amount available for future distribution, beginning of year	\$ 530,141	\$ (383,968)	\$ (470,851)	\$ (430,400)	\$ (798,352)	\$ (528,091)	\$ 2,067,205	\$ 2,497,016	\$ 2,699,434	\$ 3,543,474	\$ 4,213,486	\$ 3,755,820
Realized investment income/(loss)	\$ (546,374)	\$ 387,189	\$ 594,826	\$ 240,716	\$ 966,012	\$ 3,302,409	\$ 1,363,388	\$ 1,182,259	\$ 1,830,019	\$ 1,703,517	\$ 622,076	\$ 1,792,398
Investment fees	\$ (32,735)	\$ (37,072)	\$ (46,260)	\$ (51,690)	\$ (56,572)	\$ (49,974)	\$ (80,721)	\$ (97,448)	\$ (87,257)	\$ (100,539)	\$ (97,112)	\$ (126,534)
Amount distributed	\$ (335,000)	\$ (437,000)	\$ (508,115)	\$ (556,978)	\$ (639,179)	\$ (657,139)	\$ (852,856)	\$ (882,393)	\$ (898,722)	\$ (932,966)	\$ (982,630)	\$ (1,043,837)
Amount available for future distribution, end of year	\$ (383,968)	\$ (470,851)	\$ (430,400)	\$ (798,352)	\$ (528,091)	\$ 2,067,205	\$ 2,497,016	\$ 2,699,434	\$ 3,543,474	\$ 4,213,486	\$ 3,755,820	\$ 4,377,847

Schedule of Unrealized Investment Income/ (Loss)

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Unrealized income/(loss)	\$ (1,316,128)	\$ 1,808,247	\$ 660,041	\$ (237,912)	\$ 738,307	\$ (318,027)	\$ 2,869,617	\$ (2,440,923)	\$ 168,461	\$ (136,038)	\$ 1,255,147	\$ (1,583,331)

Fund Balance as per Yorkville

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Cash	2%	6%	6%	6%	2%	5%	3%	6%	6%	9%	13%	7%
Fixed Income	33%	29%	29%	30%	32%	39%	37%	38%	27%	29%	29%	33%
Canadian Equity	51%	50%	50%	49%	22%	14%	16%	18%	23%	17%	15%	17%
Global Equity*	14%	15%	15%	15%	44%	43%	44%	37%	44%	45%	43%	43%
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

* combined U.S. & international

Asset Mix - Market

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Cash	\$ 152,669	\$ 734,213	\$ 876,587	\$ 923,830	\$ 394,277	\$ 933,791	\$ 738,663	\$ 1,396,853	\$ 1,511,625	\$ 2,240,828	\$ 3,594,267	\$ 1,780,221
Fixed Income	\$ 2,501,241	\$ 3,378,620	\$ 4,169,647	\$ 4,509,659	\$ 5,674,855	\$ 8,069,566	\$ 9,129,860	\$ 8,747,242	\$ 6,521,153	\$ 7,458,927	\$ 7,941,402	\$ 8,851,991
Canadian Equity	\$ 3,902,505	\$ 5,713,231	\$ 7,085,974	\$ 7,336,200	\$ 3,900,716	\$ 2,843,840	\$ 3,844,897	\$ 4,168,105	\$ 5,681,573	\$ 4,453,579	\$ 3,957,871	\$ 4,428,934
Global Equity*	\$ 1,077,435	\$ 1,681,417	\$ 2,133,033	\$ 2,299,217	\$ 7,841,598	\$ 8,867,647	\$ 10,830,127	\$ 8,419,248	\$ 10,644,332	\$ 11,366,416	\$ 11,561,129	\$ 11,535,128
Total	\$ 7,633,850	\$ 11,507,481	\$ 14,265,241	\$ 15,068,906	\$ 17,811,446	\$ 20,714,844	\$ 24,543,547	\$ 22,731,448	\$ 24,358,683	\$ 25,519,750	\$ 27,054,668	\$ 26,596,274

* combined U.S. & international

3.4 Appendix D

Financial Projection

SECOND QUARTER (**INTERIM REPORT**)

2020-21

Audit and Risk Management Committee
September 22, 2020

ALGONQUIN
COLLEGE

Interim Second Quarter Financial Projection Overview

On February 24, 2020 the 2020-21 Annual Budget was approved by the Board of Governors. During that meeting, the Board of Governors asked College management to further investigate the potential impacts that a reduction in international enrolment may have on the budget as a result of the COVID-19 virus that was escalating in Asia. On March 11, 2020 COVID-19 was declared a pandemic by the World Health Organization, and countries around the world implemented social distancing and other measures to reduce the spread of the virus. On March 12, 2020 Algonquin College closed its doors to in-person class instruction, switching classes to an on-line only format for the remainder of the Winter 2020 semester, and ordered all but essential employees to work from home.

Since that time, the Algonquin College Leadership Team has been working tirelessly to adjust academic and service delivery to students in order to ensure students are able to continue their studies and receive the high quality education that they have come to expect from Algonquin College in a primarily on-line environment. However, these changes in class and service delivery as well as reduced enrolments has severely impacted the 2020-21 Approved Annual Budget. The 2020-21 Interim Second Quarter Financial Projection provides a summary of the financial impacts resulting from the COVID-19 pandemic and other business impacts, as compared to the First Quarter Financial Projection. This interim report provides a preview of the full Second Quarter Financial Projection which will be presented to the Board of Governors at the December 2020 meeting.

Overall enrolment is projected to remain constant to the First Quarter 2020-21 Financial Projection estimates. The Government of Canada extended an Order in Council to at least September 30, 2020 restricting entry into Canada to international students who received their study permits before March 18, 2020 and delays in Immigration, Refugee and Citizenship Canada (IRCC) processing of international study permits have led to reduced level 1 (new students) enrolments but is offset with increased returning students. While IRCC has allowed international students to begin their studies on-line from their home countries, the preference of international students remains an in-person, in Canada experience and 40% of Algonquin College programs have a mix of virtual and face-to-face delivery so these programs are not available to international students joining from overseas.

The Interim Second Quarter 2020-21 Financial Projection takes into account that the Fall 2020 and Winter 2021 terms will be completed through on-line learning where possible to ensure the safety of faculty, staff and students. As a result, Campus Services activities have been severely impacted. Despite early indications of strong student return to the Residence, the continued reduction of in-person classes, has resulted in student withdrawals from Residence, impacting both Residence activity and Food Services. The lower than anticipated on-campus population has impacted all aspects of Campus Services operations. Overall, Campus Services has identified a \$4.5 million decrease to their contribution margin from the First Quarter Financial Projection.

As directed by the Board of Governors at the April 20, 2020 meeting, during the First Quarter 2020-21 Financial Projection update process, the College has worked hard to contain the overall projected deficit of the College to the value of the unrestricted net assets reserve at March 31, 2020 (\$1 million) and the

newly established COVID-19 Response Contingency (\$5 million), as well as the draws on specific reserves for major capital projects already approved by the Board of Governors (\$3.3 million for the Student Information System, and \$4.3 million for the Athletics and Recreation Centre Enabling Works) and a draw on the Contingency Reserve Fund (\$5.4 million) for a total deficit of \$19 million. With the current estimated deficit of \$21.2 million as stated in the Interim Second Quarter 2020-21 Financial Projection, the College will work on mitigation strategies to contain the deficit as we prepare the full Second Quarter Financial Projection for presentation to the Board of Governors in December.



Second Quarter 2020-21 Financial Projection

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Assumptions

A number of assumptions were made in the preparation of estimates to be included in the 2020-21 Interim Second Quarter Financial Projection. A list of the most significant assumptions follows:

Revenues

- Enrolment is projected to remain constant to the First Quarter 2020-21 Financial Projection estimates
- The College Operating Grant has been held stable to the Approved Annual Budget
- Tuition fee rates for funded programs have remained at the same as the Approved Annual Budget
- Student Ancillary Fees have been reduced for those services which will not be accessible to students due to the on-line delivery of classes
- No additional government support in relation to COVID-19 has been included

Operating Expenses

- Filling of full-time positions which are currently vacant will be delayed. Each position will be assessed individually by the Algonquin College Executive Team
- Discretionary expenses including, but not limited to, travel, professional development, office supplies, promotion and printing will be limited for the remainder of the fiscal year

Strategic Investment Priorities

- Key transformational projects will continue as originally planned in the Approved Annual Budget these include:
 - Replacement of the Student Information System
 - Athletics and Recreation Centre construction and enabling works
- Where possible, projects have been deferred to a future year to limit the financial deficit in 2020-21, and to respond to the capacity of staff to deliver projects during this fiscal year.

Risks

Management believes that this Interim Second Quarter Projection is reasonable under the circumstances. The following identifies and assesses risks:

RISK SCHEDULE			
Risk Identification	Impact in 2020-21	Likelihood in 2020-21	Risk Mitigation
Second Wave of COVID-19 Impacting Course Delivery & Enrolment	High	Likely	<ul style="list-style-type: none"> Contingency Funds Ongoing Monitoring AC Online Corporate Training
Lower than projected enrolment due to extended on-line only course offerings	Moderate	Possible	<ul style="list-style-type: none"> Contingency Funds Ongoing Monitoring AC Online Corporate Training
Lower than anticipated revenues from Campus Services as a result of declining on-campus activity	Moderate	High	<ul style="list-style-type: none"> Contingency Funds Ongoing Monitoring AC Online Corporate Training
Higher than anticipated costs related to space/lab adaptations as a result of COVID-19 safety measures	Moderate	Possible	<ul style="list-style-type: none"> Contingency Funds Ongoing Monitoring Prioritization of Critical Projects
Information technology assets and services – Business interruption	Moderate	Possible	<ul style="list-style-type: none"> Upgraded IT infrastructure Cyber Security Investments Business Continuity/Disaster Recovery Planning
Major Capital Projects Exceed Budget	Moderate	Unlikely	<ul style="list-style-type: none"> Project Governance Structure Major Capital Projects Internal Audit Ongoing Monitoring and Reporting
Expenses Higher than Budget Due to Aging Facilities and Deferred Maintenance Liability	Moderate	Possible	<ul style="list-style-type: none"> Contingency Funds Ongoing Monitoring Prioritization of Critical Projects Development of Infrastructure Renewal Strategy



**Second Quarter 2020-21 Financial Projection
SUMMARY**

(all figures in \$ 000's)

	Approved Annual Budget	Q1 Year-End Projection	Q2 Year-End Projection	Q2 vs.Q1 Variance Favourable/ (Unfavourable)	Variance as % of Q1	Pro Forma 2021-22	Pro Forma 2022-23
Funded Activity/College Operations							
Revenue	\$ 278,268	\$ 243,723	\$ 243,043	\$ (680)	0%	\$ 256,447	\$ 270,895
Expenditures	267,248	256,984	256,028	956	0%	277,320	288,988
Net Contribution	11,020	(13,261)	(12,985)	276	-2%	(20,873)	(18,093)
Contracts & Other Non-Funded Activity							
Revenue	27,805	39,526	44,925	5,399	14%	32,000	35,200
Expenditures	28,181	37,441	42,385	(4,944)	-13%	31,218	33,823
Net Contribution	(376)	2,085	2,540	455	22%	782	1,377
Campus Services							
Revenue	40,888	23,049	17,047	(6,002)	-26%	30,584	33,949
Expenditures	33,398	21,826	20,341	1,485	7%	25,691	28,856
Net Contribution	7,490	1,223	(3,294)	(4,517)	-369%	4,893	5,093
International Education Centre							
Revenue	67,079	43,775	43,741	(34)	0%	52,530	63,036
Expenditures	48,442	33,605	33,835	(230)	-1%	38,872	46,647
Net Contribution	18,637	10,170	9,906	(264)	-3%	13,658	16,389
Strategic Investment Priorities							
Revenue	41,545	41,545	43,051	1,506	4%	16,000	4,000
Expenditures	80,341	66,992	66,727	265	0%	42,951	33,483
Net Contribution	(38,796)	(25,447)	(23,676)	1,771	-7%	(26,951)	(29,483)
Non-Cash Revenue Adjustments							
Capital Grants recorded as Deferred Capital Contributions	(1,300)	(1,300)	(1,300)	-	0%	(1,200)	(1,200)
Amortization of Deferred Capital Contributions	7,900	8,000	8,000	-	0%	8,000	8,000
Non-Cash Expenditure Adjustments							
Expenditures to be Capitalized (Moved to Balance Sheet)	18,000	13,700	13,700	-	0%	28,902	27,361
Amortization Expense	(17,000)	(16,000)	(16,000)	-	0%	(16,000)	(16,000)
Change in Vacation, Sick Leave & Post-Employment Benefits	110	1,860	1,860	-	0%	110	110
Net Contribution as per Public Sector Accounting Standards (PSAS)							
	\$ 5,685	\$ (18,970)	\$ (21,249)	\$ (2,279)	12%	\$ (8,679)	\$ (6,446)

	March 31, 2020 Year-End Actual	March 31, 2021 Approved Annual Budget	March 31, 2021 Q1 Projected	March 31, 2021 Q2 Projected	Q2 vs. Q1 Variance
ASSETS					
Current Assets					
Cash and Short Term Investments	\$ 89,733	\$ 82,678	\$ 82,232	\$ 79,953	\$ (2,279)
Accounts Receivable	28,956	25,000	27,500	27,500	-
Inventory	2,044	1,550	1,550	1,550	-
Prepaid Expenses	4,588	2,700	3,200	3,200	-
	125,321	111,928	114,482	112,203	(2,279)
Investments	33,105	40,000	32,000	32,000	-
Long Term Prepaid Asset	5,500	5,500	5,500	5,500	-
Endowment Assets	26,943	29,070	27,543	27,543	-
Capital Assets	295,527	294,513	293,227	293,227	-
TOTAL ASSETS	\$ 486,396	\$ 481,011	\$ 472,752	\$ 470,473	\$ (2,279)
LIABILITIES & NET ASSETS					
Current Liabilities					
Accounts Payable & Accrued Liabilities	\$ 20,878	\$ 32,000	\$ 29,000	\$ 29,000	\$ -
Accrued Salaries & Employee Deductions Payable	8,343	10,000	10,000	10,000	-
Deferred Revenue	45,092	42,000	42,000	42,000	-
Current Portion of Long Term Debt	3,502	3,718	3,718	3,718	-
	77,815	87,718	84,718	84,718	-
Long Term Debt	38,368	34,649	34,649	34,649	-
Vacation, Sick Leave & Post-Employment Benefits	20,248	19,018	18,388	18,388	-
Deferred Capital Contributions	159,717	152,022	153,017	153,017	-
Interest Rate Swaps	5,200	4,281	5,200	5,200	-
Net Assets					
Unrestricted	1,000	1,000	-	-	-
Investment in Capital Assets	93,940	104,123	101,843	101,843	-
Vacation, Sick Leave & Post-Employment Benefits	(20,248)	(19,018)	(18,388)	(18,388)	-
Internally Restricted	88,821	72,956	71,190	68,911	(2,279)
Endowment Fund	26,943	29,070	27,543	27,543	-
	190,456	188,131	182,188	179,909	(2,279)
Accumulated Remeasurement Losses	(5,408)	(4,808)	(5,408)	(5,408)	-
	185,048	183,323	176,780	174,501	(2,279)
TOTAL LIABILITIES & NET ASSETS	\$ 486,396	\$ 481,011	\$ 472,752	\$ 470,473	\$ (2,279)

(all figures in \$ 000's)

	Approved Annual Budget	Q1 Year-End Projection	Q2 Year-End Projection	Q2 vs.Q1 Variance Favourable/ (Unfavourable)
FUNDED ACTIVITY/COLLEGE OPERATIONS				
Grants				
Post Secondary Activity	\$ 105,213	\$ 105,436	\$ 105,436	\$ -
Apprentice	5,501	4,656	4,656	-
Flow-Through Student Aid	1,659	1,659	1,659	-
TOTAL GRANTS	112,373	111,751	111,751	-
Tuition Fees				
Full-Time Post Secondary	84,415	69,754	69,543	(211)
Part-Time	10,159	8,776	8,744	(32)
Adult Training	1,402	780	780	-
Student Technology Fees	8,552	7,966	7,901	(65)
TOTAL TUITION FEES	104,528	87,276	86,968	(308)
Contract Educational Services				
Corporate & Other Programs	6,491	6,091	5,713	(378)
TOTAL CONTRACT EDUCATIONAL SERVICES	6,491	6,091	5,713	(378)
Other				
Early Learning Centre	1,106	713	713	-
Student Ancillary Fees	6,626	5,363	5,365	2
Investment Income	1,165	1,165	1,165	-
Transfer from International Education Centre	30,501	21,553	21,553	-
Miscellaneous	15,478	9,811	9,815	4
TOTAL OTHER	54,876	38,605	38,611	6
TOTAL FUNDED ACTIVITY/COLLEGE OPERATIONS	278,268	243,723	243,043	(680)
CONTRACTS & OTHER NON-FUNDED ACTIVITY	27,805	39,526	44,925	5,399
CAMPUS SERVICES	40,888	23,049	17,047	(6,002)
INTERNATIONAL EDUCATION CENTRE	67,079	43,775	43,741	(34)
STRATEGIC INVESTMENT PRIORITIES	41,545	41,545	43,051	1,506
TOTAL REVENUE	\$ 455,585	\$ 391,618	\$ 391,807	\$ 189

(all figures in \$ 000's)

	Approved Annual Budget	Q1 Year-End Projection	Q2 Year-End Projection	Q2 vs.Q1 Variance Favourable/ (Unfavourable)
FUNDED ACTIVITY/COLLEGE OPERATIONS				
TOTAL SALARIES & BENEFITS	\$ 190,702	\$ 185,706	\$ 184,736	\$ 970
Other Operating Costs				
Mandated Student Aid	5,898	5,898	5,898	-
Contingencies	5,255	4,255	4,255	-
Long Term Debt Interest	734	734	734	-
Contract Services	17,148	16,996	16,963	33
Instructional Supplies & Equipment	5,194	4,303	4,302	1
Information Technology	9,630	11,045	11,011	34
Marketing and Promotion	2,708	1,761	1,773	(12)
Building Maintenance & Utilities	13,125	12,135	12,135	-
Flow-Through Student Aid	1,804	1,804	1,804	-
Cost of Goods Sold	716	616	616	-
Other	14,334	11,731	11,801	(70)
TOTAL OTHER OPERATING	76,546	71,278	71,292	(14)
TOTAL FUNDED ACTIVITY/COLLEGE OPERATIONS	267,248	256,984	256,028	956
CONTRACTS & OTHER NON-FUNDED ACTIVITY	28,181	37,441	42,385	(4,944)
CAMPUS SERVICES	33,398	21,826	20,341	1,485
INTERNATIONAL EDUCATION CENTRE	48,442	33,605	33,835	(230)
STRATEGIC INVESTMENT PRIORITIES	80,341	66,992	66,727	265
TOTAL EXPENDITURES	\$ 457,610	\$ 416,848	\$ 419,316	\$ (2,468)

	Approved Annual Budget	Q1 Year-End Projection	Q2 Year-End Projection	Q2 vs.Q1 Variance Favourable/ (Unfavourable)
SOURCE OF FUNDS:				
Facilities Renewal Grant	\$ 1,505	\$ 1,505	\$ 3,011	\$ 1,506
College Equipment Renewal Fund Grant	1,503	1,503	1,503	-
Apprenticeship Enhancement Fund Grant	1,000	1,000	1,000	-
Students' Association Contribution	37,537	37,537	37,537	-
TOTAL SOURCE OF FUNDS	41,545	41,545	43,051	1,506
EXPENDITURES:				
Major Capital Projects				
Solar Photovoltaic Plan	-	625	625	-
Student Information System	11,000	6,557	6,557	-
Athletics and Recreation Centre Enabling Work / Pedestrian Link	8,616	8,616	8,616	-
Athletics and Recreation Centre	37,337	37,337	37,337	-
Total Major Capital Projects	56,953	53,135	53,135	-
Other				
College Technologies	3,211	2,778	2,778	-
College Space & Infrastructure	9,294	5,339	5,339	-
New Program Initiatives	959	853	853	-
Academic & Other Equipment	1,440	618	618	-
Initiatives & Opportunities	8,441	3,269	3,504	235
Appropriations	100	-	-	-
Apprenticeship Enhancement Fund	1,000	1,000	1,000	-
Net Contribution Surplus Carryover	2,500	-	-	-
Adjustment for Anticipated Underspend	(3,557)	-	(500)	(500)
Total Other	23,388	13,857	13,592	(265)
TOTAL EXPENDITURES	80,341	66,992	66,727	(265)
TOTAL NET CONTRIBUTION	\$ (38,796)	\$ (25,447)	\$ (23,676)	\$ 1,241

	Year-End Actual March 31, 2020	Projected In-Year Use of Funds (2020-21)	Projected Year- End Adjustments (2020-21)	Projected March 31, 2021
Appropriations	\$ -	\$ -	\$ -	\$ -
Specific Reserves:				
Other Projects & Initiatives	41,581	3,279	(26)	38,276
Campus Services Reserve Fund	4,460	4,494	55	21
Employment Stabilization Funds	589	-	7	596
COVID-19 Response Contingency	5,000	5,000	-	-
	<u>51,630</u>	<u>12,773</u>	<u>36</u>	<u>38,893</u>
Contingency Reserve Fund	10,383	3,168	-	7,215
Reserve Funds:				
Future Capital Expansion	24,405	4,308	303	20,400
Net Proceeds from Sale of March Road Land	2,403	-	-	2,403
	<u>26,808</u>	<u>4,308</u>	<u>303</u>	<u>22,803</u>
TOTAL INTERNALLY RESTRICTED NET ASSETS*	\$ 88,821	\$ 20,249	\$ 339	\$ 68,911
TOTAL UNRESTRICTED NET ASSETS	\$ 1,000	\$ 1,000	\$ -	\$ -
Investment in Capital Assets	93,940	-	7,903	101,843
Vacation, Sick Leave & Post-Employment Benefits	(20,248)	-	1,860	(18,388)
Interest Rate Swaps	(5,408)	-	-	(5,408)
Endowment Fund	26,943	-	600	27,543
TOTAL NET ASSETS	\$ 185,048	\$ 21,249	\$ 10,702	\$ 174,501

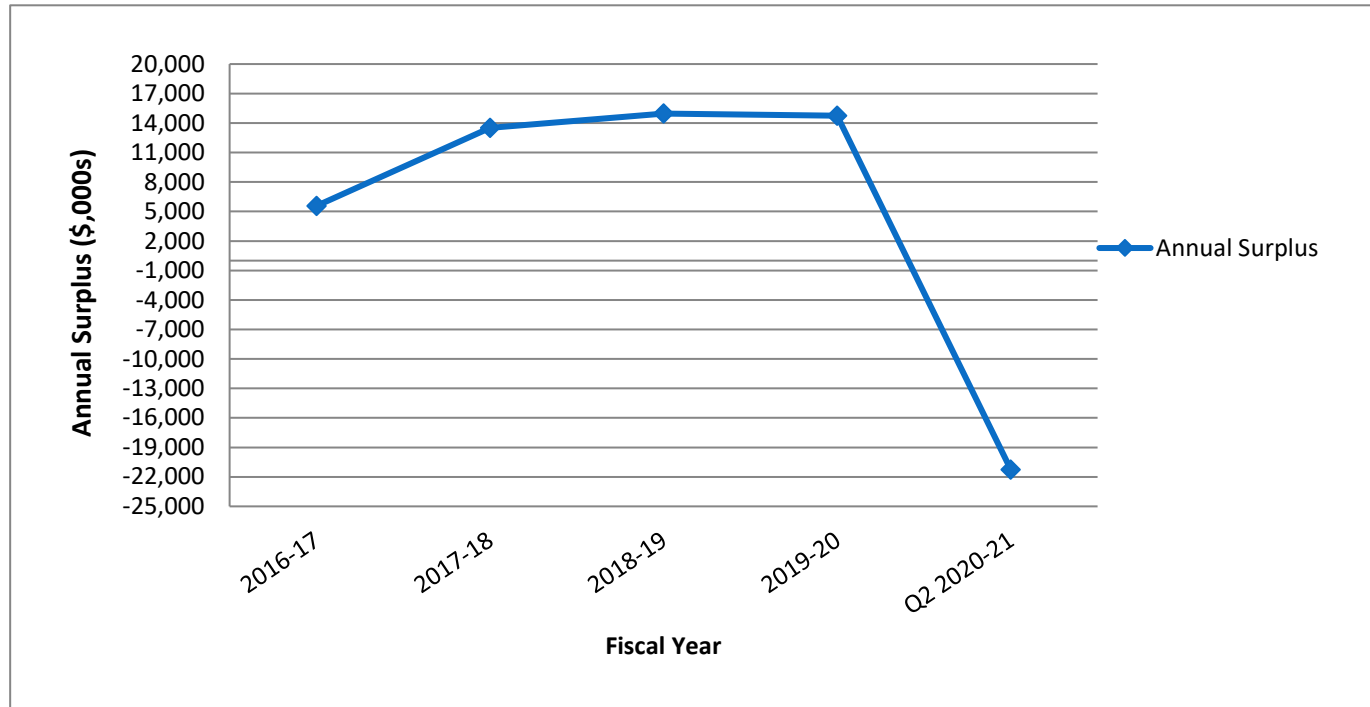
* Budgeted balances of Internally Restricted Net Assets and Unrestricted Net Assets includes the impact of budgeted expenditures from Appropriations, Specific Reserves and Reserve Funds, and contributions to Reserve Funds for the fiscal year 2020-21. The Board of Governors Financial Management Policy requires that the Board of Governors approve any spending from Reserve Funds.

	Academic			Administrative			Support			Total		
	Positions	Staffed	Vacant	Positions	Staffed	Vacant	Positions	Staffed	Vacant	Positions	Staffed	Vacant
Academic Services												
Academic Development	7	6	1	5	5	-	10	10	-	22	21	1
Academic Operations & Planning	1	1	-	3	3	-	4	4	-	8	8	-
Algonquin College Heritage Institute	7	7	-	4	3	1	9	9	-	20	19	1
Algonquin College In The Ottawa Valley	29	29	-	7	6	1	34	34	-	70	69	1
Algonquin Centre for Construction Excellence	66	63	3	2	2	-	11	10	1	79	75	4
Centre For Continuing & Online Learning	-	-	-	9	7	2	25	25	-	34	32	2
Faculty Of Arts Media & Design	121	116	5	6	5	1	32	30	2	159	151	8
Faculty Of Health, Public Safety & Comm. Studies	125	114	11	9	8	1	32	31	1	166	153	13
School of Advanced Technology	111	97	14	6	5	1	17	16	1	134	118	16
School Of Business	90	82	8	5	5	-	8	8	-	103	95	8
School Of Hospitality & Tourism	44	41	3	4	4	-	9	9	-	57	54	3
Senior Vice-President Academic	-	-	-	3	3	-	-	-	-	3	3	-
Academic Services Total	601	556	45	63	56	7	191	186	5	855	798	57
Advancement												
Advancement Operations	-	-	-	6	4	2	6	5	1	12	9	3
Advancement Total	-	-	-	6	4	2	6	5	1	12	9	3
Finance & Administration												
Campus Services	-	-	-	16	15	1	73	71	2	89	86	3
Facilities Management	-	-	-	11	11	-	36	32	4	47	43	4
Finance And Administrative Services	-	-	-	13	10	3	26	26	-	39	36	3
Risk Management	-	-	-	10	10	-	1	1	-	11	11	-
Vice-President Finance and Administration	-	-	-	2	2	-	-	-	-	2	2	-
Finance & Administration Total	-	-	-	52	48	4	136	130	6	188	178	10
Human Resources												
Centre for Organizational Learning	1	1	-	1	1	-	3	2	1	5	4	1
Employee Abilities and Wellness	-	-	-	-	-	-	-	-	-	-	-	-
Employee Compensation, Pension and Benefits	-	-	-	-	-	-	-	-	-	-	-	-
HR Programs	-	-	-	4	4	-	-	-	-	4	4	-
Labour Relations	-	-	-	13	13	-	-	-	-	13	13	-
Talent and System Reporting	-	-	-	7	5	2	-	-	-	7	5	2
Vice-President Human Resources	-	-	-	3	2	1	-	-	-	3	2	1
Human Resources Total	1	1	-	28	25	3	3	2	1	32	28	4

	Academic			Administrative			Support			Total		
	Positions	Staffed	Vacant	Positions	Staffed	Vacant	Positions	Staffed	Vacant	Positions	Staffed	Vacant
Innovation & Strategy												
Applied Research & Development	-	-	-	6	1	5	3	3	-	9	4	5
Business Development & Corporate Training	-	-	-	4	3	1	11	11	-	15	14	1
Information Technology Services	-	-	-	14	13	1	84	74	10	98	87	11
International & Strategic Planning	17	17	-	13	12	1	12	12	-	42	41	1
Vice-President Innovation & Strategy	-	-	-	5	4	1	4	4	-	9	8	1
Innovation & Strategy Total	17	17	-	42	33	9	114	104	10	173	154	19
President And Board Of Governors												
Communications	-	-	-	4	4	-	5	5	-	9	9	0
President and Board Of Governors	-	-	-	4	4	-	-	-	-	4	4	0
President And Board Of Governors Total	-	-	-	8	8	-	5	5	-	13	13	-
Strategic Priorities												
College Technologies Committee	-	-	-	9	7	2	2	1	1	11	8	3
Initiatives And Opportunities	-	-	-	4	4	-	-	-	-	4	4	0
Strategic Priorities Total	-	-	-	13	11	2	2	1	1	15	12	3
Student Services												
Marketing & Recruitment	-	-	-	2	2	-	27	26	1	29	28	1
Registrar	-	-	-	9	9	-	64	60	4	73	69	4
Student Support Counselling And First Gen	19	18	1	12	10	2	45	45	-	76	73	3
Vice-President Student Services	-	-	-	2	2	-	-	-	-	2	2	0
Student Services Total	19	18	1	25	23	2	136	131	5	180	172	8
Truth, Reconciliation & Indigenization												
Indigenous Services And Partnerships	1	1	-	3	3	-	2	2	-	6	6	0
Truth, Reconciliation & Indigenization Total	1	1	-	3	3	-	2	2	-	6	6	-
College Totals	639	593	46	240	211	29	595	566	29	1,474	1,370	104

100.00% 92.94% 7.06%
Total Total
Staffed Vacant

Operating Results: Annual Surplus



Objective:

Measures the excess of revenues over expenses in a given year.

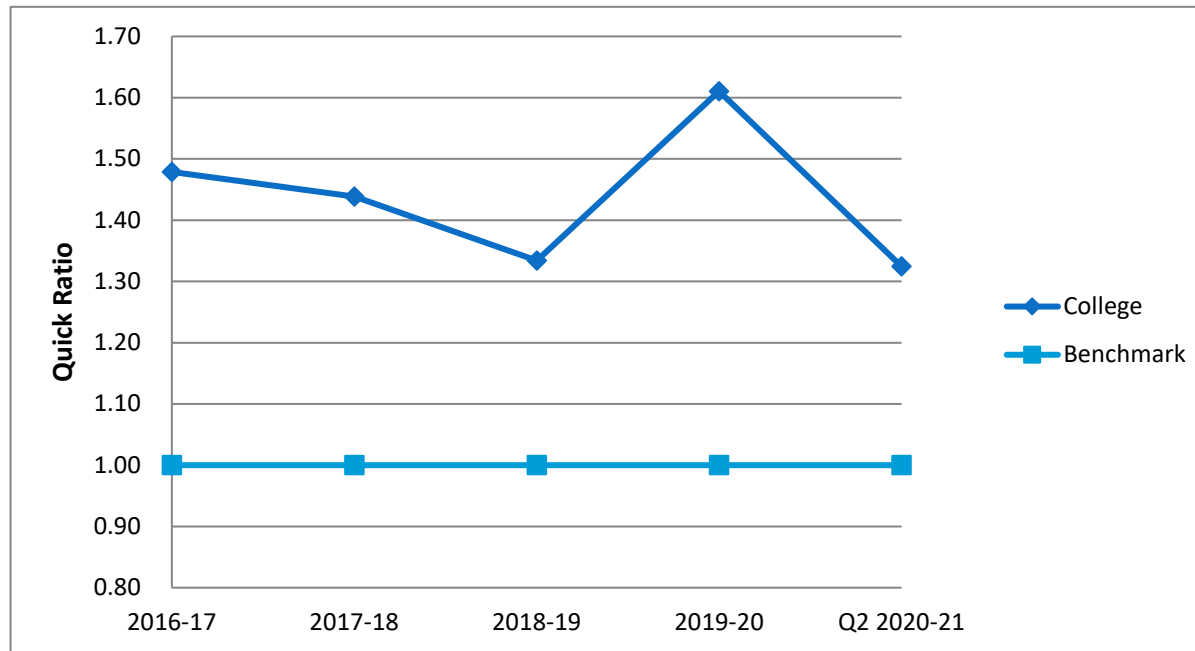
Benchmark:

Must be greater than \$0.

Rationale:

An annual deficit or declining surpluses may indicate a decline in an institution's financial health.

Measuring Liquidity: Quick Ratio



Objective:

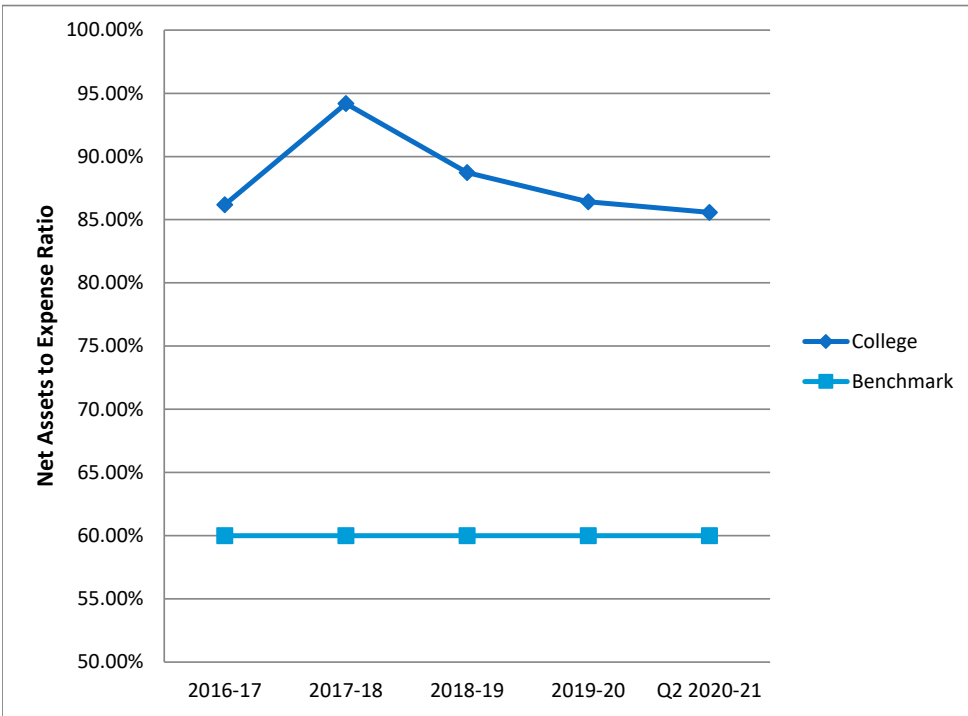
Fiscal performance indicator testing the college's ability to pay its short-term maturing obligations (e.g. biweekly payroll payments).

Benchmark:

A ratio of 1 or higher indicates that a college should be able to meet its short-term obligations.

Rationale: A ratio of 1 is a typical business standard. Less than 1 may indicate that a college is not able to meet its short-term obligations. When including surplus cash invested in longer term investments (greater than 1 year) Algonquin's Quick Ratio was at 1.73 for Q1 2020-21.

Operating Results: Net Assets to Expense Ratio



Objective:

A traditional indicator to ascertain the ability of a college to continue operations in the event there is a delay in revenue streams.

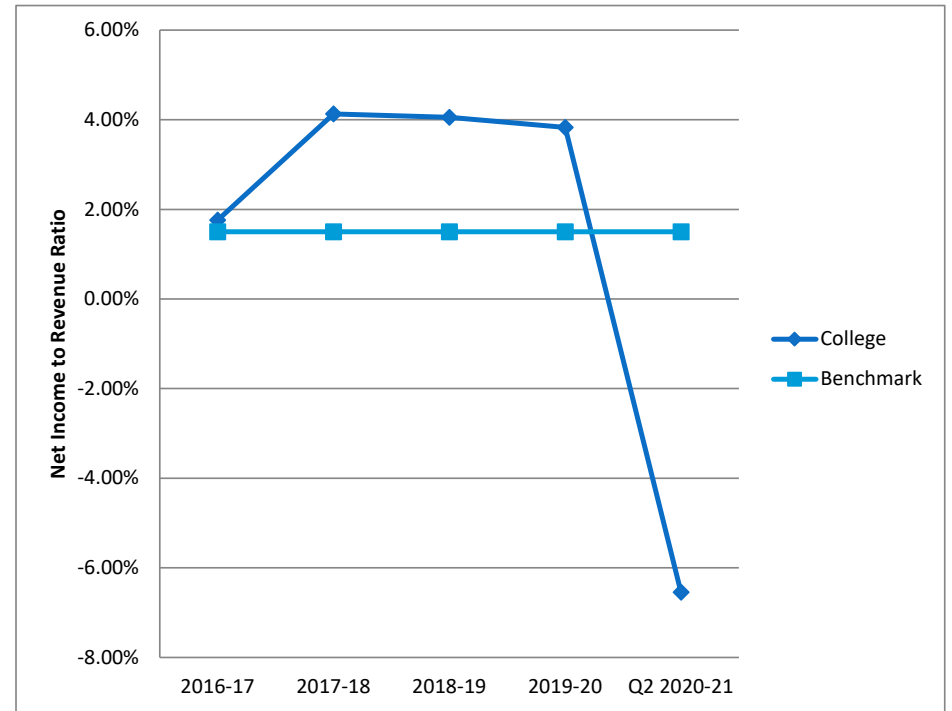
Benchmark:

60% or higher.

Rationale:

A net balance that is less than 60% of annual expenses may indicate a lower tolerance for variable or volatile revenues.

Operating Results: Net Income to Revenue Ratio



Objective:

This ratio measures the return an institution generates on each dollar of revenue.

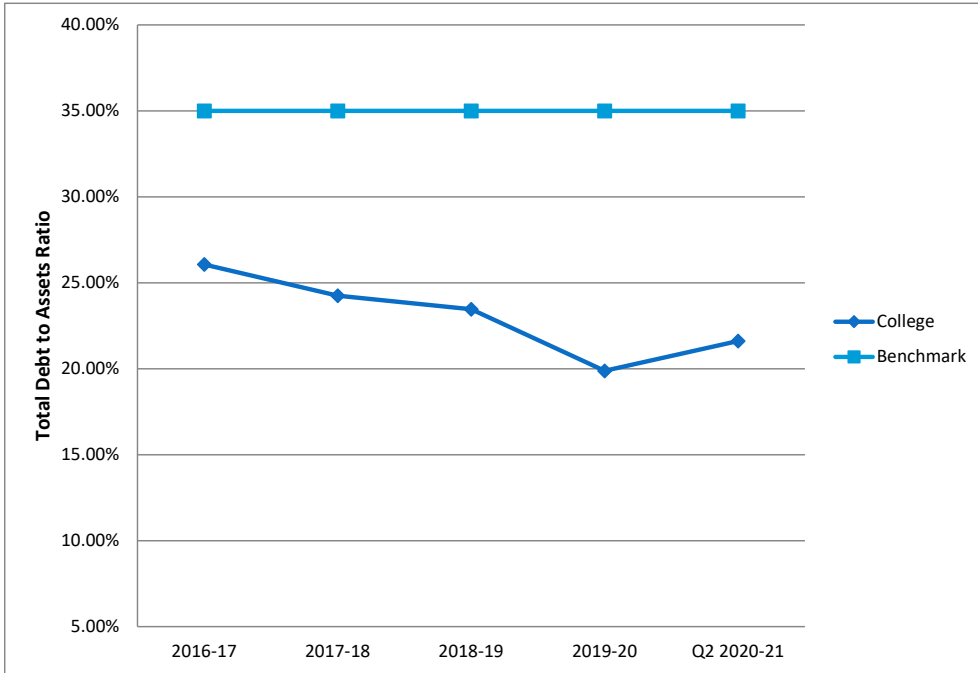
Benchmark:

Less than 1.5% may be a concern because it may indicate that the college may not be able to recover from a deficit position in a reasonable period of time.

Rationale:

A surplus less than 1.5% of revenues indicates that small changes in expenses or revenues may result in annual deficits for the institution.

Managing Debt: Total Debt to Assets Ratio



Objective:

Measures the proportion of total assets that are financed by debt. A high or increasing value may be predictive of future liquidity problems or a reduced ability to borrow money in the future.

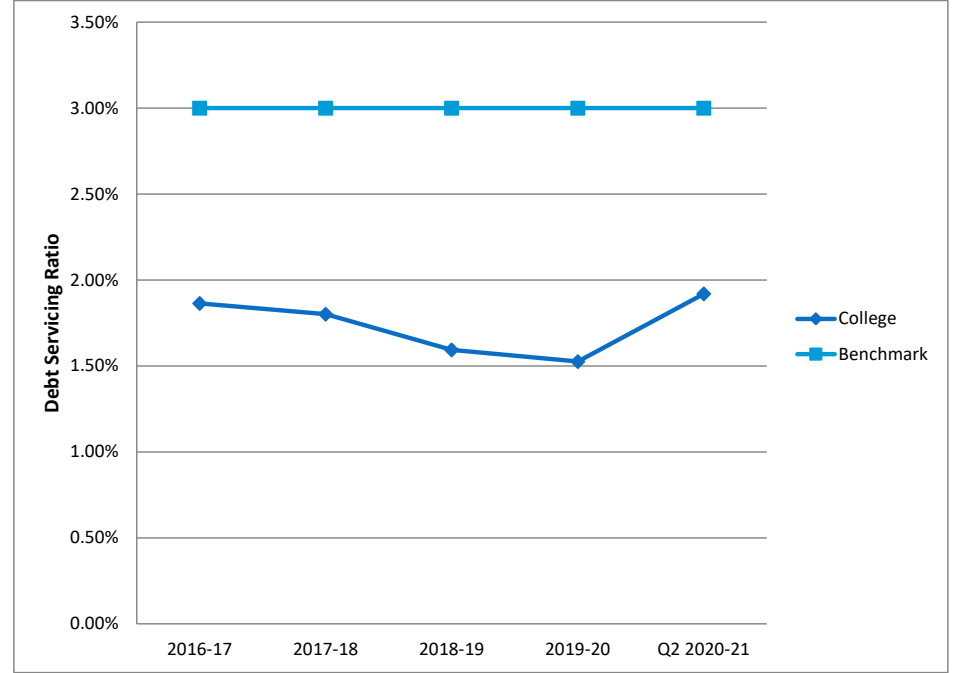
Benchmark:

Greater than 35% leads to a concern as this may indicate that a college will not be able to finance their ongoing operations due to the debt burden.

Rationale:

A high debt burden may indicate that the institution is vulnerable to its creditors, or will have reduced liquidity or a reduced ability to borrow in the future.

Managing Debt: Debt Servicing Ratio



Objective:

This ratio measures the College's spending on servicing the debt portfolio.

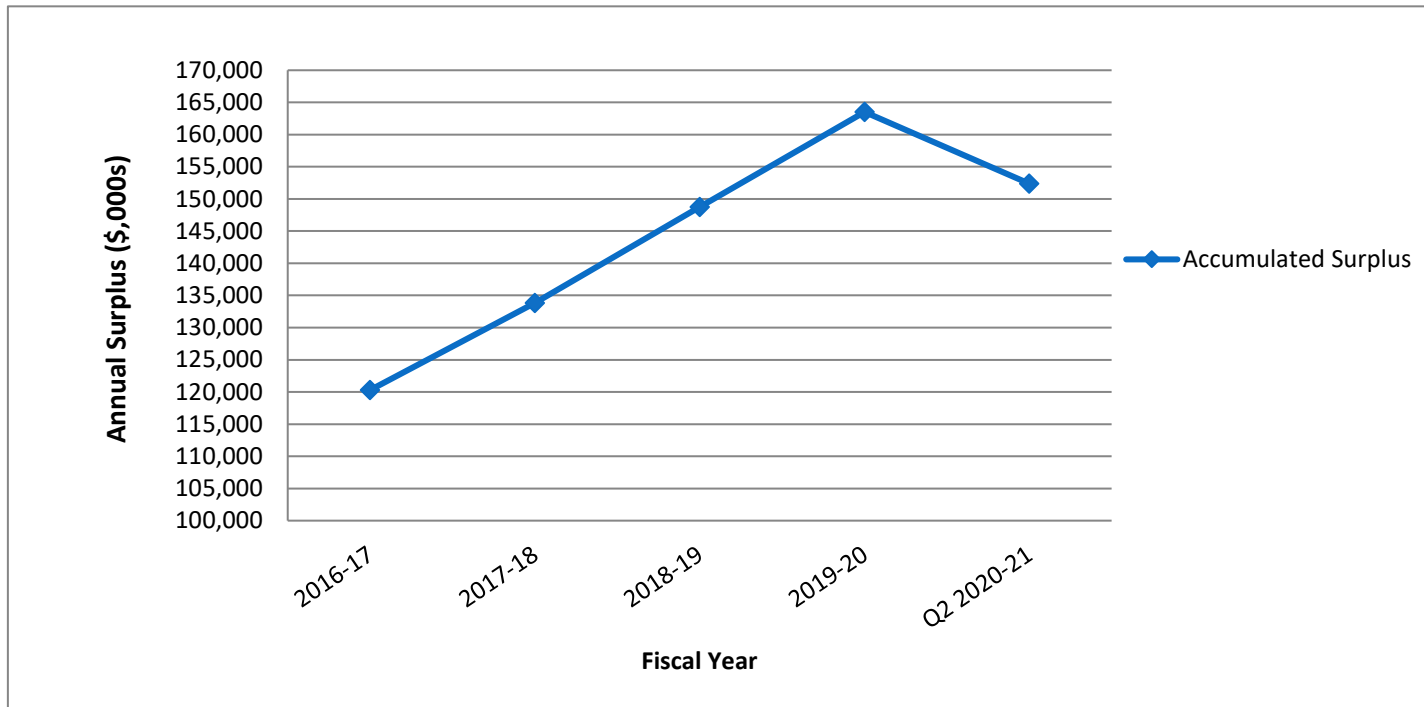
Benchmark:

A ratio of 3% or lower, based on historical trend analysis and industry standard.

Rationale:

A ratio of greater than 3% may indicate a reduced or restricted cash flow as the College is spending less than 97% of revenues on core services.

Accumulated Surplus/(Deficit)



Objective:

Represents the cumulative wealth that an institution has under its own control to assist with ongoing operations.

Benchmark:

Must be greater than \$0.

Rationale:

An accumulated deficit indicates that the College may have borrowed to support its past operations and will have to make up this difference in the future.

3.4 APPENDIX E
First Quarter 2020-21 Major
Capital Projects Report

Summary of Major Capital Projects

Page	Project	Board of Governors Approved Project Value \$M	Percentage of Current Major Capital Projects
2	Energy Service Company Project - (ESCO 2)	\$51.1	40%
5	Algonquin Students' Association Athletics and Recreation Centre (ARC)	61.8	47%
8	Pedestrian Bridge to Bus Rapid Transit Station	3.1	2%
10	Solar Photovoltaic Plan	8.0	6%
13	Student Information System	7.1	5%
	Total Approved <u>Current</u> Projects Value	\$131.1	100%
15	Summary of Projects <u>Completed</u> Since Fiscal 2011-12	\$278.44	

**3.4 APPENDIX E –
First Quarter 2020-21
Major Capital Projects Report**

Energy Service Company Project - (ESCO 2)

Reviewed and approved by Algonquin College Executive Team Sponsor: D. McNair
Algonquin College Leadership Team Project Dean/Executive Director: R. Southwood
Project Manager: A. Waked

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

Key Construction Highlight Dates	Dates
B-Building heating, ventilation and cooling substantial completion date	February 2015
Design of co-generation Plant	April 2015
Co-generation plant electrical generator substantial completion date (revised from December 2015)	April 2016
Second co-generator installed (revised date from original: Winter 2016-17)	April 2018
Installation of underground thermal pipeline network completed (revised date from original: Winter 2016-17). Delays associated with the award of the prime contracts to complete this scope of work.	December 2018
Thermal network vertical risers and tie-in to associated mechanical systems complete and coordinated with building operation requirements.	October 2019
Heating loop construction completed.	March 2020

Approved Project Funding	Gross Project Costs	Less Incentives & Contributions	Net Project Costs for Financing
ESCO 2 (Phase 1)	\$14.0 million	\$0.3 million	\$13.7 million
ESCO 2 (Phase 2)	4.1 million	0.6 million	3.5 million
ESCO 2 (Phase 3)	14.2 million	0.3 million	13.9 million
ESCO 2 (Phase 4)	28.2 million	8.2 million	20.0 million
Total	\$60.5 million	\$9.4 million	\$51.1 million

**3.4 APPENDIX E –
First Quarter 2020-21
Major Capital Projects Report**

Energy Service Company Project (ESCO 2) - continued

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

Total Savings (Construction Still in Progress) Realized to Date/Projected	Value
Realized Savings to March 31, 2015	\$0.6 million
Realized Savings in Fiscal Year 2015-16	1.4 million
Realized Savings in Fiscal Year 2016-17	2.9 million
Realized Savings in Fiscal Year 2017-18	2.0 million
Realized Savings in Fiscal Year 2018-19	3.9 million
Realized Savings in Fiscal Year 2019-20	3.5 million
Actual and Projected Savings in Fiscal Year 2020-21	3.6 million
Total	\$17.9 million

Total Payments to Manulife (Construction Still in Progress)	Value
Actual Payments to March 31, 2015	\$0 million
Actual Payments in Fiscal Year 2015-16	1.5 million
Actual Payments in Fiscal Year 2016-17	2.8 million
Actual Payments in Fiscal Year 2017-18	3.2 million
Actual Payments in Fiscal Year 2018-19	3.4 million
Actual Payments in Fiscal Year 2019-20	3.5 million
Actual and Projected Payments in Fiscal Year 2020-21	3.6 million
Total	\$18.0 million

**3.4 APPENDIX E –
First Quarter 2020-21
Major Capital Projects Report**

Energy Service Company Project (ESCO 2) - continued

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

G	Governance	Appropriate Project Sponsorship and Governance is in place.
G	Scope Management	The first cogeneration plant was restarted on November 1, 2019. The second cogeneration plant is operating based on demand for electricity.
Y	Cost Management	The College and Siemens continue to work through the final scope changes and financial close out of the project to ensure alignment with the original contract, containment of all change orders within the overall budget, finalizing close out discussions, and resolving any cost increases related to risk mitigation.
G	Schedule Management	A combination of technical and intentional strategic delays associated with the installation of both cogeneration units and associated infrastructure and equipment resulted in these last elements of the ESCO2 project to be completed in Q3 of 2019-20. Further delay occurred due to the discovery of asbestos in the dust in the boiler room and tunnels which the College addressed with Siemens and its sub-contractors. The College and Siemens successfully worked together and achieved a November 1, 2019 completion date.
G	Project Resources	Asbestos cleaning has been completed in areas related to project scope. The College is working with Siemens to close out the project.
Y	Risk Management	The discovery of asbestos containing materials in the plant area has increased project and financial risk. While these project risks have impacted energy savings commitments, several electricity incentive programs have largely served to mitigate these short term losses until all elements of the ESCO2 project are fully operational.
G	Stakeholder Engagement	Active stakeholder engagement continues on a targeted basis in consideration of the impact of the operation of the cogeneration plants.

**3.4 APPENDIX E –
First Quarter 2020-21
Major Capital Projects Report**

Algonquin Students’ Association Athletics and Recreation Centre (ARC)

The Algonquin Students’ Association has entered into an agreement with Algonquin College to collaborate in the construction of a new Athletics and Recreation Centre with a size of approximately 122,800 gross square feet. The proposed recreation centre will replace current recreation infrastructure in an area of the College constructed in the early 1960s. This new facility will significantly increase the physical capacity of student fitness, increase athletic opportunities, and offer students unlimited access to state-of-the-art recreational facilities. The location for this newest infrastructure build is on the north-west corner of the College’s main parking (lot 8).

Reviewed and approved by Algonquin College Executive Team Sponsor: D. McNair
Algonquin College Leadership Team Project Dean/Executive Director: R. Southwood
Project Manager: A. Waked (Algonquin College) & L. Smith (Colliers Project Leaders)

Board of Governors Key Approval Dates	Dates
<p>Meeting #503 – The Board of Governors approves the allocation of up to \$5.5 million from College reserves to collaborate with the Algonquin Students’ Association in the construction of a new Athletics and Recreation Centre provided that the following conditions are met:</p> <ul style="list-style-type: none"> • All regulatory and legislative requirements, including Section 28 of the Financial Administration Act, are met; and • A favourable operating agreement between the Algonquin Students’ Association and Algonquin College has been reached, and • The Algonquin Students’ Association acquires suitable loan financing. 	June 2017
<p>Meeting #514 – The Board of Governors approves the construction of an Athletics and Recreation Centre, pedestrian link and related enabling works on the Ottawa campus with a 50-year land lease to the Algonquin Students’ Association, and the transaction structure and the associated governing implementation agreements, with a total cost of construction up to \$61.8 million over the fiscal years 2019-20 to 2021-22. This project will be financed as follows:</p> <ul style="list-style-type: none"> • Algonquin College will contribute \$5.5 million to the construction costs of the Centre from College reserves in 2019-20; and • Algonquin College will contribute up to \$11.9 million to the construction costs of the pedestrian link and enabling works funded 50% from College reserves and 50% from the College’s Strategic Investments Priorities budgets in fiscal years 2019-20 to 2021-22; and • Algonquin Students’ Association will contribute \$30.5 million financed from a major Canadian bank loan and \$13.9 million from the Association’s reserves. <p>Final approval of this construction project is contingent on the following conditions being met:</p> <ul style="list-style-type: none"> • The College meeting all regulatory and legislative requirements including Section 28 of the Financial Administration Act; and • The Algonquin Students’ Association acquiring suitable loan financing. 	October 2019

Project Milestones	Dates
Project start date	March 27, 2018
Substantial completion date	May 2021

**3.4 APPENDIX E –
First Quarter 2020-21
Major Capital Projects Report**

Algonquin Students' Association Athletics and Recreation Centre (ARC) - continued

Project Funding	Value
Algonquin College reserves	\$11.45 million
Strategic Investment Priorities Budget allocation, 2019-20 & 2020-21 funding	5.95 million
Algonquin Students' Association reserves	13.9 million
Algonquin Students' Association loan financing	30.5 million
Total	\$61.8 million

Project Contingency	Value
Approved budget project contingency	\$3.6 million
Contingency balance as at March 31, 2020	\$1.9 million

Actual/Projected Project Cost	Value
Expenditures in Fiscal 2018-19	\$0.4 million
Expenditures in Fiscal 2019-20	12.6 million
Expenditures in Fiscal 2020-2021 (April 1, 2020 to June 30, 2020)	2.6 million
Projected Expenditures remaining in Fiscal 2020-2021	42.6 million
Fiscal 2021-22	3.6 million
Total	\$61.8 million

Total Project Variance	\$0 million
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**3.4 APPENDIX E –
First Quarter 2020-21
Major Capital Projects Report**

Algonquin Students’ Association Athletics and Recreation Centre (ARC) - continued

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

G	Governance	Steering Committee membership and Executive sponsors established. Terms of reference for Committee finalized and approved by the Steering Committee. Regular Steering Committee meetings and updates to the Audit and Risk Management Committee and Algonquin College Executive Team are ongoing. Agreements between the Students’ Association and College were approved previously. Section 28 approvals were received from the Ministry.
G	Scope Management	Final functional program validated against the original program concept. Project scope being managed within allowed budget using value engineering, scope ladders and deferral of work in excess of project funding to SA accounts. Final detailing of building elements is substantially completed. Pedestrian link elements approved and design development completed.
G	Cost Management	Final budget confirmed and Students’ Association financing is in place. Currently tracking to initial forecast after successful application of cost reduction strategies. The College continues to work with the Students’ Association to identify remaining items for deferred scope. Strategy for recovery of pedestrian link shortfall realized. COVID-19 Force Majeure costs mitigated to \$100K or less. Contingency levels reasonable for level of commitments and remaining risks.
G	Schedule Management	Baseline schedule developed with consideration for due process and stakeholder engagement. Currently tracking to overall substantial completion milestone despite realized impacts of COVID-19 on construction activities. Integration between project timelines and Algonquin College/Students’ Association agreements completed. Construction activities resumed May 4, 2020. Currently forecasting completion ahead of grand opening.
G	Project Resources	Campus Development Consortium developed functional program. Project Manager, Prime Design Consultant, Construction Manager and various other technical service providers retained. Approximately 90% of trade contractors retained for ARC building and portions of pedestrian link. Student’s Association and College resources identified. As possible, materials were sourced and secured ahead of potential supply chain challenges due to COVID-19.
G	Risk Management	A project risk register has been developed for ongoing update with input from various team members. Risks are being reviewed with the Steering Committee on an ongoing basis. Risks due to COVID-19 pandemic have been mitigated and developments monitored closely.
G	Stakeholder Engagement	The Algonquin Students’ Association performed extensive engagement with key stakeholders, the students. The Project Vision Principles were finalized. Detailed consultation has taken place with stakeholders during development of the design. Design Project Review Team meetings are conducted on a monthly basis. <i>Algonquin Wolves</i> branding was chosen.
G	Operational Readiness	Planning for the commissioning and operation of building systems started. Athletics operations formed part of the Prime Design Consultant scope.

**3.4 APPENDIX E –
First Quarter 2020-21
Major Capital Projects Report**

Pedestrian Bridge to Bus Rapid Transit Station

In partnership with the City of Ottawa, this investment will construct an above-grade pedestrian bridge that will link the Algonquin Centre for Construction Excellence (ACCE) facility with a new OC Transpo rapid transit station being built as part of the Light Rapid Rail Transit Stage 2 (LRT2) project. This pedestrian bridge will provide a safe method for crossing College Avenue and an efficient link for transit riders to enter Algonquin College’s Ottawa campus.

Reviewed and approved by Algonquin College Executive Team Sponsor: D. McNair
Algonquin College Leadership Team Project Dean/Executive Director: R. Southwood
Project Manager: City of Ottawa (lead) – TBD (Colliers Project Leaders)

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

Project Milestones	Dates
Project start date	2019
Anticipated construction start date	2022
Substantial completion date	2023

Project Funding	Value
Algonquin College reserve funds	\$3.1 million

Project Contingency	Value
Approved project contingency	Not required

Actual/Projected Project Cost	Value
Expenditures in Fiscal 2018-19	\$0.02 million
Expenditures in Fiscal 2019-20	0.66 million
Projected Expenditures remaining in Fiscal 2020-2021	1.26 million
Fiscal 2022-23	1.16 million
Total	\$3.1 million

Total Project Variance	\$0.0 million
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Pedestrian Bridge to Bus Rapid Transit Station - continued

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

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

**3.4 APPENDIX E –
First Quarter 2020-21
Major Capital Projects Report**

Solar Photovoltaic Plan

Algonquin College aims to become carbon neutral and to be a leader in the education, research and adoption of environmentally sustainable practices. Algonquin College continuously adopts new sustainable business practices and work to retrofit and regenerate its physical infrastructure. Moving Algonquin College to Net Zero – Solar Photovoltaic Plan represents a behind-the-meter solar energy and power storage facility, and the targeted electrification of building infrastructure currently using natural gas as fuel that will be an integral part of the Algonquin College’s energy management plan (in development since 2012). This development phase will integrate well into the College’s District Energy System (cogeneration plant and Micro-grid controller).

Reviewed and approved by Algonquin College Executive Team Sponsor: D. McNair
Algonquin College Leadership Team Project Dean/Executive Director: J. Tattersall
Project Manager: A. Waked (Algonquin College) & L. Smith (Colliers Project Leaders)

Board of Governors Key Approval Dates	Dates
Meeting #508 – Board of Governors approves the Moving Algonquin College to Net Zero - Solar Photovoltaic Plan project in the amount of \$6,825,060, fully funded from the Ministry of Advanced Education and Skills Development – Greenhouse Gas Campus Retrofit Program (GGCRP) to implement a solar photovoltaic array, battery storage infrastructure, and infrastructure upgrades on the Ottawa campus in 2018-19.	June 11, 2018
Meeting #511 – Board of Governors approved an additional \$1,200,000 of funding to be contributed by the College in relation to the scope change for the electrification component of the project.	February 25, 2019

Major Milestones	Completion Date
Planning and Development Phase	
Establish Solar Photovoltaic Plan Steering Committee membership & core team	July 2018
Define Implementation Strategy/Approach	August 2018
Project Kick-Off meeting internally	July 2018
Secure prime design consultant	July 2018
Define Implementation Strategy/Approach	August 2018
Procure long lead materials and equipment	Fall 2018
Secure Construction Manager	January 2019

Execution	
Installation of Solar Panels Substantially Completed	March 2019
Selected Building Upgrades Completed	August 2019
Battery Energy Supply System Installation	October 2019
Hot Water Electrification Substantially Complete (Modified Scope)	October 2019
Close-out	December 2020

**3.4 APPENDIX E –
First Quarter 2020-21
Major Capital Projects Report**

Solar Photovoltaic Plan - continued

Approved Project Funding	Approved Value
Greenhouse Gas Campus Retrofit Program (GGCRP)	\$6.8 million
Additional College contribution	1.2 million
Total	\$8.0 million

Project Contingency	Value
Approved project contingency	0.6 million
Contingency balance as at March 31, 2020	0.0 million

Actual/Projected Project Cost	Value
Expenditures in Fiscal 2018-19	\$ 5.6 million
Expenditures in Fiscal 2019-20	1.8 million
Projected Expenditures remaining in Fiscal 2020-2021	0.6 million
Total	\$8.0 million

Total Project Variance	\$0 million
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Solar Photovoltaic Plan – continued

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

G	Governance	Appropriate sponsorship and governance implemented with refinement as required during project development.
G	Scope Management	Scope for solar array and battery storage defined previously. Remaining scope changes managed on case-by-case basis with consideration of budget, schedule and code compliance for the battery storage component. Portion of specific electrification works scope deferred to ensure total cost compliance with budget. Hydro-Ottawa coordination ongoing to assure all requirements are captured. Electric Safety Authority engaged for successful completion of requirements. Fewer Ottawa Hydro requirements and identified deficiencies are outstanding.
G	Cost Management	To ensure the project budget remains within the approved limit of \$8.0 million, the scope of electrical conversion to heat water has been reduced from the previously reported approximate 12 building locations and the central plant to approximately 4 building locations and central plant. Any deferred maintenance items previously defined within scope of this project will be addressed through the College’s Facilities Renewal Project.
Y	Schedule Management	Solar system installation is complete. Battery Energy Storage System with batteries installed. Electrification substantially completed. Existing plant room constraints resolved. Approvals, in whole or part, from Electrical Safety Authority and Ottawa Hydro received. Work held to July-August 2020 until confirmation of final utility requirements, to avoid rework and additional cost. Available Building Automation Systems and MicroGrid programming underway for commissioning later in 2020. Delayed MicroGrid implementation due to ESCO2 project mitigated.
G	Project Resources	College resources needed to support this project have been identified along with external resources. Restrictions on foreign travel to Algonquin for commissioning due to COVID-19 restrictions is possible.
G	Risk Management	Project substantial completion date of October 31, 2019 was achieved.
G	Stakeholder Engagement	Required internal stakeholder engagement has taken place and will continue throughout the life of the project as required considering the scope of this project. Engagement with external stakeholders continues as required for approvals.
G	Operational Readiness	Operational readiness planning and implementation continues.

**3.4 APPENDIX E –
First Quarter 2020-21
Major Capital Projects Report**

Student Information System Project

Algonquin College’s current Student Information System, GeneSIS, is over 25 years old and is based on a programming language that is no longer supported. As a result, the ongoing use of GeneSIS poses a significant resource, development, maintenance and security risk. The requested funding supported the Request for Proposal stage including the preparation of business architecture, identity and access management, as well as data governance to support long-term enterprise architecture. This initial investment is to complete the Analyze, Strategize and Plan, Architect, and Select Phases. The Request for Proposal process completed was at the end of the 2019-20 fiscal year.

Reviewed and approved by Algonquin College Executive Team Sponsor: L. Stanbra
Algonquin College Leadership Team Project Dean/Director: K. Pearson and L. Pollock
Project Manager: D. Melone

Board of Governors Key Approval Dates	Dates
Meeting #511 – Board of Governors approves \$3.1 million for the Student Information System, with 50% of funding from the College’s internally restricted net asset account and 50% from the Strategic Investment Priorities budget in Fiscal year 2019-20.	February 25, 2019
Meeting #517 – Board of Governors approves a \$4 million expenditure to continue development of the business architecture, identity and access management and data governance required to support implementation of a new Student Information System. These project expenditures will be funded 50% from the College’s internally restricted net asset accounts and 50% from the Strategic Investment Priorities budget in fiscal year 2020-21.	April 20, 2020

Project Milestones	Dates
Project start date	May 1, 2019
Board of Governors to approve selection of implementation vendor and financial commitment	October 20, 2020

Approved Project Funding	Approved Value
Internally Restricted Net Assets	\$3.55 million
Strategic Investment Priorities Budget allocation, 2019-20 and 2020-21 funding	\$3.55 million

Project Contingency	Value
Approved project contingency	\$0.4 million
Contingency balance as at March 31, 2020	\$0.4 million

Actual/Projected Project Cost	Value
Expenditures in Fiscal 2019-20	\$2.5 million
Expenditures in Fiscal 2020-2021 (April 1, 2020 to June 30, 2020)	\$1.1 million
Projected Expenditures remaining in Fiscal 2020-2021	\$3.3 million
Total	\$6.9 million

Total Project Variance	\$0.2 million
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Student Information System Project - continued

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

G	Governance	Steering Committee active and expanded to include Communications Officer. Working Group also active and expanded to include additional technical resources.
G	Scope Management	Project deliverables identified with timeline and critical path.
G	Cost Management	Budget actuals and commitments on track.
G	Schedule Management	Schedule is on track.
G	Project Resources	Project Team established and secure, looking to expand the project team next quarter to initiate the identity and access management as well as data governance streams.
G	Risk Management	All potential risks and issues monitored and mitigated; no current risks to completion of fiscal year deliverables.
G	Stakeholder Engagement	Communications officer now engaged 100% for this project. Communications planning and stakeholder engagement activity development are continuing.
G	Operational Readiness	Change management plan to be developed during the fiscal year for implementation phase; advance preparation through process documentation and communications.

**3.4 APPENDIX E –
First Quarter 2020-21
Major Capital Projects Report**

Summary of Projects Completed Since Fiscal 2011-12

Project	Final Project Value \$M	Fiscal Year Completed
Algonquin Centre for Construction Excellence (ACCE)	\$77.0	2011-12
Student Commons	51.0	2012-13
Pembroke Campus	34.0	2012-13
Perth Campus	12.0	2011-12
Digital College	12.0	2014-15
Healthy Living Education Phase 1A – Renovations	6.0	2014-15
B Building Window Replacement	1.1	2016-17
F Building Renovation	1.6	2016-17
Equipment Renewal and Electrical Lab Alterations Project in ACCE	2.3	2017-18
Welding Lab Project at the College’s Transportation Technology Centre – Building S	2.8	2017-18
Transformer Replacement Project	2.1	2017-18
Learning Management System	3.0	2018-19
Enterprise Resource Planning (ERP) – Project Workday	18.8	2018-19
Student Central	6.8	2018-19
Indigenous Gathering Circle	1.7	2018-19
DARE District	45.4	2019-20
Net Tuition Project	0.84	2019-20
Total	\$278.44	

MEMO

DATE: October 26, 2020
TO: Board of Governors
FROM: Governor Audrey Lawrence, Chair, Governance Committee
SUBJECT: Governance Committee meeting October 5, 2020

Board members can review meeting materials from the October 5, 2020 meeting by accessing the Board of Governors [‘Teams site’ Governance Committee meeting folder, October 5, 2020 meeting folder.](#)

A. ITEMS REQUIRING BOARD OF GOVERNORS APPROVAL

1) Bylaw 1 – Review Size and Constitution of the Board

Members were referred to Appendix A: Bylaw 1 APPROVED 2019-Dec-16 and Appendix B: Bylaw 1 APPROVED 2019-June-10. To comply with the size and constitution of Boards under the Ontario Regulations 34/03 and Protocol for Board Nominations and Appointments, the Committee recommends reverting back to Bylaw 1 approved at the June 10, 2019 Board meeting.

RESOLUTION

MOVED & SECONDED: J. McCracken & A. O’Bonsawin

THAT the Governance Committee recommends to the Board of Governors approval to revert back to the version of Bylaw 1 approved at the June 10, 2019 Board meeting.

CARRIED.

2) Governors in-Waiting – Update

Members were referred to Appendix C: DRAFT Governors in-Waiting Guidelines included in their meeting materials. Members agreed that this document will serve as a guideline and not a policy for Governors in-Waiting. Feedback and suggestions to the DRAFT Governors in-Waiting Guidelines were incorporated into the document and discussed at the October 15, 2020 Board Executive Committee meeting in order for it to be finalized and presented at the October 26, 2020 Board meeting for approval.

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

1) Lieutenant Governor in Council (LGIC) – Nomination Vote for submission to the Public Appointments Secretariat

Governor McCracken, Vice Chair, Governance Committee, provided members with a brief background on the LGIC applications submitted by Governors Beck, Lawrence, and Barkhouse to the Public Appointments Secretariat in December 2018. After discussion regarding each candidate’s experience, skills, and community engagement, the Committee made a consensus decision to forward Governor Lawrence’s name to the Public Appointments Secretariat for LGIC consideration.

2) Terms of Reference All Committees (Review)

Members were referred to the Terms of Reference for all Committees for review. There were no revisions required.

3) Terms of Office and planning for the recruitment of new Governors

Members were referred to the Algonquin College Board of Governors Terms of Office document included in their meeting materials. Governors Darwin's and Tudor's (LGIC appointee) first term of office end on August 31, 2021 with the option to be reappointed for a second term. Governor Lawrence will contact Governor Darwin for second term of office expression of interest. Governor Tudor will contact the Public Appointments Secretariat for information on LGIC reappointments. An Election for Internal Governors for an Academic representative and Student representative will be launched in January 2020.

4) Professional Development for Governors

Governor Lawrence informed members that the annual Higher Education Summit held in Toronto every year in November has been cancelled due to the Covid-19 pandemic. Sessions offered by The College Centre - Board Excellence are now offered virtually and pre-recorded sessions. These are beneficial professional development opportunities for Board members and will also serve the requirement for all of our new Governors to register for the Provincial level Board orientation. Completed sessions will be credited towards Governor's Good Governance and Advance Good Governance certificates.

5) July 13, 2020 Board Meeting Evaluation (verbal)

Governor Lawrence provided feedback from Board members who were in attendance at the July 13, 2020 Board Meeting. Feedback resulting in an action item will be communicated to the respective Algonquin College Executive team member.

6) 2020-21 Board of Governors Workplan

Members were referred to the 2020-21 Board of Governors Workplan and accepted this for information.

7) 2020-21 Governance Committee Workplan

Members were referred to the 2020-21 Governance Committee Workplan and accepted this for information.

8) 2020-21 Governance Committee Meeting Schedule

Members were referred to the 2020-21 Governance Committee Meeting Schedule and accepted this item for information.

BYLAW 1

THE BOARD OF GOVERNORS OF THE ALGONQUIN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

BE IT ENACTED as a bylaw of THE BOARD OF GOVERNORS OF THE ALGONQUIN COLLEGE OF APPLIED ARTS AND TECHNOLOGY (herein called the Corporation) for the general conduct of the affairs of the Corporation as follows:

1 INTERPRETATION

1.1 In this bylaw, the following terms shall have the indicated meanings:

1.1.1 “academic staff member”, “administrative staff member”, “support staff member” and “student” shall have the same meanings as defined in the Regulations;

1.1.2 “Act” shall mean the *Ontario Colleges of Applied Arts and Technology Act, 2002*, as amended from time to time;

1.1.3 “Board” shall mean the Board of Governors of the Corporation;

1.1.4 “Regulations” shall mean the regulations made under the “Act”;

1.1.5 “spouse” and “same sex partner” shall have the same meanings as defined in the Regulations.

1.2 In these bylaws and in all other bylaws and special resolutions of the Corporation hereafter passed unless the context otherwise requires, words importing the singular number or the masculine gender shall include the plural number or the feminine gender, as the case may be, and vice-versa, and references to persons shall include firms and corporations.

2 HEAD OFFICE: The Head Office of the Corporation shall be in the City of Ottawa in the Province of Ontario and at such place therein as the governors may from time to time determine.

3 SEAL: The seal, an impression whereof is stamped at the end of this bylaw, shall be the corporate seal of the Corporation.

4 BOARD OF GOVERNORS

- 4.1 **Size and Constitution of Board:** Subject to the transition procedure set out in section 4(10) of the current Ontario Regulation 34/03 the Board shall consist of no less than seventeen (17) and no more than twenty one (21) governors of whom: no less than twelve (12) and no more than sixteen (16) governors, hereinafter referred to as "external" governors, shall be appointed in the manner provided in section 4.2 below¹; four (4) additional governors, hereinafter referred to as "internal" governors, shall be elected as provided in section 4.3 below; and the President of the Corporation (who shall for the purposes of the Regulations be regarded as "the President of the College") shall be appointed by the Board pursuant to section 11.5.4 hereof and who shall be a voting member of the Board by virtue of office.
- 4.2 **Appointment of External Governors:** The external governors shall be appointed as follows:
- 4.2.1 Four (4) or five (5) governors are to be appointed by the Lieutenant Governor in Council ("LGIC"), the former when the total external governors do not exceed twelve (12) and the latter when the total external governors are fourteen (14) to sixteen (16). For each governor to be appointed by the LGIC, the College shall forward to the Colleges Unit of the Ministry of Colleges and Universities, up to three (3) nominees for consideration. The Minister may or may not choose a Board recommended Nominee and reserves the right to recommend for appointment any or all candidates selected from the Public Appointments process;
- 4.2.2 No less than eight (8) and no more than eleven (11) governors are to be appointed by the members of the Board holding office at the time of appointment²;
- 4.2.3 A member of the Board appointed under sections 4.2.1 and 4.2.2 shall not participate in a vote of the Board relating to a renewal or extension of his or her appointment.
- 4.2.4 Where a campus is established and maintained in an Ontario Community, other than the main campus located at the Head Office, at least one External Governor who is a permanent resident of such community, will be appointed to the Board under Section 4.2.1 or 4.2.2.
- 4.3 **Election of Internal Governors:** The internal governors shall comprise one student, one academic staff member, one administrative staff member, and one support staff member, each of whom shall be elected by the students, academic staff members, administrative staff members and support staff members,

¹ The Board will determine and approve annually the number of external governors. The preferred number is twelve (12). However, under exceptional circumstances, the Board may, with the prior concurrence of the Minister of Colleges and Universities, approve up to sixteen (16) external Directors.

² The number of Board selected appointees will be determined annually with the approved number of total governors.

respectively, in accordance with the procedures established in Bylaw No. 3 of this Corporation.

4.4 **Eligibility Requirements of External Members:** No person shall be eligible for appointment as an external governor if such person is a student or an employee of a College of Applied Arts and Technology.

4.5 **Term and Term Limits:**

4.5.1 Each external governor and each internal governor (other than the student governor) shall be appointed or elected, as applicable, for a term not to exceed 3 years;

4.5.2 Each student governor shall be elected for a term of 1 year;

4.5.3 Each governor shall take office on the first day of September in the year of appointment or election;

4.5.4 Notwithstanding the length of the term to which an internal governor may be elected, such term shall immediately terminate upon such governor ceasing temporarily or permanently to be a student, academic staff member, administrative staff member or support staff member, as applicable. Provided that a student governor who graduates prior to the expiration of such student governor's term may continue to serve until the 31st day of August in such student's year of graduation;

4.5.5 No person shall serve as an external governor or internal governor (other than the student governor) for more than 6 consecutive years provided that after an absence of 2 years such person shall again be eligible for re-election or re-appointment, as applicable, for successive terms not to exceed 6 years;

4.5.6 No person shall serve as the student governor for more than 2 consecutive years provided that after an absence of 2 years such person shall again be eligible for re-election for successive terms not to exceed 2 years.

4.6 **Vacancies:**

4.6.1 Where a vacancy occurs among the external governors of the Board appointed by the LGIC pursuant to section 4.2.1, the College shall forward to the Colleges Unit of the Ministry of Colleges and Universities, up to three (3) nominees for each vacant position in accordance with the direction provided by Ministry of Colleges and Universities in the October 12, 2010, memo from Nancy Naylor, Assistant Deputy Minister providing direction on the New Appointment Processes for Lieutenant Governor In Council-appointed College Governors;

4.6.2 Where a vacancy occurs among the external governors of the Board appointed by the Board pursuant to section 4.2.2, the Board shall appoint a person to fill the vacancy;

4.6.3 Where a vacancy occurs among the internal governors of the Board, such of the students, academic staff members, administrative staff members, or support staff members as originally appointed the governor whose position is vacant shall elect a person to fill the vacancy; such election to be conducted in accordance with the procedures set forth in Bylaw No. 3;

4.6.4 The term of the person appointed or elected pursuant to section 4.6.1 or 4.6.2 shall be for the remainder of the term of the governor whose position became vacant, and shall commence upon such appointment or election and shall terminate on August 31st in the year in which such term expires.

5 POWERS OF THE BOARD

5.1 The Board shall oversee the direction and management of the College.

5.2 The Board may make, or cause to be made, in the Corporation's name any kind of contract which the Corporation may lawfully enter into and, save as hereinafter provided, generally may exercise all such powers and do all such other acts and things as the Corporation is authorized to exercise and do, as provided by any applicable statute or law.

5.3 Without in any way derogating from the foregoing, the Board is expressly empowered from time to time to purchase, lease or otherwise acquire, alienate, sell, exchange or otherwise dispose of shares, stocks, rights, warrants, options and other securities, lands, buildings, and other property movable or immovable, real or personal, or any right or interest therein owned by the Corporation for such consideration and upon such terms and conditions as it may deem advisable.

6 MEETINGS OF THE BOARD

6.1 **Calling of Meetings:** Except as otherwise required by law, the Board may hold its meetings at such place or places as it may from time to time determine. Governors' meetings may be formally called by the Chair or Vice Chair or by the Secretary or Treasurer on the direction of the Chair, or of the Vice Chair or of any two (2) governors.

6.2 **Notice of Meetings:** The Board may appoint a day or days in any month or months for regular meetings of the Board at an hour to be named and in respect of such regular meetings no notice need be given to the governors but notice of the days and times so appointed shall be posted in the foyer of the main administration building. Where urgent conditions prevail, notice of a Board meeting shall be delivered, telephoned or sent by electronic mail to each governor not less than one (1) day before the meeting is to take place or shall be mailed to each governor not less than four (4) days before the meeting is to take place. Notice of all meetings of the Board shall be given to the public by posting of a notice in the foyer of the main administration building concurrent with the giving of notice to the governors. The certificate of the Secretary or Treasurer or Chair that notice has been given pursuant to this bylaw shall be sufficient and conclusive evidence of

the giving of such notice. The governors may consider or transact any business, either special or general, at any meeting of the Board.

- 6.3 **Disclosure of Conflict of Interest:** At the opening of each meeting, the Chair shall ask for disclosures of any actual, potential, or perceived conflicts of interest of any governor relating to any agenda item. Any such declared conflicts shall be recorded in the minutes.
- 6.4 **Quorum:** Ten (10) governors shall form a quorum for the transaction of business at any meeting of the Board. No business shall be transacted at any meeting unless the requisite quorum shall be present.
- 6.5 **Meetings to be Public:** Subject to section 6.6 below, meetings of the Board shall be open to the public and no person shall be excluded from such a meeting except for improper conduct as determined and expressed by resolution of the Board.
- 6.6 **In Camera:** The Board may conduct that part of its meeting in camera as concerns:
- 6.6.1 Such items as individual personnel matters, strategic labour relations, real and personal property transactions, litigation in which the Corporation is involved and other matters which by their nature require confidentiality so as to preserve the legitimate interests of the Corporation;
- 6.6.2 Matters of a personal nature concerning an individual unless such individual requests and the Board agree that the matter may be discussed in public.
- All governors shall keep all information, discussions and proceedings at in camera sessions of the Board strictly confidential.
- 6.7 **Adjournments:** Any meeting of governors may be adjourned to any time and from time to time and such business may be transacted at such adjourned meeting as might have been transacted at the original meeting from which such adjournment took place. Such adjournment may be made notwithstanding that no quorum is present. In the event of an adjournment to a future date, notice of the rescheduled meeting shall be given in the same manner as provided in section 6.1.
- 6.8 **Errors in Notice:** No error or omission in giving such notice for a meeting of governors shall invalidate such meeting or invalidate or make void any proceedings taken or had at such meeting and any governor may at any time waive notice of any such meeting and may ratify and approve of any or all proceedings taken or had thereat.
- 6.9 **Voting:**
- 6.9.1 Except for votes to amend or adopt bylaws, questions arising at any meeting of governors shall be decided by a majority vote. Votes to amend or adopt bylaws shall require a two-thirds majority. In the case of an equality of votes, the Chair shall have a second or casting vote;

- 6.9.2 All votes at any such meeting shall be taken by ballot, if so demanded by any governors present; but if no demand be made, the vote shall be taken in the usual way by assent or dissent.
- 6.9.3 Unless there is a demand for a recorded vote, a declaration by the Chair that a resolution has been carried or carried unanimously or by a particular majority or lost or not carried by a particular majority, and an entry to that effect in the minutes shall be admissible in evidence as prima facie proof of the fact without proof of the number or proportion of votes recorded in favour of or against such resolution. In the absence of the Chair, the Chair's duties may be performed by the Vice Chair or such other external governor as the Board may from time to time appoint for the purpose.
- 6.10 **Meetings by Electronic Means:** Meetings of the Board may be held by means of such telephone, electronic, or other communication facilities as will permit all persons participating in the meeting to communicate with each other simultaneously and instantaneously and a member of the Board participating by such means shall be deemed to be present at that meeting and shall be counted for the purposes of quorum.

7 COMPLIANCE WITH CONFLICT OF INTEREST OBLIGATIONS

The Board of Governors shall comply with the Minister's Binding Policy Directive on Conflict of Interest issued under the Act. Should any provision in this section be in conflict with this Policy Directive or any further Policy Directives issued by the Minister, the conflicting provision shall be ineffective to the extent of such conflict without invalidating the remaining provisions of this section. Notwithstanding the above, any provisions of this section that exceed the minimum requirements contained in the aforementioned Policy Directive are not in conflict with such and shall remain in force.

7.1 Definitions:

- 7.1.1 **Actual conflict of interest:** a situation where a governor has a private or personal interest that is sufficiently connected to the governor's duties and responsibilities as a governor that it influences the exercise of these duties and responsibilities.
- 7.1.2 **Internal governor:** For the purpose of this section 7, the president of the college shall be deemed to be an internal governor.
- 7.1.3 **Perceived conflict of interest:** a situation where reasonably well-informed persons could properly have a reasonable belief that a governor has an actual conflict of interest, even where that is not the case in fact.
- 7.1.4 **Potential conflict of interest:** a situation where a governor has a private or personal interest that could influence the performance of the governor's

duties or responsibilities, provided that the governor has not yet exercised that duty or responsibility.

7.2 Principles

- 7.2.1 Members of the Board are expected to act honestly and uphold the highest ethical standards.
- 7.2.2 Members of the Board are obligated to perform their official duties and conduct themselves in a manner that will bear the closest public scrutiny because colleges are part of the broader public sector and are subject to greater public scrutiny than private organizations.
- 7.2.3 Members of the Board shall not have private interests (other than those permitted pursuant to the Minister's binding policy directive, or applicable laws, or statutes) that would be affected particularly or significantly by college decisions or actions in which they participate as governors.
- 7.2.4 When appointed, members of the Board must arrange their private interests to prevent conflicts of interest. If a conflict does arise between the private interests of a governor and the official duties of that individual, the conflict shall be resolved in favour of the public interest.
- 7.2.5 Each governor (regardless of how the governor becomes a member of the Board) has a responsibility first and foremost to the welfare of the institution and must function primarily as a member of the Board, not as a member of any particular constituency.
- 7.2.6 All governors shall annually complete the Code of Ethical Conduct and Governor's Agreement being Appendix 1 to the Governor's Code of Ethics in which, among other things, they shall agree to comply with the Minister's Binding Policy Directive on Conflict of Interest issued under the Act and to comply with their obligations respecting the Governor's Code of Ethics and the Code of Ethical Conduct.

7.3 Minister's Binding Policy Directive

- 7.3.1 A conflict of interest arises when a governor's private or personal interest supersedes or competes with that governor's duties and responsibilities as a member of a Board. This could arise from an actual, potential, or perceived conflict of interest of a financial or other nature.
- 7.3.2 At the beginning of every Board meeting, the Chair of the Board is to ask and have recorded in the minutes whether any member of the Board has a conflict to declare in respect to any agenda item.
 - 7.3.2.1 When the agenda item arises in the open portion of the Board meeting, the member(s) of the Board with an actual conflict of interest may remain in the room for the duration of the discussion

and not participate in the vote on this item. The minutes are to record that the member(s) of the Board in conflict of interest remained in the room for the discussion and did not vote on this item. Should the matter occur in the in camera portion of a meeting, the member(s) of the Board shall withdraw while the matter is being discussed or voted on and the minutes should reflect this.

- 7.3.2.2 When the conflict of interest is perceived or potential, the Board will determine whether the member or members of the Board remain for the discussion and vote on agenda items. The minutes should reflect what takes place.
- 7.3.3 In cases where a conflict cannot be avoided, a Board member is to declare a conflict of interest at the earliest opportunity and, at the same time, should declare the general nature of the conflict. Where a conflict of interest is declared prior to a Board meeting, the declaration is to be made to the Chair of the Board and the Board is to be informed.
- 7.3.4 Where a Board member is unsure whether the member is in conflict, the said member is to raise the perceived potential conflict with the Board, and the Board is to determine by majority vote whether or not a conflict of interest exists. The said Board member must refrain from voting on whether or not a conflict of interest exists.
- 7.3.5 Where a conflict of interest is discovered after consideration of a matter, it is to be declared to the Board and appropriately recorded at the first opportunity. If the Board determines that involvement of said member of the Board influenced the decision of the matter, the Board is to re-examine the matter and may rescind, vary, or confirm its decision.
- 7.3.6 Any member of the Board who perceives another member of the Board to be in conflict of interest in a matter under consideration is to raise this concern with the Chair of the Board. The Chair, in turn, is to discuss the matter with the member of the Board who is perceived to be in conflict and, as appropriate, to hold further discussion with the reporting governor. If the discussions do not lead to a resolution, the matter is to be brought to the Board and the Board is to determine by majority vote whether or not a conflict of interest exists. The member of the Board perceived to be in conflict is to refrain from voting.
- 7.3.7 Where there has been a failure on the part of a member of the Board to comply with this binding policy directive, unless the failure is the result of a bona fide error in judgment, the Board is to:
 - 7.3.7.1 Issue a verbal reprimand; or
 - 7.3.7.2 Issue a written reprimand; and/or

7.3.7.3 Request that a member of the Board resign; and/or

7.3.7.4 Remove the member of the Board through processes established in Board bylaws.

7.4 Without limiting the general application of the Minister's Binding Policy Directive on conflict of interest, the Board shall recognize the following circumstances as an actual conflict of interest requiring the affected Board member to conduct themselves in accordance with s. 7.3.2.1. hereof:

7.4.1 President:

7.4.1.1 Agenda items relating either directly or indirectly to the President's compensation, perquisites, and/or benefits;

Note: the Board may require certain information from the President to assist their deliberations, but these queries must be of the general nature or relate to providing performance related information concerning the President's success in meeting agreed to objectives and must not in anyway, either directly or indirectly, influence decisions on his or her compensation, perquisites, and/or benefits.

7.4.2 Internal Governors:

7.4.2.1 Agenda items relating either directly or indirectly to collective bargaining and/or compensation and terms and conditions of employment and/or academic programs in relation to their constituent group;

Note: this would not apply to agenda items that are of a general nature occurring in the open to the public portion of the Board meeting;

7.4.2.2 Agenda items relating to the President's evaluation or performance review;

Note: this does not prevent the Chair or evaluation committee asking for their input as part of a general information-gathering process in preparing the President's evaluation.

7.4.3 Student Governor:

7.4.3.1 Agenda items relating to an increase in the tuition fees for the particular program in which the student is enrolled;

7.4.3.2 Agenda items relating to the President's evaluation or performance review;

Note: this does not prevent the Chair or evaluation committee asking for their input as part of a general information-gathering process in preparing the President's evaluation;

- 7.4.3.3 Agenda items relating either directly or indirectly to collective bargaining and/or compensation and terms and conditions of employment for college staff.

Note: this would not apply to agenda items that are of a general nature occurring in the open to the public portion of the Board meeting.

7.5 **Insignificant Conflicts**

The Minister's Binding Policy Directive does not apply where the interest is so remote or insignificant that it cannot reasonably be regarded as likely to influence the Board member or where a pecuniary or other interest is in common with a broad group of which the governor is a member (e.g., students, support staff, academic staff, administrative staff). This Binding Policy Directive does not apply where the issue is one of general or public information.

7.6 **Disclosure of Interests in Contracts**

7.6.1 Every governor who is in any way directly or indirectly interested in a proposed contract or a contract with the Corporation or any subsidiary of the Corporation shall declare the governor's interest and conflict in accordance with the Minister's Binding Policy Directive.

7.6.2 If a governor has made a declaration of his or her interest in a proposed contract or contract in compliance with this section and has not voted in respect of the resolution which awards the contract (or, in the case of a conflict declared in accordance with section 7.3.5 hereof, the governor has not voted on the resolution confirming the award of the contract), the governor is not accountable to the Corporation or to any of its members or creditors for any profit realized from the contract, and the contract is not voidable by reason only of the governor's holding that office or of the fiduciary relationship established thereby.

8 REMOVAL OF GOVERNORS

8.1 The Board may remove a governor (other than the President or members of the Board appointed by the Lieutenant Governor in Council) from the Board by a resolution of the governors (enacted pursuant to section 8.2 below) if:

8.1.1 The governor has failed to attend, without leave of the Board, at least 50% of the regular meetings of the Board in any 12 month period or 4 successive meetings of the Board;

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- 8.1.2 The governor has neglected or refused to participate on Board committees and/or to contribute to effective discussion and decision making at the Board;
 - 8.1.3 The governor has failed to comply with the Minister's Binding Policy Directive on Conflict of Interest which is set forth in section 7 of this Bylaw;
 - 8.1.4 The governor has failed to maintain the confidentiality of any and all information, discussions, or proceedings at in camera sessions of the Board;
 - 8.1.5 The governor has failed to observe and perform the governor's fiduciary duty to the Corporation in that the governor has not acted with honesty, in good faith and in the best interests of the Corporation;
 - 8.1.6 The governor has, in the opinion of the Board, committed one of the following grounds of misconduct and in consequence would, if such governor were to continue as a member of the Board, adversely affect the image and/or operations of the Board or of the College:
 - 8.1.6.1 Harassment (including activities that would constitute harassment under College directives);
 - 8.1.6.2 Violence (including activities that would constitute violence under College directives);
 - 8.1.6.3 Conviction of a criminal offense;
 - 8.1.6.4 Conduct unbecoming of a member of the Board;
 - 8.1.6.5 Discrimination as defined under the Ontario Human Rights Code (including activities that would constitute discrimination under College directives).
 - 8.1.7 The governor has refused or is unable to comply with the provisions of the Governor's Code of Ethics being Appendix A to this Bylaw #1; and,
 - 8.1.8 The governor has failed to observe and comply with the provisions of the Governor's Code of Ethics being Appendix A to this Bylaw #1.
- 8.2 Prior to the Board voting to remove a governor (the "Subject Governor"), the Chair or the Vice-Chair is to discuss the matter with the Subject Governor to explain why the removal is being considered and to seek a satisfactory explanation of or solution to the alleged grounds for removal (the "Grounds"). If the discussions do not result in a satisfactory explanation or solution, the matter is to be brought to the Board in an in camera session, and the Board is to determine by resolution, passed by at least two-thirds of the votes cast, whether the Subject Governor is to be removed. The notice for the in camera session is to specify the intention to pass a resolution removing the Subject Governor and the Grounds therefore. The Subject Governor is to be given an opportunity to respond to the Grounds by

addressing the Board at the in camera session, but is to refrain from voting. The Subject Governor is to be clearly notified of the final consideration and decision of the Board and any action that will be taken.

8.3 Any person who is removed as a governor from the Board may apply to the Executive Committee to review the decision to remove the person from the Board. As provided in the Regulations, the Executive Committee's review shall be subject to the following:

8.3.1 The Executive Committee's review is limited to determining whether the removal was for a reason set out in this Bylaw and in accordance with the procedure established in this Bylaw and does not include a review of whether the Board was correct in removing a governor of the Board;

8.3.2 The Chair of the Board and the President shall sign a written attestation that the removal process was carried out in accordance with this Bylaw;

8.3.3 The decision of the Executive Committee on whether the decision of the Board was made for a reason set out in this Bylaw and in accordance with the procedure established in this Bylaw is final and binding.

8.4 With respect to any member of the Board appointed by the Lieutenant Governor in Council pursuant to section 4.2.1 of this Bylaw, if the Board believes that there exist reasons for justifying the removal of such member from the Board, the Board may set those reasons out in a report to the Minister of Colleges and Universities for referral to the Lieutenant Governor in Council.

9 REMUNERATION OF GOVERNORS AND COMMITTEE MEMBERS

9.1 The governors of the Corporation shall serve without remuneration and no governor shall directly or indirectly receive any profit from his position as such; provided that a governor may be paid reasonable travel and living expenses incurred by him in the performance of his duties.

9.2 The provisions of section 9.1 shall apply equally to all members of committees and subcommittees of the Board.

10 PROTECTION OF GOVERNORS AND OFFICERS

10.1 **Indemnification by Corporation:** Every governor of the Corporation and such governor's heirs, estate trustees, and estate and effects, respectively, and all Senior Officers who report directly to the President shall from time to time and at all times, be indemnified and saved harmless, out of the funds of the Corporation from and against:

10.1.1 All costs, charges and expenses whatsoever which such governor or officer sustains or incurs in or about any action, suit or proceeding that is brought,

commenced or prosecuted against such governor or officer in respect of any act, deed, matter or thing whatsoever made, done or permitted by such governor or officer in or about the execution of the duties of such governor's or officer's office.

- 10.2 No governor or officer for the time being of the Corporation shall be liable for the acts, receipts, neglects or defaults of any other governor or officer or employee or for joining in any receipt or act for conformity or for any loss, damage or expense happening to the Corporation through the insufficiency or deficiency of title to any property acquired by the Corporation for or on behalf of the Corporation or for the insufficiency or deficiency of any security in or upon which any of the moneys of or belonging to the Corporation shall be placed out or invested or for any loss or damage arising from the bankruptcy, insolvency or tortuous act of any person, firm or corporation with whom or which any moneys, securities or effects shall be lodged or deposited or for any other loss, damage or misfortune whatever which may happen in the execution of the duties of such governor's or officer's respective office or trust or in relation thereto unless the same shall happen by or through such governor's or officer's own wrongful and wilful act or through such governor's or officer's own wrongful and wilful neglect or default.
- 10.3 The governors for the time being of the Corporation shall not be under any duty or responsibility in respect of any contract, act or transaction whether or not made, done or entered into in the name or on behalf of the Corporation except such as shall have been submitted to and authorized or approved by the Board. Subject to compliance with the provisions of section 7 hereof, If any person who is a governor or officer of the Corporation shall be employed by or shall perform services for the Corporation otherwise than as a governor or officer or shall be a member of a firm or a shareholder, director or officer of a company which is employed by or performs services for the Corporation, the fact of such person being a governor or officer of the Corporation shall not disentitle such person or such firm or company, as the case may be, from receiving proper remuneration for such services.

11 OFFICERS OF THE CORPORATION

- 11.1 **Officers:** There shall be a Chair, a Vice Chair, a President, a Secretary and a Treasurer, and such other officers as the Board may determine by resolution from time to time. The Chair and Vice Chair shall be external governors of the Board. The other officers of the Corporation (excepting the President who is a member of the Board by virtue of office) need not be members of the Board.
- 11.2 **Appointment:** At the May or June meeting of the Board each year, the Nominating Committee shall bring forward a recommendation for appointment of the Officers and Committee Chairs requiring annual appointment. Following their appointment by resolution of the Board, the Officers and Committee Chairs will assume their responsibilities on the 1st of September each year. If the Board shall fail to appoint any or all of such officers by September 1st, the incumbents for whom no replacements have been appointed shall continue in office until their successors

are appointed except in the case of a Chair or Vice Chair whose term as governor has expired.

11.3 **Remuneration:** The governors may, in accordance with, and subject to the obtaining of such approvals as may be required by any applicable statutory provision, fix the remuneration to be paid to Officers of the Corporation.

11.4 **Removal:** All Officers, in the absence of agreement to the contrary, shall be subject to the removal from that office of the Corporation by resolution of the Board at any time with or without cause.

11.5 **Duties of Officers:** The duties of the Officers are as follows:

11.5.1 **Chair.** The Chair shall be appointed annually and shall, when present, preside at all meetings of the Board. He or she shall, together with the Secretary or other officer appointed for the purpose, sign all bylaws of the Corporation; and he or she shall sign such contracts, documents or instruments in writing as require his or her signature. The Chair shall also have such other powers and duties as may from time to time be assigned to him or her by the Board or as are incidental to his or her office and shall interpret the resolutions of the Board and the intent of the Bylaws.

11.5.2 **Vice Chair.** The Vice Chair shall be appointed annually and shall have such powers and perform such duties as may be assigned to him or her by the Board, and in the absence or inability to act of the Chair, shall perform all the duties and have all the powers of the Chair and if a Vice Chair, or such other external governor as the Board may from time to time appoint for the purpose, performs any such duty or exercises any such power, the absence, inability or refusal to act of the Chair shall be presumed with reference thereto.

11.5.3 **President.** The Board shall appoint a President for such term as the Board may consider appropriate from time to time and hereby delegates to the President such authority to manage and direct the business and affairs of the Corporation, except such matters and duties as by law must be transacted or performed by the Board, and further to employ and discharge agents and employees of the Corporation as the President may from time to time decide. He or she shall conform to all lawful orders given to him or her by the Board of the Corporation and/or by the Chair thereof and shall at all reasonable times give to the governors or any of them all information they may require regarding the affairs of the Corporation.

11.5.4 **Secretary:** The Secretary shall be the President unless the Board shall otherwise determine in which event the Secretary shall be appointed annually. The Secretary shall:

11.5.4.1 Be ex-officio clerk of the Board;

11.5.4.2 Attend all meetings of the Board and record, or cause to be recorded, all facts and minutes of all proceedings in the books kept for that purpose;

11.5.4.3 Give, or cause to be given, all notices required to be given to governors;

11.5.4.4 Be the custodian of the corporate seal of the Corporation and of all books, papers, records, correspondence, contracts and other documents belonging to the Corporation which he or she shall deliver up only when authorized by a resolution of the Board to do so;

11.5.4.5 Perform such other duties as may from time to time be determined by the Board.

11.5.5 **Treasurer.** The Treasurer shall be the Vice President, Finance unless the Board shall otherwise determine in which event the Treasurer shall be appointed annually. The Treasurer shall:

11.5.5.1 Keep full and accurate accounts of all receipts and disbursements of the Corporation in proper books of account;

11.5.5.2 Deposit all moneys or other valuable effects in the name and to the credit of the Corporation in such banks as may from time to time be designated by the Board;

11.5.5.3 Disburse the funds of the Corporation under the direction of the Board, taking proper vouchers therefore;

11.5.5.4 Render to the Board at the regular meetings thereof or whenever required of him or her, an account of all his or her transactions as Treasurer, and of the financial position of the Corporation;

11.5.5.5 Co-operate with the auditors of the Corporation during any audit of the accounts of the Corporation;

11.5.5.6 Perform such other duties as may from time to time be determined by the Board.

11.5.6 **Other Officers.** The duties of all other Officers of the Corporation shall, subject to the provisions of any applicable statute or regulation, be such as the terms of their engagement call for or the Board or the President require of them.

11.6 **Vacancies**

11.6.1 If the office of the Chair or Vice Chair, or one or more of them, shall become vacant by reason of death, resignation, and disqualification or otherwise, the Board shall appoint one of the external governors to fill such vacancy.

11.6.2 If the office of the Secretary, Treasurer or President, or one or more of them, shall become vacant, such vacancy shall be filled as the Board may appoint.

11.7 **Delegation of Duties of Officers.** In case of the absence or inability to act of the Chair, a Vice Chair or any other Officer of the Corporation or for any other reason that the governors may deem sufficient, the governors may delegate all or any of the powers of such Officer to any other Officer or to any external governor for the time being.

12 **EXECUTION OF DOCUMENTS**

12.1 **Cheques, Drafts, Notes, Etc.** All cheques, drafts or orders for the payment of money and all notes and acceptances and bills of exchange shall be signed by such Officer or Officers or person or persons, whether or not Officers of the Corporation, in such manner as the Board may from time to time designate by resolution.

12.2 **Contracts, documents or instruments in writing:**

12.2.1 Contracts, documents or instruments in writing, required to be signed by the Corporation, may be signed by any two of the Chair, the Vice Chair, the President, the Secretary (where the Secretary is someone other than the President), and the Treasurer and all contracts, documents or instruments in writing so signed shall be binding upon the Corporation without any further authorization or formality;

12.2.2 The corporate seal of the Corporation may, when required, be affixed to contracts, documents or instruments in writing signed as aforesaid or by any Officer or Officers, person or persons appointed by resolution of the Board pursuant to section 12.2.5 hereof;

12.2.3 The term "contracts, documents or instruments in writing" as used herein shall include deeds, mortgages, hypothecs, charges, conveyances, transfers and assignments, releases, receipts and discharges for the payment of money or other obligations, conveyances, transfers and assignments of shares, bonds, debentures or other securities and all paper writings;

12.2.4 In particular without limiting the generality of the foregoing, any two of the Chair, the Vice Chair, the President, the Secretary (where the Secretary is someone other than the President), and the Treasurer are authorized to sell, assign, transfer, exchange, convert or convey any and all shares, bonds, debentures, rights, warrants or other securities owned by or registered in the name of the Corporation in its individual capacity or any other capacity or as trustee or otherwise and to sign and execute (under the corporate seal of the Corporation or otherwise) all assignments, transfers, conveyances, powers of attorney and other instruments that may be

necessary for the purpose of selling, assigning, transferring, exchanging, converting or conveying any such shares, bonds, debentures, rights, warrants or other securities;

12.2.5 Notwithstanding any provisions to the contrary contained in the bylaws of the Corporation, the Board may at any time by resolution direct the manner in which, and the person or persons by whom, any particular instrument, contract or obligations of the Corporation may or shall be executed.

13 BOOKS AND RECORDS

13.1 The Board shall ensure that all necessary books and records of the Corporation required by the bylaws of the Corporation or by any applicable statute or law are regularly and properly kept.

13.2 Without limiting the generality of section 13.1 immediately preceding, the Board shall keep minutes and records of its proceedings that accurately reflect the proceedings of the Board.

13.3 The Bylaws of the Corporation:

13.3.1 Shall be open to examination by the public during the normal office hours of the Corporation; and

13.3.2 Whenever possible, shall be available to the public at no charge on the Corporation's website.

14 STANDING COMMITTEES

14.1 The Board may, from time to time, appoint committees, consisting of such persons as may from time to time be appointed members thereof by the Board, to act in an advisory capacity to the Board in connection with the particular field of activity referred to each of such committees. The members of such committees shall hold office during the pleasure of the Board, and the Chair and the President shall be ex-officio (voting) members of each such committee.

14.2 The Board may fill any vacancies occurring from time to time in such committees and may abolish and from time to time re-appoint any such committee.

14.3 The Secretary shall record or cause to be recorded the minutes of the proceedings of any such standing committee which shall be confirmed under the signature of the Chair of that meeting and a report shall be forwarded to the Board. Any such committee so appointed may meet for the transaction of business, adjourn and otherwise regulate its meetings as it thinks fit. The quorum for any such standing committee shall be a majority of the governors on the committee. Questions arising at any meeting of a committee shall be decided by a majority of votes and, in the case of an equality of votes, the Chair of the meeting shall have a second or casting vote.

15 AUDIT AND RISK MANAGEMENT COMMITTEE

- 15.1 The Audit and Risk Management Committee heretofore established by resolution of the Board is hereby confirmed and continued to assist the governors in connection with all matters that may be properly referred to it by the Board. The Audit and Risk Management Committee shall be composed of at least four external governors and the Chair of the Board. The President of the College shall be a non-voting member of the Audit and Risk Management Committee.
- 15.2 Each Audit and Risk Management Committee member shall be appointed by the Board for a term of one (1) year, and such term may be extended for one (1) year at a time while the Audit Committee member continues as a governor of the College. The Board shall fill a vacancy on the Audit and Risk Management Committee by appointing a new member to the Committee.

16 GOVERNANCE COMMITTEE

- 16.1 The Governance Committee is established to assist the governors in carrying on the affairs of the Corporation in connection with matters relating to governance performance, the review and assessment of Board governance practices, the recommendation of measures to employ in assessing governance performance, the nomination for vacancies in the Board and the development of selection criteria and profiles for the nomination and performance of Board members as well as the management and assessment of the Board's continuing orientation, education and development activities, and all other matters that may be properly referred to it. The Governance Committee may also be responsible for the annual nomination of the Chair, Vice Chair, Secretary (if other than the President), Treasurer (if other than the Vice President, Finance), such other Officers as the Board may determine are to be appointed annually, Chair of the Audit and Risk Management Committee, Chair of the Governance Committee, Chair of any other standing committees which the Board may constitute and which require the annual appointment of a Chair. The Governance Committee shall be composed of at least five governors who shall be appointed by the Board, in addition to the Chair of the Board and the President who shall be ex officio (voting) members. The Chair of the Governance Committee shall be an external governor and a majority of the five members of the Governance Committee shall be external governors.
- 16.2 Each Governance Committee member shall be appointed for a two year term subject to an annual review, removal and renewal by the Board.

17 ACADEMIC AND STUDENT AFFAIRS COMMITTEE

- 17.1 The Academic and Student Affairs Committee, a standing committee of the Board of Governors, was established to assist the Board in fulfilling its Academic and Student Affairs oversight responsibilities.
- 17.2 The Academic and Student Affairs Committee shall be composed of between three and five members of the Board of Governors, optimally, including the Student

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

- 17.3 Each Academic and Student Affairs Committee member shall be appointed by the Board for a term of one (1) year, and such term may be extended for one (1) year at a time while the Academic and Student Affairs Committee member continues as a governor of the College. The Board shall fill a vacancy on the Academic and Student Affairs Committee by appointing a new member to the Committee.

18 EXECUTIVE COMMITTEE

- 18.1 The Executive Committee, heretofore established by resolution of the Board is hereby confirmed and continued to assist the governors in carrying on the affairs of the Corporation in connection with all matters that may be properly referred to it by the Board. The Committee shall consist of the Chair, the Vice Chair, the Chair of the Audit and Risk Management Committee, the Chair of the Governance Committee, and the Chair of the Academic and Student Affairs Committee, Past Chair, or in the event that there is no Past Chair, this position shall remain vacant. In the event of any such offices other than the Past Chair being vacant, one other external governor will be appointed by the Board to fill such vacancy. In addition, the President shall be an ex-officio (voting) member of the Executive Committee by virtue of office. The Executive Committee is empowered to act on behalf of the Board during the summer as well as on other occasions when a quick decision is required and it is not possible to achieve the requisite quorum of Governors.

19 MEMBERS

- 19.1 The members of the Corporation shall consist of such persons as are from time to time appointed governors of the Corporation in accordance with the provisions of these Bylaws. The interest of a member is not transferable and lapses and ceases to exist when he or she ceases to be a member of the Board of the Corporation by his or her resignation, expiration of his or her term of office as a governor or otherwise in accordance with these Bylaws or as provided by any applicable statute or law.

20 MEETINGS OF MEMBERS

20.1 Annual and Other General Meetings.

- 20.1.1** The annual or any other general meeting of the members shall be held at the head office of the Corporation or elsewhere in Ontario as the Board may determine and on such day as the said governors shall appoint.

20.1.2 The annual meeting shall be the meeting at which the audited financial statements are received, in addition to any other business that may be transacted. The members may consider and transact any business either special or general without any notice thereof at any meeting of the members. The Board or the Chair or Vice Chair shall have power to call at any time a general meeting of the members of the Corporation.

20.2 Notice of Meetings

20.2.1 Notice of the time and place of every annual or general meeting of members shall be made by sending notice of the time and place of any such meeting which shall be delivered or telephoned not less than ten (10) days prior to the time fixed for the holding of any such meeting. Provided always that any meeting of members may be held for any purpose at any date and time and any place within Ontario without notice if all the members are present in person at the meeting or if all the absent members waive notice thereof or otherwise signify in writing their consent to such meeting being held in their absence. Such waiver of notice or consent may be given either before or after the meeting.

20.2.2 No error or omission in giving notice of any annual or general meeting or any adjourned meeting, whether annual or general, of the members of the Corporation shall invalidate such meeting or make void any proceedings taken thereat and any members may at any time waive notice of any such meeting and may ratify, approve and confirm any or all proceedings taken or had thereat.

20.3 Adjournments. Any meeting of the members of the Corporation may be adjourned to any time and from time to time and such business may be transacted at such adjourned meeting as might have been transacted at the original meeting from which such adjournment took place. Such adjournment may be made notwithstanding that no quorum is present. In the event of adjournment a notice of the re-scheduled meeting is required.

20.4 Quorum. Ten (10) governors shall form a quorum for the transaction of business at any meeting of the members. No business shall be transacted at any meeting unless the requisite quorum shall be present.

20.5 Voting

20.5.1 Except for votes to amend or adopt bylaws, questions arising at any meeting of members shall be decided by a majority vote. Votes to amend or adopt bylaws shall require a two-thirds majority. In the case of an equality of votes, the Chair of the meeting shall have a second or casting vote.

20.5.2 All votes at any meeting of members shall be taken by ballot, if so demanded by any members present, but if no demand be made the vote shall be taken in the usual way by assent or dissent. Unless there is a demand for a recorded vote a declaration by the Chair of the meeting that a resolution has been carried or carried unanimously or by a particular

majority or lost or not carried by a particular majority and an entry to that effect in the minutes of the Corporation shall be conclusive evidence of the fact without proof of the number or proportion of votes recorded in favour of or against the motion.

20.6 Chair. In the absence of the Chair and the Vice Chair of the Board, the external members present at any meeting of members shall choose one of their members to be Chair of the meeting.

20.7 Polls. If at any meeting a poll is demanded on the election of a Chair of the meeting or on the question of adjournment it shall be taken forthwith without adjournment. If a poll is demanded on any other question it shall be taken in such manner and either at once or later at the meeting or after adjournment as the Chair of the meeting directs. The result of a poll shall be deemed to be the resolution of the meeting at which the poll was demanded. A demand for a poll may be withdrawn.

21 FINANCIAL YEAR

Unless otherwise ordered by the Board, the fiscal year of the Corporation shall terminate on the 31st day of March in each year.

Enacted this 16th day of December, 2019.



James Brockbank
Chair, Board of Governors



Claude Brulé
Secretary, Board of Governors

GOVERNOR'S CODE OF ETHICS

BACKGROUND

Since public trust and confidence are vested in the Board of Governors, the Board and individual Governors have a commitment to discharge their responsibilities and duties in a manner that inspires respect and adheres to the highest standards of conduct. This Code of Ethics outlines the specific conduct required of Governors. It is closely linked with sections 7 and 8 of Algonquin College Bylaw #1 and Minister's Binding Policy Directive on Conflict of Interest issued April 1, 2003 under the provisions of the Ontario Colleges of Applied Arts and Technology Act as amended from time to time.

CODE OF ETHICS

1. Governors will consistently comply with the fiduciary duty of a college Governor to act honestly, in good faith, and in the best interest of the college.
2. As representatives of the citizens of Ontario, Governors must avoid conflict of interest with respect to their fiduciary responsibility. Specific provisions regarding conflict of interest are outlined in College Bylaw #1 section 7 and the Minister's Binding Policy Directive on Conflict of Interest issued under the Act.
3. Governors will respect the confidentiality appropriate to issues of a sensitive nature, and all information in-camera must be kept confidential. Subsequent discussions of confidential issues may only involve those participants who attended or who were eligible to attend the original confidential discussions.

Issues determined to be confidential will remain confidential until they are released publicly through appropriate means.

4. Governors will promote Board policies and support Board decisions. Once a decision has been made, the Board will speak with one voice with respect to that decision. Governors will only speak on behalf of the Board when requested to act on behalf of the Chair.
5. Governors will respect each other and the democratic process.
6. Governors are volunteers and are expected to attend all regularly scheduled Board meetings and planning workshops. Notification for unavoidable absence should be provided to the Chair via the Board Secretary before the meeting.

The Chair is responsible for addressing attendance problems. Unacceptable attendance could result in the Chair requesting the Governor's resignation. The following attendance patterns are unacceptable and constitute a breach of the Governor's Code of Conduct:

- missing a total 50% of regular Board meetings in a year or 4 successive meetings of the Board without leave of the Board;
- frequent late arrivals at Board meetings or early departures, unless the reason for the late arrival is deemed justifiable.

Note: Under extenuating circumstances, Board members may submit a written request for a leave of absence which will be considered by the Board in the closed portion of the Board meeting.

7. Governors will not attempt to exercise individual authority within the College. Any interactions with the President or staff must occur in accordance with Board policy and the Role of the Governor. Governors who are approached about operational issues should refer the person/issue to the President.
8. Governors in their interactions with the public, press or other groups must recognize that an individual Governor cannot speak for or represent the Board on Board matters, College business, College administration or College governance without specific authority granted by the Board and that they have no legal or moral authority as an individual outside of Board meetings to represent the Board or comment on Board matters, College business, College administration or College governance except that authority as is specifically granted to the individual Governor by the Board.
9. Each Governor shall annually sign the Code of Ethical Conduct and Governors' Agreement (Attachment 1 hereto).
10. It is the responsibility of the Board Chair to ensure that Governors have had the opportunity to review the Code of Ethical Conduct before the first meeting of the Board in September and to secure their signatures on the Governors' Agreement included in Attachment 1 hereto at that meeting, or before the next scheduled meeting of the Board, at the latest.

Code of Ethical Conduct and Governors' Agreement

Algonquin College of Applied Arts and Technology has an outstanding reputation in the community for its integrity, loyalty, dedication and commitment as well as its high quality training and educational programs. In support of this positive image, it is expected and required that the Governors conduct themselves in a professional, respectful and collegial manner while carrying out their responsibilities as Board Members.

As a Governor of Algonquin College, I hereby commit myself to the highest ethical conduct as an individual and a member of the Board and will strive at all times to:

1. Comply with the Minister's Binding Policy Directive on Conflict of Interest issued under the Act, the Governor's Code of Conduct being Appendix A to Bylaw #1 and this Code of Ethical Conduct.
2. Work with fellow Governors and the College President in a co-operative and respectful manner, remembering that I am accountable to the community as a whole, and not any special interest group(s).
3. Support my fellow Governors in fulfilling ethical, fiscal and professional obligations.
4. Participate actively in Board and committee meetings, respecting the opinions of others.
5. Practice and uphold openness and transparency in the conduct of Board business as demanded by the legislation and regulations governing colleges in Ontario while respecting confidentiality when required by law, regulation or policy.
6. Honour and follow the rules of order and procedure adopted by the Board to facilitate meetings and decision-making.
7. Base my decisions on the facts of each situation, vote with honest conviction, unswayed by any special interests and honour and uphold all majority decisions taken by the Board.
8. Ensure the College's mission, values and strategic plan and objectives are achieved in a democratic and fiscally responsible manner which meets the needs of learners and enables staff to carry out their responsibilities competently and ethically and which enhance the College's public image.
9. Treat my fellow Governors, College staff, students and the general public in a fair and equitable manner, regardless of race, religion, gender, sexual orientation, disabilities, age or national origin.

10. Accept the consequences of any of my actions which violate this Code of Ethical Conduct, the Governors' Code of Conduct or the Ministry of Colleges and Universities Minister's Binding Policy Directives on Conflict of Interest and abide by the resulting decisions.
11. Participate fully in any review conducted under this Code of Ethical Conduct, the Governors' Code of Conduct or the Ministry of Colleges and Universities Minister's Binding Policy Directives on Conflict of Interest and any revisions decided upon.
12. Generally be guided by high ethical standards in my performance of Board responsibilities.

I, _____ hereby acknowledge receipt of a copy of and agree to abide by this Algonquin College Code of Ethical Conduct, the Governors' Code of Conduct and the Ministry of Colleges and Universities Minister's Binding Policy Directives on Conflict of Interest at all times in exercising my responsibilities as a Governor.

Signature of Governor: _____

Date: _____

To ensure that Governors have been duly informed of their obligation and that they understand this obligation and the consequences associated with violating the Code of Ethical Conduct and supporting policies and guidelines, the following written sign off is required:

This is to confirm that a copy of the Code of Ethical Conduct, Governors' Code of Conduct and the Ministry of Colleges and Universities Minister's Binding Policy Directives on Conflict of Interest have been provided, reviewed and explained to _____ who has pledged to honour all obligations under it, and has provided his/her signature as confirmation of that pledge.

Signature of Board Chair: _____

Date: _____

BYLAW 1

THE BOARD OF GOVERNORS OF THE ALGONQUIN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

BE IT ENACTED as a bylaw of THE BOARD OF GOVERNORS OF THE ALGONQUIN COLLEGE OF APPLIED ARTS AND TECHNOLOGY (herein called the Corporation) for the general conduct of the affairs of the Corporation as follows:

1 INTERPRETATION

1.1 In this bylaw, the following terms shall have the indicated meanings:

1.1.1 “academic staff member”, “administrative staff member”, “support staff member” and “student” shall have the same meanings as defined in the Regulations;

1.1.2 “Act” shall mean the *Ontario Colleges of Applied Arts and Technology Act, 2002*, as amended from time to time;

1.1.3 “Board” shall mean the Board of Governors of the Corporation;

1.1.4 “Regulations” shall mean the regulations made under the “Act”;

1.1.5 “spouse” and “same sex partner” shall have the same meanings as defined in the Regulations.

1.2 In these bylaws and in all other bylaws and special resolutions of the Corporation hereafter passed unless the context otherwise requires, words importing the singular number or the masculine gender shall include the plural number or the feminine gender, as the case may be, and vice-versa, and references to persons shall include firms and corporations.

2 HEAD OFFICE: The Head Office of the Corporation shall be in the City of Ottawa in the Province of Ontario and at such place therein as the governors may from time to time determine.

3 SEAL: The seal, an impression whereof is stamped at the end of this bylaw, shall be the corporate seal of the Corporation.

4 **BOARD OF GOVERNORS**

- 4.1 **Size and Constitution of Board:** Subject to the transition procedure set out in section 4(10) of the current Ontario Regulation 34/03 the Board shall consist of seventeen (17) governors of whom: twelve (12) governors, hereinafter referred to as "external" governors, shall be appointed in the manner provided in section 4.2 below; four (4) additional governors, hereinafter referred to as "internal" governors, shall be elected as provided in section 4.3 below; and the President of the Corporation (who shall for the purposes of the Regulations be regarded as "the President of the College") shall be appointed by the Board pursuant to section 11.5.4 hereof and who shall be a voting member of the Board by virtue of office.
- 4.2 **Appointment of External Governors:** The external governors shall be appointed as follows:
- 4.2.1 Four (4) governors are to be appointed by the Lieutenant Governor in Council ("LGIC"). For each governor to be appointed by the LGIC, the College shall forward to the Colleges Unit of the Ministry of Training, Colleges and Universities, up to three (3) nominees;
- 4.2.2 Eight (8) governors are to be appointed by the members of the Board holding office at the time of appointment;
- 4.2.3 A member of the Board appointed under sections 4.2.1 and 4.2.2 shall not participate in a vote of the Board relating to a renewal or extension of his or her appointment.
- 4.3 **Election of Internal Governors:** The internal governors shall comprise one student, one academic staff member, one administrative staff member, and one support staff member, each of whom shall be elected by the students, academic staff members, administrative staff members and support staff members, respectively, in accordance with the procedures established in Bylaw No. 3 of this Corporation.
- 4.4 **Eligibility Requirements of External Members:** No person shall be eligible for appointment as an external governor if such person is a student or an employee of a College of Applied Arts and Technology.
- 4.5 **Term and Term Limits:**
- 4.5.1 Each external governor and each internal governor (other than the student governor) shall be appointed or elected, as applicable, for a term not to exceed 3 years;
- 4.5.2 Each student governor shall be elected for a term of 1 year;
- 4.5.3 Each governor shall take office on the first day of September in the year of appointment or election;

- 4.5.4 Notwithstanding the length of the term to which an internal governor may be elected, such term shall immediately terminate upon such governor ceasing temporarily or permanently to be a student, academic staff member, administrative staff member or support staff member, as applicable. Provided that a student governor who graduates prior to the expiration of such student governor's term may continue to serve until the 31st day of August in such student's year of graduation;
- 4.5.5 No person shall serve as an external governor or internal governor (other than the student governor) for more than 6 consecutive years provided that after an absence of 2 years such person shall again be eligible for re-election or re-appointment, as applicable, for successive terms not to exceed 6 years;
- 4.5.6 No person shall serve as the student governor for more than 2 consecutive years provided that after an absence of 2 years such person shall again be eligible for re-election for successive terms not to exceed 2 years.

4.6 Vacancies:

- 4.6.1 Where a vacancy occurs among the external governors of the Board appointed by the LGIC pursuant to section 4.2.1, the College shall forward to the Colleges Unit of the Ministry of Training, Colleges and Universities (MTCU), up to three (3) nominees for each vacant position in accordance with the direction provided by MTCU in the October 12, 2010, memo from Nancy Naylor, Assistant Deputy Minister providing direction on the New Appointment Processes for Lieutenant Governor In Council-appointed College Governors;
- 4.6.2 Where a vacancy occurs among the external governors of the Board appointed by the Board pursuant to section 4.2.2, the Board shall appoint a person to fill the vacancy;
- 4.6.3 Where a vacancy occurs among the internal governors of the Board, such of the students, academic staff members, administrative staff members, or support staff members as originally appointed the governor whose position is vacant shall elect a person to fill the vacancy; such election to be conducted in accordance with the procedures set forth in Bylaw No. 3;
- 4.6.4 The term of the person appointed or elected pursuant to section 4.6.1 or 4.6.2 shall be for the remainder of the term of the governor whose position became vacant, and shall commence upon such appointment or election and shall terminate on August 31st in the year in which such term expires.

5 POWERS OF THE BOARD

- 5.1 The Board shall oversee the direction and management of the College.

- 5.2 The Board may make, or cause to be made, in the Corporation's name any kind of contract which the Corporation may lawfully enter into and, save as hereinafter provided, generally may exercise all such powers and do all such other acts and things as the Corporation is authorized to exercise and do, as provided by any applicable statute or law.
- 5.3 Without in any way derogating from the foregoing, the Board is expressly empowered from time to time to purchase, lease or otherwise acquire, alienate, sell, exchange or otherwise dispose of shares, stocks, rights, warrants, options and other securities, lands, buildings, and other property movable or immovable, real or personal, or any right or interest therein owned by the Corporation for such consideration and upon such terms and conditions as it may deem advisable.

6 MEETINGS OF THE BOARD

- 6.1 **Calling of Meetings:** Except as otherwise required by law, the Board may hold its meetings at such place or places as it may from time to time determine. Governors' meetings may be formally called by the Chair or Vice Chair or by the Secretary or Treasurer on the direction of the Chair, or of the Vice Chair or of any two (2) governors.
- 6.2 **Notice of Meetings:** The Board may appoint a day or days in any month or months for regular meetings of the Board at an hour to be named and in respect of such regular meetings no notice need be given to the governors but notice of the days and times so appointed shall be posted in the foyer of the main administration building. Where urgent conditions prevail, notice of a Board meeting shall be delivered, telephoned or sent by electronic mail to each governor not less than one (1) day before the meeting is to take place or shall be mailed to each governor not less than four (4) days before the meeting is to take place. Notice of all meetings of the Board shall be given to the public by posting of a notice in the foyer of the main administration building concurrent with the giving of notice to the governors. The certificate of the Secretary or Treasurer or Chair that notice has been given pursuant to this bylaw shall be sufficient and conclusive evidence of the giving of such notice. The governors may consider or transact any business, either special or general, at any meeting of the Board.
- 6.3 **Disclosure of Conflict of Interest:** At the opening of each meeting, the Chair shall ask for disclosures of any actual, potential, or perceived conflicts of interest of any governor relating to any agenda item. Any such declared conflicts shall be recorded in the minutes.
- 6.4 **Quorum:** Ten (10) governors shall form a quorum for the transaction of business at any meeting of the Board. No business shall be transacted at any meeting unless the requisite quorum shall be present.
- 6.5 **Meetings to be Public:** Subject to section 6.6 below, meetings of the Board shall be open to the public and no person shall be excluded from such a meeting except for improper conduct as determined and expressed by resolution of the Board.

6.6 **In Camera:** The Board may conduct that part of its meeting in camera as concerns:

6.6.1 Such items as individual personnel matters, strategic labour relations, real and personal property transactions, litigation in which the Corporation is involved and other matters which by their nature require confidentiality so as to preserve the legitimate interests of the Corporation;

6.6.2 Matters of a personal nature concerning an individual unless such individual requests and the Board agree that the matter may be discussed in public.

All governors shall keep all information, discussions and proceedings at in camera sessions of the Board strictly confidential.

6.7 **Adjournments:** Any meeting of governors may be adjourned to any time and from time to time and such business may be transacted at such adjourned meeting as might have been transacted at the original meeting from which such adjournment took place. Such adjournment may be made notwithstanding that no quorum is present. In the event of an adjournment to a future date, notice of the rescheduled meeting shall be given in the same manner as provided in section 6.1.

6.8 **Errors in Notice:** No error or omission in giving such notice for a meeting of governors shall invalidate such meeting or invalidate or make void any proceedings taken or had at such meeting and any governor may at any time waive notice of any such meeting and may ratify and approve of any or all proceedings taken or had thereat.

6.9 **Voting:**

6.9.1 Except for votes to amend or adopt bylaws, questions arising at any meeting of governors shall be decided by a majority vote. Votes to amend or adopt bylaws shall require a two-thirds majority. In the case of an equality of votes, the Chair shall have a second or casting vote;

6.9.2 All votes at any such meeting shall be taken by ballot, if so demanded by any governors present; but if no demand be made, the vote shall be taken in the usual way by assent or dissent.

6.9.3 Unless there is a demand for a recorded vote, a declaration by the Chair that a resolution has been carried or carried unanimously or by a particular majority or lost or not carried by a particular majority, and an entry to that effect in the minutes shall be admissible in evidence as prima facie proof of the fact without proof of the number or proportion of votes recorded in favour of or against such resolution. In the absence of the Chair, the Chair's duties may be performed by the Vice Chair or such other external governor as the Board may from time to time appoint for the purpose.

6.10 **Meetings by Electronic Means:** Meetings of the Board may be held by means of such telephone, electronic, or other communication facilities as will permit all

persons participating in the meeting to communicate with each other simultaneously and instantaneously and a member of the Board participating by such means shall be deemed to be present at that meeting and shall be counted for the purposes of quorum.

7 COMPLIANCE WITH CONFLICT OF INTEREST OBLIGATIONS

The Board of Governors shall comply with the Minister's Binding Policy Directive on Conflict of Interest issued under the Act. Should any provision in this section be in conflict with this Policy Directive or any further Policy Directives issued by the Minister, the conflicting provision shall be ineffective to the extent of such conflict without invalidating the remaining provisions of this section. Notwithstanding the above, any provisions of this section that exceed the minimum requirements contained in the aforementioned Policy Directive are not in conflict with such and shall remain in force.

7.1 Definitions:

7.1.1 **Actual conflict of interest:** a situation where a governor has a private or personal interest that is sufficiently connected to the governor's duties and responsibilities as a governor that it influences the exercise of these duties and responsibilities.

7.1.2 **Internal governor:** For the purpose of this section 7, the president of the college shall be deemed to be an internal governor.

7.1.3 **Perceived conflict of interest:** a situation where reasonably well-informed persons could properly have a reasonable belief that a governor has an actual conflict of interest, even where that is not the case in fact.

7.1.4 **Potential conflict of interest:** a situation where a governor has a private or personal interest that could influence the performance of the governor's duties or responsibilities, provided that the governor has not yet exercised that duty or responsibility.

7.2 Principles

7.2.1 Members of the Board are expected to act honestly and uphold the highest ethical standards.

7.2.2 Members of the Board are obligated to perform their official duties and conduct themselves in a manner that will bear the closest public scrutiny because colleges are part of the broader public sector and are subject to greater public scrutiny than private organizations.

7.2.3 Members of the Board shall not have private interests (other than those permitted pursuant to the Minister's binding policy directive, or applicable

laws, or statutes) that would be affected particularly or significantly by college decisions or actions in which they participate as governors.

7.2.4 When appointed, members of the Board must arrange their private interests to prevent conflicts of interest. If a conflict does arise between the private interests of a governor and the official duties of that individual, the conflict shall be resolved in favour of the public interest.

7.2.5 Each governor (regardless of how the governor becomes a member of the Board) has a responsibility first and foremost to the welfare of the institution and must function primarily as a member of the Board, not as a member of any particular constituency.

7.2.6 All governors shall annually complete the Code of Ethical Conduct and Governor's Agreement being Appendix 1 to the Governor's Code of Ethics in which, among other things, they shall agree to comply with the Minister's Binding Policy Directive on Conflict of Interest issued under the Act and to comply with their obligations respecting the Governor's Code of Ethics and the Code of Ethical Conduct.

7.3 **Minister's Binding Policy Directive**

7.3.1 A conflict of interest arises when a governor's private or personal interest supersedes or competes with that governor's duties and responsibilities as a member of a Board. This could arise from an actual, potential, or perceived conflict of interest of a financial or other nature.

7.3.2 At the beginning of every Board meeting, the Chair of the Board is to ask and have recorded in the minutes whether any member of the Board has a conflict to declare in respect to any agenda item.

7.3.2.1 When the agenda item arises in the open portion of the Board meeting, the member(s) of the Board with an actual conflict of interest may remain in the room for the duration of the discussion and not participate in the vote on this item. The minutes are to record that the member(s) of the Board in conflict of interest remained in the room for the discussion and did not vote on this item. Should the matter occur in the in camera portion of a meeting, the member(s) of the Board shall withdraw while the matter is being discussed or voted on and the minutes should reflect this.

7.3.2.2 When the conflict of interest is perceived or potential, the Board will determine whether the member or members of the Board remain for the discussion and vote on agenda items. The minutes should reflect what takes place.

7.3.3 In cases where a conflict cannot be avoided, a Board member is to declare a conflict of interest at the earliest opportunity and, at the same time, should declare the general nature of the conflict. Where a conflict of interest is

declared prior to a Board meeting, the declaration is to be made to the Chair of the Board and the Board is to be informed.

7.3.4 Where a Board member is unsure whether the member is in conflict, the said member is to raise the perceived potential conflict with the Board, and the Board is to determine by majority vote whether or not a conflict of interest exists. The said Board member must refrain from voting on whether or not a conflict of interest exists.

7.3.5 Where a conflict of interest is discovered after consideration of a matter, it is to be declared to the Board and appropriately recorded at the first opportunity. If the Board determines that involvement of said member of the Board influenced the decision of the matter, the Board is to re-examine the matter and may rescind, vary, or confirm its decision.

7.3.6 Any member of the Board who perceives another member of the Board to be in conflict of interest in a matter under consideration is to raise this concern with the Chair of the Board. The Chair, in turn, is to discuss the matter with the member of the Board who is perceived to be in conflict and, as appropriate, to hold further discussion with the reporting governor. If the discussions do not lead to a resolution, the matter is to be brought to the Board and the Board is to determine by majority vote whether or not a conflict of interest exists. The member of the Board perceived to be in conflict is to refrain from voting.

7.3.7 Where there has been a failure on the part of a member of the Board to comply with this binding policy directive, unless the failure is the result of a bona fide error in judgment, the Board is to:

7.3.7.1 Issue a verbal reprimand; or

7.3.7.2 Issue a written reprimand; and/or

7.3.7.3 Request that a member of the Board resign; and/or

7.3.7.4 Remove the member of the Board through processes established in Board bylaws.

7.4 Without limiting the general application of the Minister's Binding Policy Directive on conflict of interest, the Board shall recognize the following circumstances as an actual conflict of interest requiring the affected Board member to conduct themselves in accordance with s. 7.3.2.1. hereof:

7.4.1 President:

7.4.1.1 Agenda items relating either directly or indirectly to the President's compensation, perquisites, and/or benefits;

Note: the Board may require certain information from the President to assist their deliberations, but these queries must be of the general nature or relate to providing performance related information concerning the President's success in meeting agreed to objectives and must not in anyway, either directly or indirectly, influence decisions on his or her compensation, perquisites, and/or benefits.

7.4.2 Internal Governors:

- 7.4.2.1 Agenda items relating either directly or indirectly to collective bargaining and/or compensation and terms and conditions of employment and/or academic programs in relation to their constituent group;

Note: this would not apply to agenda items that are of a general nature occurring in the open to the public portion of the Board meeting;

- 7.4.2.2 Agenda items relating to the President's evaluation or performance review;

Note: this does not prevent the Chair or evaluation committee asking for their input as part of a general information-gathering process in preparing the President's evaluation.

7.4.3 Student Governor:

- 7.4.3.1 Agenda items relating to an increase in the tuition fees for the particular program in which the student is enrolled;

- 7.4.3.2 Agenda items relating to the President's evaluation or performance review;

Note: this does not prevent the Chair or evaluation committee asking for their input as part of a general information-gathering process in preparing the President's evaluation;

- 7.4.3.3 Agenda items relating either directly or indirectly to collective bargaining and/or compensation and terms and conditions of employment for college staff.

Note: this would not apply to agenda items that are of a general nature occurring in the open to the public portion of the Board meeting.

7.5 Insignificant Conflicts

The Minister's Binding Policy Directive does not apply where the interest is so remote or insignificant that it cannot reasonably be regarded as likely to influence the Board member or where a pecuniary or other interest is in common with a broad group of which the governor is a member (e.g., students, support staff, academic staff, administrative staff). This Binding Policy Directive does not apply where the issue is one of general or public information.

7.6 **Disclosure of Interests in Contracts**

7.6.1 Every governor who is in any way directly or indirectly interested in a proposed contract or a contract with the Corporation or any subsidiary of the Corporation shall declare the governor's interest and conflict in accordance with the Minister's Binding Policy Directive.

7.6.2 If a governor has made a declaration of his or her interest in a proposed contract or contract in compliance with this section and has not voted in respect of the resolution which awards the contract (or, in the case of a conflict declared in accordance with section 7.3.5 hereof, the governor has not voted on the resolution confirming the award of the contract), the governor is not accountable to the Corporation or to any of its members or creditors for any profit realized from the contract, and the contract is not voidable by reason only of the governor's holding that office or of the fiduciary relationship established thereby.

8 **REMOVAL OF GOVERNORS**

8.1 The Board may remove a governor (other than the President or members of the Board appointed by the Lieutenant Governor in Council) from the Board by a resolution of the governors (enacted pursuant to section 8.2 below) if:

8.1.1 The governor has failed to attend, without leave of the Board, at least 50% of the regular meetings of the Board in any 12 month period or 4 successive meetings of the Board;

8.1.2 The governor has neglected or refused to participate on Board committees and/or to contribute to effective discussion and decision making at the Board;

8.1.3 The governor has failed to comply with the Minister's Binding Policy Directive on Conflict of Interest which is set forth in section 7 of this Bylaw;

8.1.4 The governor has failed to maintain the confidentiality of any and all information, discussions, or proceedings at in camera sessions of the Board;

8.1.5 The governor has failed to observe and perform the governor's fiduciary duty to the Corporation in that the governor has not acted with honesty, in good faith and in the best interests of the Corporation;

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- 8.1.6 The governor has, in the opinion of the Board, committed one of the following grounds of misconduct and in consequence would, if such governor were to continue as a member of the Board, adversely affect the image and/or operations of the Board or of the College:
- 8.1.6.1 Harassment (including activities that would constitute harassment under College directives);
 - 8.1.6.2 Violence (including activities that would constitute violence under College directives);
 - 8.1.6.3 Conviction of a criminal offense;
 - 8.1.6.4 Conduct unbecoming of a member of the Board;
 - 8.1.6.5 Discrimination as defined under the Ontario Human Rights Code (including activities that would constitute discrimination under College directives).
- 8.1.7 The governor has refused or is unable to comply with the provisions of the Governor's Code of Ethics being Appendix A to this Bylaw #1; and,
- 8.1.8 The governor has failed to observe and comply with the provisions of the Governor's Code of Ethics being Appendix A to this Bylaw #1.
- 8.2 Prior to the Board voting to remove a governor (the "Subject Governor"), the Chair or the Vice-Chair is to discuss the matter with the Subject Governor to explain why the removal is being considered and to seek a satisfactory explanation of or solution to the alleged grounds for removal (the "Grounds"). If the discussions do not result in a satisfactory explanation or solution, the matter is to be brought to the Board in an in camera session, and the Board is to determine by resolution, passed by at least two-thirds of the votes cast, whether the Subject Governor is to be removed. The notice for the in camera session is to specify the intention to pass a resolution removing the Subject Governor and the Grounds therefore. The Subject Governor is to be given an opportunity to respond to the Grounds by addressing the Board at the in camera session, but is to refrain from voting. The Subject Governor is to be clearly notified of the final consideration and decision of the Board and any action that will be taken.
- 8.3 Any person who is removed as a governor from the Board may apply to the Executive Committee to review the decision to remove the person from the Board. As provided in the Regulations, the Executive Committee's review shall be subject to the following:
- 8.3.1 The Executive Committee's review is limited to determining whether the removal was for a reason set out in this Bylaw and in accordance with the procedure established in this Bylaw and does not include a review of whether the Board was correct in removing a governor of the Board;

8.3.2 The Chair of the Board and the President shall sign a written attestation that the removal process was carried out in accordance with this Bylaw;

8.3.3 The decision of the Executive Committee on whether the decision of the Board was made for a reason set out in this Bylaw and in accordance with the procedure established in this Bylaw is final and binding.

8.4 With respect to any member of the Board appointed by the Lieutenant Governor in Council pursuant to section 4.2.1 of this Bylaw, if the Board believes that there exist reasons for justifying the removal of such member from the Board, the Board may set those reasons out in a report to the Minister of Training, Colleges and Universities for referral to the Lieutenant Governor in Council.

9 REMUNERATION OF GOVERNORS AND COMMITTEE MEMBERS

9.1 The governors of the Corporation shall serve without remuneration and no governor shall directly or indirectly receive any profit from his position as such; provided that a governor may be paid reasonable travel and living expenses incurred by him in the performance of his duties.

9.2 The provisions of section 9.1 shall apply equally to all members of committees and subcommittees of the Board.

10 PROTECTION OF GOVERNORS AND OFFICERS

10.1 **Indemnification by Corporation:** Every governor of the Corporation and such governor's heirs, estate trustees, and estate and effects, respectively, and all Senior Officers who report directly to the President shall from time to time and at all times, be indemnified and saved harmless, out of the funds of the Corporation from and against:

10.1.1 All costs, charges and expenses whatsoever which such governor or officer sustains or incurs in or about any action, suit or proceeding that is brought, commenced or prosecuted against such governor or officer in respect of any act, deed, matter or thing whatsoever made, done or permitted by such governor or officer in or about the execution of the duties of such governor's or officer's office.

10.2 No governor or officer for the time being of the Corporation shall be liable for the acts, receipts, neglects or defaults of any other governor or officer or employee or for joining in any receipt or act for conformity or for any loss, damage or expense happening to the Corporation through the insufficiency or deficiency of title to any property acquired by the Corporation for or on behalf of the Corporation or for the insufficiency or deficiency of any security in or upon which any of the moneys of or belonging to the Corporation shall be placed out or invested or for any loss or damage arising from the bankruptcy, insolvency or tortuous act of any person, firm or corporation with whom or which any moneys, securities or effects shall be lodged or deposited or for any other loss, damage or misfortune whatever which

may happen in the execution of the duties of such governor's or officer's respective office or trust or in relation thereto unless the same shall happen by or through such governor's or officer's own wrongful and wilful act or through such governor's or officer's own wrongful and wilful neglect or default.

- 10.3 The governors for the time being of the Corporation shall not be under any duty or responsibility in respect of any contract, act or transaction whether or not made, done or entered into in the name or on behalf of the Corporation except such as shall have been submitted to and authorized or approved by the Board. Subject to compliance with the provisions of section 7 hereof, If any person who is a governor or officer of the Corporation shall be employed by or shall perform services for the Corporation otherwise than as a governor or officer or shall be a member of a firm or a shareholder, director or officer of a company which is employed by or performs services for the Corporation, the fact of such person being a governor or officer of the Corporation shall not disentitle such person or such firm or company, as the case may be, from receiving proper remuneration for such services.

11 OFFICERS OF THE CORPORATION

- 11.1 **Officers:** There shall be a Chair, a Vice Chair, a President, a Secretary and a Treasurer, and such other officers as the Board may determine by resolution from time to time. The Chair and Vice Chair shall be external governors of the Board. The other officers of the Corporation (excepting the President who is a member of the Board by virtue of office) need not be members of the Board.
- 11.2 **Appointment:** At the May or June meeting of the Board each year, the Nominating Committee shall bring forward a recommendation for appointment of the Officers and Committee Chairs requiring annual appointment. Following their appointment by resolution of the Board, the Officers and Committee Chairs will assume their responsibilities on the 1st of September each year. If the Board shall fail to appoint any or all of such officers by September 1st, the incumbents for whom no replacements have been appointed shall continue in office until their successors are appointed except in the case of a Chair or Vice Chair whose term as governor has expired.
- 11.3 **Remuneration:** The governors may, in accordance with, and subject to the obtaining of such approvals as may be required by any applicable statutory provision, fix the remuneration to be paid to Officers of the Corporation.
- 11.4 **Removal:** All Officers, in the absence of agreement to the contrary, shall be subject to the removal from that office of the Corporation by resolution of the Board at any time with or without cause.
- 11.5 **Duties of Officers:** The duties of the Officers are as follows:
- 11.5.1 **Chair.** The Chair shall be appointed annually and shall, when present, preside at all meetings of the Board. He or she shall, together with the

Secretary or other officer appointed for the purpose, sign all bylaws of the Corporation; and he or she shall sign such contracts, documents or instruments in writing as require his or her signature. The Chair shall also have such other powers and duties as may from time to time be assigned to him or her by the Board or as are incidental to his or her office and shall interpret the resolutions of the Board and the intent of the Bylaws.

11.5.2 Vice Chair. The Vice Chair shall be appointed annually and shall have such powers and perform such duties as may be assigned to him or her by the Board, and in the absence or inability to act of the Chair, shall perform all the duties and have all the powers of the Chair and if a Vice Chair, or such other external governor as the Board may from time to time appoint for the purpose, performs any such duty or exercises any such power, the absence, inability or refusal to act of the Chair shall be presumed with reference thereto.

11.5.3 President. The Board shall appoint a President for such term as the Board may consider appropriate from time to time and hereby delegates to the President such authority to manage and direct the business and affairs of the Corporation, except such matters and duties as by law must be transacted or performed by the Board, and further to employ and discharge agents and employees of the Corporation as the President may from time to time decide. He or she shall conform to all lawful orders given to him or her by the Board of the Corporation and/or by the Chair thereof and shall at all reasonable times give to the governors or any of them all information they may require regarding the affairs of the Corporation.

11.5.4 Secretary: The Secretary shall be the President unless the Board shall otherwise determine in which event the Secretary shall be appointed annually. The Secretary shall:

- 11.5.4.1 Be ex-officio clerk of the Board;
- 11.5.4.2 Attend all meetings of the Board and record, or cause to be recorded, all facts and minutes of all proceedings in the books kept for that purpose;
- 11.5.4.3 Give, or cause to be given, all notices required to be given to governors;
- 11.5.4.4 Be the custodian of the corporate seal of the Corporation and of all books, papers, records, correspondence, contracts and other documents belonging to the Corporation which he or she shall deliver up only when authorized by a resolution of the Board to do so;
- 11.5.4.5 Perform such other duties as may from time to time be determined by the Board.

11.5.5 Treasurer. The Treasurer shall be the Vice President, Finance unless the Board shall otherwise determine in which event the Treasurer shall be appointed annually. The Treasurer shall:

- 11.5.5.1 Keep full and accurate accounts of all receipts and disbursements of the Corporation in proper books of account;
- 11.5.5.2 Deposit all moneys or other valuable effects in the name and to the credit of the Corporation in such banks as may from time to time be designated by the Board;
- 11.5.5.3 Disburse the funds of the Corporation under the direction of the Board, taking proper vouchers therefore;
- 11.5.5.4 Render to the Board at the regular meetings thereof or whenever required of him or her, an account of all his or her transactions as Treasurer, and of the financial position of the Corporation;
- 11.5.5.5 Co-operate with the auditors of the Corporation during any audit of the accounts of the Corporation;
- 11.5.5.6 Perform such other duties as may from time to time be determined by the Board.

11.5.6 Other Officers. The duties of all other Officers of the Corporation shall, subject to the provisions of any applicable statute or regulation, be such as the terms of their engagement call for or the Board or the President require of them.

11.6 Vacancies

11.6.1 If the office of the Chair or Vice Chair, or one or more of them, shall become vacant by reason of death, resignation, and disqualification or otherwise, the Board shall appoint one of the external governors to fill such vacancy.

11.6.2 If the office of the Secretary, Treasurer or President, or one or more of them, shall become vacant, such vacancy shall be filled as the Board may appoint.

11.7 **Delegation of Duties of Officers.** In case of the absence or inability to act of the Chair, a Vice Chair or any other Officer of the Corporation or for any other reason that the governors may deem sufficient, the governors may delegate all or any of the powers of such Officer to any other Officer or to any external governor for the time being.

12 EXECUTION OF DOCUMENTS

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- 12.1 **Cheques, Drafts, Notes, Etc.** All cheques, drafts or orders for the payment of money and all notes and acceptances and bills of exchange shall be signed by such Officer or Officers or person or persons, whether or not Officers of the Corporation, in such manner as the Board may from time to time designate by resolution.
- 12.2 **Contracts, documents or instruments in writing:**
- 12.2.1 Contracts, documents or instruments in writing, required to be signed by the Corporation, may be signed by any two of the Chair, the Vice Chair, the President, the Secretary (where the Secretary is someone other than the President), and the Treasurer and all contracts, documents or instruments in writing so signed shall be binding upon the Corporation without any further authorization or formality;
- 12.2.2 The corporate seal of the Corporation may, when required, be affixed to contracts, documents or instruments in writing signed as aforesaid or by any Officer or Officers, person or persons appointed by resolution of the Board pursuant to section 12.2.5 hereof;
- 12.2.3 The term "contracts, documents or instruments in writing" as used herein shall include deeds, mortgages, hypothecs, charges, conveyances, transfers and assignments, releases, receipts and discharges for the payment of money or other obligations, conveyances, transfers and assignments of shares, bonds, debentures or other securities and all paper writings;
- 12.2.4 In particular without limiting the generality of the foregoing, any two of the Chair, the Vice Chair, the President, the Secretary (where the Secretary is someone other than the President), and the Treasurer are authorized to sell, assign, transfer, exchange, convert or convey any and all shares, bonds, debentures, rights, warrants or other securities owned by or registered in the name of the Corporation in its individual capacity or any other capacity or as trustee or otherwise and to sign and execute (under the corporate seal of the Corporation or otherwise) all assignments, transfers, conveyances, powers of attorney and other instruments that may be necessary for the purpose of selling, assigning, transferring, exchanging, converting or conveying any such shares, bonds, debentures, rights, warrants or other securities;
- 12.2.5 Notwithstanding any provisions to the contrary contained in the bylaws of the Corporation, the Board may at any time by resolution direct the manner in which, and the person or persons by whom, any particular instrument, contract or obligations of the Corporation may or shall be executed.

13 BOOKS AND RECORDS

- 13.1 The Board shall ensure that all necessary books and records of the Corporation required by the bylaws of the Corporation or by any applicable statute or law are regularly and properly kept.
- 13.2 Without limiting the generality of section 13.1 immediately preceding, the Board shall keep minutes and records of its proceedings that accurately reflect the proceedings of the Board.
- 13.3 The Bylaws of the Corporation:
- 13.3.1 Shall be open to examination by the public during the normal office hours of the Corporation; and
- 13.3.2 Whenever possible, shall be available to the public at no charge on the Corporation's website.

14 STANDING COMMITTEES

- 14.1 The Board may, from time to time, appoint committees, consisting of such persons as may from time to time be appointed members thereof by the Board, to act in an advisory capacity to the Board in connection with the particular field of activity referred to each of such committees. The members of such committees shall hold office during the pleasure of the Board, and the Chair and the President shall be ex-officio (voting) members of each such committee.
- 14.2 The Board may fill any vacancies occurring from time to time in such committees and may abolish and from time to time re-appoint any such committee.
- 14.3 The Secretary shall record or cause to be recorded the minutes of the proceedings of any such standing committee which shall be confirmed under the signature of the Chair of that meeting and a report shall be forwarded to the Board. Any such committee so appointed may meet for the transaction of business, adjourn and otherwise regulate its meetings as it thinks fit. The quorum for any such standing committee shall be a majority of the governors on the committee. Questions arising at any meeting of a committee shall be decided by a majority of votes and, in the case of an equality of votes, the Chair of the meeting shall have a second or casting vote.

15 AUDIT AND RISK MANAGEMENT COMMITTEE

- 15.1 The Audit and Risk Management Committee heretofore established by resolution of the Board is hereby confirmed and continued to assist the governors in connection with all matters that may be properly referred to it by the Board. The Audit and Risk Management Committee shall be composed of at least four external governors and the Chair of the Board. The President of the College shall be a non-voting member of the Audit and Risk Management Committee.

- 15.2 Each Audit and Risk Management Committee member shall be appointed by the Board for a term of one (1) year, and such term may be extended for one (1) year at a time while the Audit Committee member continues as a governor of the College. The Board shall fill a vacancy on the Audit and Risk Management Committee by appointing a new member to the Committee.

16 GOVERNANCE COMMITTEE

- 16.1 The Governance Committee is established to assist the governors in carrying on the affairs of the Corporation in connection with matters relating to governance performance, the review and assessment of Board governance practices, the recommendation of measures to employ in assessing governance performance, the nomination for vacancies in the Board and the development of selection criteria and profiles for the nomination and performance of Board members as well as the management and assessment of the Board's continuing orientation, education and development activities, and all other matters that may be properly referred to it. The Governance Committee may also be responsible for the annual nomination of the Chair, Vice Chair, Secretary (if other than the President), Treasurer (if other than the Vice President, Finance), such other Officers as the Board may determine are to be appointed annually, Chair of the Audit and Risk Management Committee, Chair of the Governance Committee, Chair of any other standing committees which the Board may constitute and which require the annual appointment of a Chair. The Governance Committee shall be composed of at least five governors who shall be appointed by the Board, in addition to the Chair of the Board and the President who shall be ex officio (voting) members. The Chair of the Governance Committee shall be an external governor and a majority of the five members of the Governance Committee shall be external governors.
- 16.2 Each Governance Committee member shall be appointed for a two year term subject to an annual review, removal and renewal by the Board.

17 ACADEMIC AND STUDENT AFFAIRS COMMITTEE

- 17.1 The Academic and Student Affairs Committee, a standing committee of the Board of Governors, was established to assist the Board in fulfilling its Academic and Student Affairs oversight responsibilities.
- 17.2 The Academic and Student Affairs Committee shall be composed of between three and five members of the Board of Governors, optimally, including the Student Governor. The Vice-President Academic and the Vice-President Student Services of the College shall be non-voting members of the Committee. In addition, the Board Chair and the President shall be ex-officio (voting) members of the committee.
- 17.3 Each Academic and Student Affairs Committee member shall be appointed by the Board for a term of one (1) year, and such term may be extended for one (1) year at a time while the Academic and Student Affairs Committee member continues as a governor of the College. The Board shall fill a vacancy on the Academic and Student Affairs Committee by appointing a new member to the Committee.

18 EXECUTIVE COMMITTEE

- 18.1 The Executive Committee, heretofore established by resolution of the Board is hereby confirmed and continued to assist the governors in carrying on the affairs of the Corporation in connection with all matters that may be properly referred to it by the Board. The Committee shall consist of the Chair, the Vice Chair, the Chair of the Audit and Risk Management Committee, the Chair of the Governance Committee, and the Chair of the Academic and Student Affairs Committee, Past Chair, or in the event that there is no Past Chair, this position shall remain vacant. In the event of any such offices other than the Past Chair being vacant, one other external governor will be appointed by the Board to fill such vacancy. In addition, the President shall be an ex-officio (voting) member of the Executive Committee by virtue of office. The Executive Committee is empowered to act on behalf of the Board during the summer as well as on other occasions when a quick decision is required and it is not possible to achieve the requisite quorum of Governors.

18 MEMBERS

- 18.1 The members of the Corporation shall consist of such persons as are from time to time appointed governors of the Corporation in accordance with the provisions of these Bylaws. The interest of a member is not transferable and lapses and ceases to exist when he or she ceases to be a member of the Board of the Corporation by his or her resignation, expiration of his or her term of office as a governor or otherwise in accordance with these Bylaws or as provided by any applicable statute or law.

19 MEETINGS OF MEMBERS**19.1 Annual and Other General Meetings.**

19.1.1 The annual or any other general meeting of the members shall be held at the head office of the Corporation or elsewhere in Ontario as the Board may determine and on such day as the said governors shall appoint.

19.1.2 The annual meeting shall be the meeting at which the audited financial statements are received, in addition to any other business that may be transacted. The members may consider and transact any business either special or general without any notice thereof at any meeting of the members. The Board or the Chair or Vice Chair shall have power to call at any time a general meeting of the members of the Corporation.

19.2 Notice of Meetings

19.2.1 Notice of the time and place of every annual or general meeting of members shall be made by sending notice of the time and place of any such meeting which shall be delivered or telephoned not less than ten (10) days prior to the time fixed for the holding of any such meeting. Provided always that any meeting of members may be held for any purpose at any date and time and any place within Ontario without notice if all the members are present

in person at the meeting or if all the absent members waive notice thereof or otherwise signify in writing their consent to such meeting being held in their absence. Such waiver of notice or consent may be given either before or after the meeting.

19.2.2 No error or omission in giving notice of any annual or general meeting or any adjourned meeting, whether annual or general, of the members of the Corporation shall invalidate such meeting or make void any proceedings taken thereat and any members may at any time waive notice of any such meeting and may ratify, approve and confirm any or all proceedings taken or had thereat.

19.3 Adjournments. Any meeting of the members of the Corporation may be adjourned to any time and from time to time and such business may be transacted at such adjourned meeting as might have been transacted at the original meeting from which such adjournment took place. Such adjournment may be made notwithstanding that no quorum is present. In the event of adjournment a notice of the re-scheduled meeting is required.

19.4 Quorum. Ten (10) governors shall form a quorum for the transaction of business at any meeting of the members. No business shall be transacted at any meeting unless the requisite quorum shall be present.

19.5 Voting

19.5.1 Except for votes to amend or adopt bylaws, questions arising at any meeting of members shall be decided by a majority vote. Votes to amend or adopt bylaws shall require a two-thirds majority. In the case of an equality of votes, the Chair of the meeting shall have a second or casting vote.

19.5.2 All votes at any meeting of members shall be taken by ballot, if so demanded by any members present, but if no demand be made the vote shall be taken in the usual way by assent or dissent. Unless there is a demand for a recorded vote a declaration by the Chair of the meeting that a resolution has been carried or carried unanimously or by a particular majority or lost or not carried by a particular majority and an entry to that effect in the minutes of the Corporation shall be conclusive evidence of the fact without proof of the number or proportion of votes recorded in favour of or against the motion.

19.6 Chair. In the absence of the Chair and the Vice Chair of the Board, the external members present at any meeting of members shall choose one of their members to be Chair of the meeting.

19.7 Polls. If at any meeting a poll is demanded on the election of a Chair of the meeting or on the question of adjournment it shall be taken forthwith without adjournment. If a poll is demanded on any other question it shall be taken in such manner and either at once or later at the meeting or after adjournment as the Chair of the meeting directs. The result of a poll shall be deemed to be the resolution of the

meeting at which the poll was demanded. A demand for a poll may be withdrawn.

20 FINANCIAL YEAR

Unless otherwise ordered by the Board, the fiscal year of the Corporation shall terminate on the 31st day of March in each year.

Enacted this 10th day of June, 2019.



Peter Nadeau
Chair, Board of Governors



Cheryl Jensen
Secretary, Board of Governors

GOVERNOR'S CODE OF ETHICS

BACKGROUND

Since public trust and confidence are vested in the Board of Governors, the Board and individual Governors have a commitment to discharge their responsibilities and duties in a manner that inspires respect and adheres to the highest standards of conduct. This Code of Ethics outlines the specific conduct required of Governors. It is closely linked with sections 7 and 8 of Algonquin College Bylaw #1 and Minister's Binding Policy Directive on Conflict of Interest issued April 1, 2003 under the provisions of the Ontario Colleges of Applied Arts and Technology Act as amended from time to time.

CODE OF ETHICS

1. Governors will consistently comply with the fiduciary duty of a college Governor to act honestly, in good faith, and in the best interest of the college.
2. As representatives of the citizens of Ontario, Governors must avoid conflict of interest with respect to their fiduciary responsibility. Specific provisions regarding conflict of interest are outlined in College Bylaw #1 section 7 and the Minister's Binding Policy Directive on Conflict of Interest issued under the Act.
3. Governors will respect the confidentiality appropriate to issues of a sensitive nature, and all information in-camera must be kept confidential. Subsequent discussions of confidential issues may only involve those participants who attended or who were eligible to attend the original confidential discussions.

Issues determined to be confidential will remain confidential until they are released publicly through appropriate means.

4. Governors will promote Board policies and support Board decisions. Once a decision has been made, the Board will speak with one voice with respect to that decision. Governors will only speak on behalf of the Board when requested to act on behalf of the Chair.
5. Governors will respect each other and the democratic process.
6. Governors are volunteers and are expected to attend all regularly scheduled Board meetings and planning workshops. Notification for unavoidable absence should be provided to the Chair via the Board Secretary before the meeting.

The Chair is responsible for addressing attendance problems. Unacceptable attendance could result in the Chair requesting the Governor's resignation. The following attendance patterns are unacceptable and constitute a breach of the Governor's Code of Conduct:

- missing a total 50% of regular Board meetings in a year or 4 successive meetings of the Board without leave of the Board;
- frequent late arrivals at Board meetings or early departures, unless the reason for the late arrival is deemed justifiable.

Note: Under extenuating circumstances, Board members may submit a written request for a leave of absence which will be considered by the Board in the closed portion of the Board meeting.

7. Governors will not attempt to exercise individual authority within the College. Any interactions with the President or staff must occur in accordance with Board policy and the Role of the Governor. Governors who are approached about operational issues should refer the person/issue to the President.
8. Governors in their interactions with the public, press or other groups must recognize that an individual Governor cannot speak for or represent the Board on Board matters, College business, College administration or College governance without specific authority granted by the Board and that they have no legal or moral authority as an individual outside of Board meetings to represent the Board or comment on Board matters, College business, College administration or College governance except that authority as is specifically granted to the individual Governor by the Board.
9. Each Governor shall annually sign the Code of Ethical Conduct and Governors' Agreement (Attachment 1 hereto).
10. It is the responsibility of the Board Chair to ensure that Governors have had the opportunity to review the Code of Ethical Conduct before the first meeting of the Board in September and to secure their signatures on the Governors' Agreement included in Attachment 1 hereto at that meeting, or before the next scheduled meeting of the Board, at the latest.

Code of Ethical Conduct and Governors' Agreement

Algonquin College of Applied Arts and Technology has an outstanding reputation in the community for its integrity, loyalty, dedication and commitment as well as its high quality training and educational programs. In support of this positive image, it is expected and required that the Governors conduct themselves in a professional, respectful and collegial manner while carrying out their responsibilities as Board Members.

As a Governor of Algonquin College, I hereby commit myself to the highest ethical conduct as an individual and a member of the Board and will strive at all times to:

1. Comply with the Minister's Binding Policy Directive on Conflict of Interest issued under the Act, the Governor's Code of Conduct being Appendix A to Bylaw #1 and this Code of Ethical Conduct.
2. Work with fellow Governors and the College President in a co-operative and respectful manner, remembering that I am accountable to the community as a whole, and not any special interest group(s).
3. Support my fellow Governors in fulfilling ethical, fiscal and professional obligations.
4. Participate actively in Board and committee meetings, respecting the opinions of others.
5. Practice and uphold openness and transparency in the conduct of Board business as demanded by the legislation and regulations governing colleges in Ontario while respecting confidentiality when required by law, regulation or policy.
6. Honour and follow the rules of order and procedure adopted by the Board to facilitate meetings and decision-making.
7. Base my decisions on the facts of each situation, vote with honest conviction, unswayed by any special interests and honour and uphold all majority decisions taken by the Board.
8. Ensure the College's mission, values and strategic plan and objectives are achieved in a democratic and fiscally responsible manner which meets the needs of learners and enables staff to carry out their responsibilities competently and ethically and which enhance the College's public image.
9. Treat my fellow Governors, College staff, students and the general public in a fair and equitable manner, regardless of race, religion, gender, sexual orientation, disabilities, age or national origin.

10. Accept the consequences of any of my actions which violate this Code of Ethical Conduct, the Governors' Code of Conduct or the MTCU Minister's Binding Policy Directives on Conflict of Interest and abide by the resulting decisions.
11. Participate fully in any review conducted under this Code of Ethical Conduct, the Governors' Code of Conduct or the MTCU Minister's Binding Policy Directives on Conflict of Interest and any revisions decided upon.
12. Generally be guided by high ethical standards in my performance of Board responsibilities.

I, _____ hereby acknowledge receipt of a copy of and agree to abide by this Algonquin College Code of Ethical Conduct, the Governors' Code of Conduct and the MTCU Minister's Binding Policy Directives on Conflict of Interest at all times in exercising my responsibilities as a Governor.

Signature of Governor: _____

Date: _____

To ensure that Governors have been duly informed of their obligation and that they understand this obligation and the consequences associated with violating the Code of Ethical Conduct and supporting policies and guidelines, the following written sign off is required:

This is to confirm that a copy of the Code of Ethical Conduct, Governors' Code of Conduct and the MTCU Minister's Binding Policy Directives on Conflict of Interest have been provided, reviewed and explained to _____ who has pledged to honour all obligations under it, and has provided his/her signature as confirmation of that pledge.

Signature of Board Chair: _____

Date: _____

GOVERNOR(S) IN-WAITING GUIDELINES

1. This guideline is aligned with Algonquin College's values: Caring, Integrity, Learning, Respect.
2. The Governance Committee through the Board Office, will notify Governors in-Waiting with any Board related composition changes before any public announcements are made.
3. Should an external governor vacancy occur, the Governance Committee will review the Board of Governors skills matrix to determine if there is alignment with any of the skillsets within the Governors in-Waiting group. The Board acknowledges that Governors in-Waiting have skillsets potentially needed by the Algonquin College Board of Governors, and as they have been interviewed, they will not be required to submit an application each year.
4. Governors in-Waiting should provide the Board Office of any new skill set(s) obtained in order to update their skills matrix record with the Board Office.
5. As circumstances may change, the role is to be considered without obligation on either party; given that, Governors in-Waiting may be given consideration for appropriate Board vacancies. Governors in-Waiting are encouraged to apply for Lieutenant Governor in Council appointment through the Public Appointments process for positions on the Algonquin College Board of Governors.
6. The Algonquin College Board of Governors appointment process may involve a multi-year process and therefore, a Governor in-Waiting has no legal obligation to remain a Governor in-Waiting. Governor(s) in-Waiting are free to pursue other opportunities outside of the Algonquin College Board of Governors. The waiting period for a Board vacancy provides Governors in-Waiting time to continue to familiarize themselves with various aspects of the College in advance. A full Board Orientation will be provided to all new incoming Board members which the selected Governor in-Waiting will attend in the year they are appointed to be on the Board at the Annual General Meeting of the Board in June.
7. Notices for public Board Meetings will be sent to Governors in-Waiting in a timely manner. As the Governors in-Waiting new role is not a legal, but a courtesy position, Governors in-Waiting are not permitted to attend Committee meetings of the Board.
8. Governors in-Waiting may be invited to College events at the discretion of the Board Chair. Governor in-Waiting attendance is not mandatory.
9. As Board members are ambassadors for the College in their own social environments, it is expected that Governors in-Waiting will act in a similar manner.

Report title:	Banking Officers Resolution
Report to:	Board of Governors
Date:	October 26, 2020
Author/Presenter:	Duane McNair, Vice President, Finance and Administration

1. RECOMMENDATION:

THAT the Board of Governors approves the Banking Officers Resolution effective October 26, 2020.

2. PURPOSE / EXECUTIVE SUMMARY:

The purpose of this resolution is to formally update, approve and document the slate of banking officers of Algonquin College for the year.

3. BACKGROUND:

Each year, the College presents to the Board of Governors an updated list of the banking officers of the College. Once approved, the resolution is supplied to the College’s financial institutions as validation of those individuals with signing authority for banking purposes at Algonquin College.

4. DISCUSSION:

The resolution identifies the positions that will be granted signing authority for banking purposes on behalf of the College. The resolution is updated annually, and as required, to reflect operational reorganizations, position changes, and changes in Board of Governors positions.

The resolution is attached as Appendix A: Banking Officers Resolution.

5. LINK TO STRATEGIC PLAN:

STRATEGIC PLAN 2017-2022			
LEARNER DRIVEN Goal One	<input type="checkbox"/>	CONNECTED Goal Four	<input type="checkbox"/>

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

6. STUDENT IMPACT:

Supporting the overall health of College financial resources through the mitigation of financial loss exposures helps to preserve financial assets, which in turn, contributes to the efficient delivery of programs and services for students.

7. FINANCIAL IMPACT:

The Banking Officers Resolution forms part of the internal controls of the College. The resolution is provided to the College’s financial institutions whenever a change in banking signing authority is requested. The resolution ensures that only authorized positions will be allowed signing authority for banking purposes.

8. HUMAN RESOURCES IMPACT:

The Banking Officers Resolution will have minimal impacts on the human resources of the College.

9. GOVERNMENT / REGULATORY / LEGAL IMPACT:

Though the Banking Officers Resolution is not externally regulated, the annual review and approval by the Board of Governors is a key internal control of the College.

10. COMMUNICATIONS:

The approved list of banking officers is kept on file and supplied to the College’s financial institutions as appropriate.

11. CONCLUSION:

The banking officers list coupled with the College's internal controls helps to reduce risk and ensure that College assets are safeguarded.

Respectfully submitted:



Duane McNair
Vice President, Finance and Administration

Approved for submission:



Claude Brulé
President and CEO

Appendices:

Appendix A: Banking Officers Resolution



**RESOLUTION
MOVED AND SECONDED**

That for banking purposes, the following are the officers of Algonquin College of Applied Arts and Technology, effective October 26, 2020:

THE BOARD OF GOVERNORS OF ALGONQUIN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

POSITION	CURRENT INCUMBENT
Chair	Jay McLaren
Vice Chair	Dr. Gail Beck
Secretary	Claude Brulé
Treasurer	Duane McNair

SENIOR OFFICIALS OF THE COLLEGE

POSITION	CURRENT INCUMBENT
President	Claude Brulé
Senior Vice President, Academic	Dr. Christopher Janzen
Vice President, Finance & Administration	Duane McNair
Vice President, Human Resources	Diane McCutcheon
Vice President, Student Services	Laura Stanbra
Vice President, Truth, Reconciliation & Indigenization	Ron Deganadus McLester
Vice President, Advancement	Mark Savenkoff
Chief Financial Officer	Grant Perry
Director, Financial Planning	Emily Woods

CERTIFICATE

I hereby certify that the foregoing is a true copy of a resolution duly passed at a meeting of the Board of Governors of Algonquin College held at Ottawa, Ontario, the 26th day of October, 2020.

DATED at Ottawa this 26th day of October, 2020

Witness by my hand and (Corporate) Seal

SECRETARY

Report title:	College Response to COVID-19 and Financial Risk Assessment
Report to:	Board of Governors
Date:	October 26, 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 to the July 2020 report on the measures the College is taking to respond to the COVID-19 pandemic, and to present a current view of financial scenarios and 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.

In a previous update, the approach and measures taken by the College in response to COVID-19 were detailed. This update is focused on the implementation of plans through the period from July to September 2020 in accordance with the provincial reopening activities.

The current and long-term economic and social impacts on our country and the College from this pandemic are 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 the health and safety of its students and employees first, while executing reopening plans in lock-step with provincial reopening plans, recommendations from regional public health agencies and directives from all levels of government, through a college system-wide, coordinated approach.

4. DISCUSSION:

A flexible framework and recovery plan has been developed in order to be able to effectively respond to a phased approach to re-opening by the provincial government and to incorporate adjustments reflecting guidance from public health agencies, the Ministry of Colleges and Universities, College Employer Council, and Colleges Ontario.

During July and August 2020, the College successfully participated in the delivery of Ministry of Colleges and Universities-approved pilot programs as part of a phased approach to reopening College campuses for limited face-to-face instruction during the Fall Term. This implementation represented the culmination of an incredible effort, through months of planning and coordination across academic and operational support areas. The successes and lessons learned during the pilot programs contributed to further planning to support the subsequent, successful Fall Term start-up on September 8, 2020.

5. LINK TO STRATEGIC PLAN:

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

6. STUDENT IMPACT:

On March 27, 2020, the decision was taken to defer the start of the 2020 Spring Term by two weeks to May 19 with emergency remote delivery of programs. As the pandemic has evolved, these plans have been extended beyond the originally anticipated date. The academic continuity plan has been advanced and we anticipate continuation of limit face-to-face instruction during the Fall and Winter Terms, by advancing the continued preference for remote delivery.

Approximately 7,200 students are registered in programs that require some degree of hands-on, face-to-face instruction, which correlates to estimated on-campus, daily student activity up to 2,500 students. College classroom, lab and common spaces as well as service and

support areas have been prepared to accommodate this activity in a manner that continues to preserve student experience standards, while the majority of academic instruction and support services continue to be delivered remotely.

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.

As a postsecondary institution, the reliance on enrolment to support the College’s continuing operations is very important. In the 2020-21 fiscal year, Annual Budget enrolment projections were 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 as the pandemic continues. As the Second Quarter Financial Projection Report is being finalized, a decrease in overall enrolment of 15% from the Approved Annual Budget continues to be projected, comprised of a reduction of 9% in domestic enrolment and 34% in international student enrolment.

Enrolment	Approved Annual Budget	Q1 Projection	Q2 Interim Projection
Domestic	36,438	33,063 (91%)	32,989 (91%)
International	11,286	7,300 (65%)	7,412 (66%)
Total	47,724	40,363 (85%)	40,401 (85%)

The Second Quarter Financial Projection, which is now being finalized, takes into consideration that the College’s Fall 2020 Term, and now the Winter 2021 Term will accommodate limited in-class activity model with the majority of learning being delivered online.

The most significant change from the First Quarter Financial Projection is a \$5 million decrease in the net contribution of the College’s Campus Services business. This further degradation in net contribution is linked to the College’s decision to maintain a predominately remote delivery format for the Winter 2021 Term. This extension of remote

delivery adversely affects on-campus retail activities such as food sales, parking revenues, student residence occupancy, and other on-site generated revenue sources.

The Interim Second Quarter 2020-21 Financial Risk Assessment report presented today is projecting a deficit of approximately \$21.2 million; however College management will continue to identify and implement measures to limit the draws on cash reserves to \$19 million as per the guidance provided by the Board of Governors on April 20, 2020 based on the First Quarter Financial Projection. The results of these efforts will be presented at the Audit and Risk Management meeting of November 17, 2020 and the Board of Governors meeting on December 7, 2020.

Beginning in April 2020, the Board has been provided with financial assessment models based on three possible enrolment projection scenarios. Throughout this process, the College's Academic Continuity Plan has been informing the direction that the College will follow as it continues to offer high quality program offerings to learners through a variety of hybrid delivery modalities. This ongoing work has provided an opportunity to refine the College's enrolment projections and to present updated scenarios constructed on the current view of the opportunities and risks that the College faces. Based on this ongoing work and refinements, three updated scenarios are presented today: Current view, which aligns to the Interim Second Quarter 2020-21 Projection, a Moderate Case view, and a Worst Case view.

Financial modeling is ongoing across the College under the leadership of the Finance Team. This work endeavors to project the negative impact to the 2020-21 net contribution and net assets of the College. The College is slowly gaining clarity regarding the possible length on the COVID-19 pandemic, the ensuing impacts to international and domestic student enrolment and the anticipated return to regular operations. It does however remain challenging to provide a reliable estimate of projected net contribution for 2020-21. This is contingent on the continued easing of restrictions, the impact on international enrolment from the global responses to the pandemic, the ensuing global economic impact, and the assessment of second wave COVID-19 outbreaks.

A number of mitigation strategies have been developed 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 developed and under implementation include the following:

- Realization of cost savings due to reduced course sections from lower student enrolment;

- Reduction or delay of select capital projects and strategic investments;
- Management of vacant positions to capture salary savings;
- Reduction or suspension of expenditures through College-wide budget reduction exercises;
- Review of activities for suspension or exit that do not directly result in positive net contribution margin;
- Adjustment to other-than-full-time staffing complement to align with decreased program and service delivery requirements;
- Pursuing government funding opportunities identified as COVID-19 assistance funds;
- Undertaking a review of programs and services to identify areas to exit for operational savings;
- Suspension of planned contributions to reserves for the current year; and
- Expansion of online delivery of academic programs and corporate training.

8. HUMAN RESOURCES IMPACT:

To date, the College is unaware of any confirmed cases of COVID-19 arising from exposures on campuses. Since the beginning of the Fall Term, however, there have been seven COVID-19 positive cases among students reported with on-campus involvement. In each case, appropriate response protocols for reporting, liaising with Ottawa Public Health and cleaning/disinfection have been implemented.

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.

The Human Resources Area has initiated a Workforce Pandemic Mitigation Plan that identifies several mitigation options in response to the COVID-19 pandemic. These mitigation options are designed to provide excellence in educational experience to learners and to ensure that the teaching and learning process is maintained to the greatest extent possible during the period of the provincial declared state of emergency. This plan includes measures such as:

- Scheduling usage of accumulated and excess vacation;
- Temporarily re-deploying employees to departments with greater need for support;
- Allowing employees to take unpaid leaves of absence;
- Offering employees reduced workloads;
- Ending contracts for other-than-full-time employees;
- Serving notice of reduction/termination of employment; and
- Serving notice of layoff.

9. GOVERNMENT / REGULATORY / LEGAL IMPACT:

Measures taken by the College throughout the reopening 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. The flexibility of College recovery plans is being maintained to be able to continue to meet the necessary requirements as the re-opening progresses.

10. COMMUNICATIONS:

Communications with College employees and learners throughout this event commenced very early and distributed on a regular basis. The communications frequency have also been increased 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 communiqués 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 the continued College effort throughout this period, and of the College's planned response to minimize the financial impact of the pandemic. The College will continue to respond to this rapidly evolving situation through the coming weeks and months. The College continues to make decisions that reflect its values of caring, learning, integrity and respect, and maintain a balanced approach in responding to the needs of learners, the well-being of employees, and the financial health of the College.

Respectfully submitted:



Duane McNair
Vice President, Finance and Administration

Approved for submission:



Claude Brulé
President and CEO

Report title:	Public College – Private Partnership (PCPP) - Update
Report to:	Board of Governors
Date:	October 26, 2020
Author/Presenter:	Ernest Mulvey, Director, Director, International, Global, Online and Corporate Learning Charlene Miller, Manager, Private College Partnerships, International Education Centre

1. RECOMMENDATION:

THAT the Board of Governors accepts this update for information.

2. PURPOSE / EXECUTIVE SUMMARY:

The purpose of this transmittal is to inform the Board of Governors of the progress made in the Public College – Private Partnership exploration process and to inform the Board of upcoming timelines.

3. BACKGROUND:

The Ministry of Colleges and Universities (MCU) issued a binding policy directive on December 23, 2019 for Public College – Private Partnerships (PCPP). The International Education Centre is leading the partnership exploration process. The objectives of a PCPP for Algonquin College are:

- Supporting collaboration with an innovative private partner to enhance the Algonquin College student experience;
- Generating additional streams of revenue contributing to growing onshore international enrolment in post-secondary programs; and
- Enhancing the presence of Algonquin’s institutional brand across various locations in Canada.

A Working Group guides the partnership development process and includes representatives from Academic, Business Development, Finance, Government Relations, Human Resources, International, Student Services, Information Security, and Risk. The aim is to select a partner that can deliver Algonquin College programs beginning in May 2021.

4. DISCUSSION:

Algonquin College is in the final stages of negotiations with a third party to form a Collaborative Education Agreement that would license the third party to deliver Algonquin College programs in Canada, outside of Ottawa.

A Request for Expressions of Interest was posted on MERX from May 19 to June 12, 2020. Nineteen proponents submitted documents relating to their organizational and financial capacity, programs, student services, quality assurance, and information security for a technical evaluation. The evaluation was completed by members of the PCPP Working Group on July 7, with recommendations presented to the Algonquin College Executive Team subgroup on July 17, 2020.

Two proponents were recommended to be shortlisted to the Phase II process, involving direct negotiations. They were selected based on the evaluation scores and their relatively large sizes, representing opportunities for scalability and collaboration over the long-term. The International Education Centre conducted site visits to both proponents, which involved a tour of campus facilities and meetings with senior leadership.

The preferred proponent is undergoing an in-depth risk analysis by BDO, with BDO examining its corporate background, governance, and finances. A detailed Risk Report will be presented to the Deans and Directors Council, the Algonquin College Leadership Team, the Algonquin Risk Management Committee and the Academic and Student Affairs Committee in November 2020. The aim is to seek the approval of a finalized Collaborative Education Agreement at the Board of Governors meeting on December 7, 2020.

The business model in the Collaborative Education Agreement would have Algonquin College lead the recruitment of international students and collect all fees directly, and retain agent fees, ancillary student fees, and a royalty fee, then pay the remainder to the third party. This model reduces risk to Algonquin College by allowing it to maintain direct control over the recruitment process and fee collection.

Prior to the finalization of a Collaborative Education Agreement with a third party for a Public College – Private Partnership, and before seeking approval from the Board of Governors, the following conditions must be met:

- I. All regulatory and legislative requirements, including the requirements of the Binding Policy Directive on Public College – Private Partnerships and Section 28 of the Financial Administration Act.

- II. The third party in the Agreement must pass a thorough due diligence review including a background check and risk analysis conducted by an independent auditing body, subject to review by the Audit and Risk Management Committee and the Algonquin College Executive Team subgroup.

5. LINK TO STRATEGIC PLAN:

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

6. STUDENT IMPACT:

- a. The PCPP would have no impact on currently enrolled students and programs at Algonquin College Campuses.
- b. Students enrolled through the PCPP would have access to similar opportunities and resources as Algonquin College students have at the Perth or Pembroke campuses.
- c. Students enrolled through the PCPP would be tracked as part of the Key Performance Indicators in Algonquin’s Strategic Mandate Agreement.

7. FINANCIAL IMPACT:

A Public College – Private Partnership would allow Algonquin College to generate additional revenue. The Ministry of Colleges and Universities has capped international student enrolment in the PCPP to a ratio twice the international enrolment at Algonquin College campuses (1:2 ratio). Algonquin College currently has about 3,000 international students at its campuses, allowing under the current ratio up to 6,000 international students at the PCPP. A five-year financial forecast has been drafted that would see up to 1,000 international students enrolled in Algonquin College programs per semester through the third party. When

a Collaborative Education Agreement is finalized with the partner, including the specific programs and enrolment targets from 2021-26, the financial forecast will be finalized. As per the binding policy directive, the economic benefits must be reinvested in the home campus and local communities. This agreement, including the business case with a financial forecast, will be submitted to the Board of Governors for approval at the December 7, 2020 Board meeting.

8. HUMAN RESOURCES IMPACT:

The establishment of the PCPP currently requires one Project Manager supported by the International Education Centre. Since the location of the partnership would be located outside of the Ottawa region, there would be no impact on Academic staff and the partner would be responsible for hiring appropriately qualified faculty to deliver the programs on their campuses. If the PCPP is operationalized, additional Algonquin College staff will be required to support Quality Assurance, Marketing and Student Recruitment, and Admissions according to the business model.

9. GOVERNMENT / REGULATORY / LEGAL IMPACT:

The Ministry of Colleges and Universities' (MCU) Binding Policy Directive provides the framework for public colleges to enter into contractual agreements for the delivery of programs in locations across Canada. When submitting a partnership application, the College must also seek Section 28 approval under the *Financial Administration Act* since the partnership could result in the increase of contingent liabilities for the College. The College must ensure that they are in compliance with section 28 requirements.

Agreements that take place outside of Ontario would additionally have to comply with that location's provincial legislation. These requirements will be investigated as required should a partnership agreement take place outside of Ontario.

10. COMMUNICATIONS:

Information on the plans and objectives of the PCPP is provided internally to the Deans and Directors Committee, the Algonquin College Leadership Team, the Algonquin Risk Management Committee, and the Academic and Student Affairs Committee. The International Education Centre is working with Communications and has prepared key messages for external audiences in case of any public inquiries. No further public communications are planned until the final agreement has been approved by the Ontario Government.

11. CONCLUSION:

A Public College – Private Partnership represents a significant opportunity for Algonquin College and is guided by the Ministry of Colleges and Universities’ binding policy directive as a means to generate revenue that will benefit home campuses and local communities. If an Agreement with a third party can be reached and passes successful through a rigorous due diligence process, a final agreement will be presented to the Board of Governors at the December 7, 2020 meeting.

Respectfully submitted:



Duane McNair
Vice President, Finance and Administration

Approved for submission:



Claude Brulé
President and CEO

Report title:	First Quarter 2020-21 Business Plan Performance
Report to:	Board of Governors
Date:	October 26, 2020
Author/Presenter:	Laura Stanbra, Vice President, Student Services

1. RECOMMENDATION:

THAT the Board of Governors accepts this update for information.

2. PURPOSE / EXECUTIVE SUMMARY:

The Board of Governors is responsible for monitoring the College’s progress against key metrics and performance outcomes related to the institution’s strategic directions. The annual business plan is a tool used by management to set the direction for the College to achieve annual goals and targets in the context of the Strategic Plan.

3. BACKGROUND:

The Board of Governors is provided with quarterly updates on progress being made against the annual Business Plan using a Business Plan Dashboard and Exceptions Report. The Business Plan Dashboard for the First Quarter covers the period April 1 through to June 30, 2020, provided in Appendix A: First Quarter 2020-21 Business Plan Dashboard.

Dashboard

The legend for the dashboard reads as follows:

- *Blue – Completed:* Identifies targets or initiatives completed within the originally established quarter of the fiscal year.
- *Green – In Progress:* Identifies targets or initiatives in progress to be completed within the originally established quarter of the fiscal year.
- *Yellow – Delayed/Anticipated Delay:* Identifies targets or initiatives that are delayed in being reached, but are on track to be completed within the fiscal year.
- *Orange – At Risk:* Identifies targets or initiatives that may be at risk of being completed within the fiscal year.
- *Red – Not Completed:* Identifies targets or initiatives that will not be completed within the fiscal year.

Exceptions Report

The Exceptions Report for the First Quarter covers the period April 1 through to June 30, 2020, is provided in Appendix B: First Quarter 2020-21 Business Plan Exceptions Report.

4. DISCUSSION:

Twenty-two of the 26 business plan initiatives have a green status. Two initiatives are coded as blue, indicating they are complete. One initiative is currently coded as yellow, indicating the initiative is delayed. One item is identified as an orange and currently at risk of not being completed by fiscal year-end. There are no initiatives currently in a red status. Contingency action plans are implemented for all targets and initiatives that have a yellow or orange status.

5. LINK TO STRATEGIC PLAN:

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

6. STUDENT IMPACT:

There is no negative student impact identified at this time. Students will ultimately benefit from the achievement of the targets of the annual Business Plan.

7. FINANCIAL IMPACT:

There is no current financial impact identified at this time.

8. HUMAN RESOURCES IMPACT:

There is no current human resources impact identified at this time.

9. GOVERNMENT / REGULATORY / LEGAL IMPACT:

There is no current government/regulatory/legal impact identified at this time.

10. COMMUNICATIONS:

Quarterly report updates are made available to the public on the Board of Governors website following each Board of Governors meeting.

11. CONCLUSION:

The College is tracking well with the majority of business plan objectives (approximately 92 percent) completed or on track for originally anticipated completion and 4 percent of the current year business plan priorities are delayed but anticipate completion. The remaining 4 percent of business plan items are at risk of being completed within this fiscal year, but are well underway and will be completed in the next fiscal year. These results indicate an ambitious, but attainable yearly plan in support of the College's strategic objectives.

Respectfully submitted:



Laura Stanbra
Vice President, Student Services

Approved for submission:








Claude Brulé
President and CEO

Appendices:

Appendix A: First Quarter 2020-21 Business Plan Dashboard
Appendix B: First Quarter Exceptions Report

7.1 Appendix A








Business Plan Dashboard

Legend	
	Completed
	In progress to reach completion
	Measures that may be delayed in reaching target
	Measures that may be at risk in reaching target
	Measures that will not reach target by March 31, 2020

Executive Sponsor	
AS Academic Services	HR Human Resources
SS Student Services	TRII Truth Reconciliation and Indigenous Initiatives
IS Innovation & Strategy	ADV Advancement
FA Finance & Administration	CER Communications & External Relations

LEARNER DRIVEN





Establish Algonquin as the leader in personalized learning across all Ontario Colleges. (Customer)

Goal	ACET Sponsor	2020-21 Metric	Q1 Status
Improve Student Retention			
1.1	AS	100% of Winter and Spring 2020 students with outstanding face-to-face learning requirements have been provided opportunity to complete the Winter 2020 term by December 31, 2020.	
Improve Overall Student Satisfaction			
1.2	AS	Operational processes necessary to support and maintain delivery of micro-credentials developed by March 31, 2021.	
1.3	AS	Three new micro-credentials developed under Algonquin's micro-credential framework launched by March 31, 2021.	
1.4	FA	Athletics and Recreation Centre achieves substantial performance by March 31, 2021.	
1.5	AS	Instruments to measure the quality and student satisfaction of remotely delivered/online courses developed and implemented by September 1, 2020.	
1.6	SS	Process and metrics to monitor and continuously improve Student Service delivery in a remote environment defined by August 31, 2020 and process launched by September 15, 2020.	
1.7	FA	Identify and contract with a private sector college programs provider to establish Algonquin College's first partnership pursuant to the Ministry of Colleges and Universities Binding Policy Directive: Public College Private Partnerships by March 31, 2020.	

7.1 Appendix A





CONNECTED

Become an integral partner to our alumni and employers

Goal	ACET Sponsor	2020-21 Metric	Q1 Status
Increase the number of alumni who are engaged in meaningful activities with Algonquin College			
2.1	ADV	Data analytics and segmentation in alumni database implemented by July 31, 2020.	
2.2	ADV	Integrated alumni engagement pilot implemented in one academic School by August 31, 2020.	
2.3	ADV	Alumni-focused marketing and communications strategy implemented by August 31, 2020	
Improve Willingness to Recommend External Community (Perception)			
3.0	AS	Centre for Excellence in Health Education shovel-ready and ready for design and development upon approval of government funding, by March 31, 2021.	

PEOPLE





Be recognized by our employees and the community as an exceptional place to work

Goal	ACET Sponsor	2020-21 Metric	Q1 Status
Improve Employee Engagement			
4.0	HR	Employee Engagement Survey (2019) college-wide initiatives to promote engagement in our remote working environment implemented by March 31, 2021, including assessment of college-wide initiatives completed with recommendations provided to Algonquin College Executive Team by the Employee Engagement Task Force by November 30, 2020.	
Engage members of the College community in Equity, Diversity and Inclusion activities by measuring participation in the Culture Climate Survey			
5.0	HR	Elements of year two of the Equity, Diversity and Inclusion blueprint implemented by March 31, 2021, including: training on Active Bystander training and multiple learning opportunities through our Inclusion Infusion events.	
Increase the strategic workforce planning forecasting focus of full-time and part-time staffing needs			
6.0	HR	Year 1 of the Strategic Workforce and Talent Planning implemented by March 31, 2021, including: Task force within the Academic Area established by October 31, 2020.	
Create Culture of Employee Learning and Development through increased organizational training satisfaction metric			
7.0	HR	Cross-College Learning and Development Steering Committee established by January 31, 2021 and mandated to provide oversight for employee learning structure including: coordination of all employee remote learning delivery and oversight of the Employee Learning Experience Platform.	

7.1 Appendix A








Innovation and Quality

We will be leaders and continuously improve the quality, impact and innovativeness of teaching, learning and service delivery

Goal	ACET Sponsor	2020-21 Metric	Q1 Status
Increase the number of Students Registered in Co-op			
8.0	FA	Co-op A3 Plan countermeasures implemented by Aug. 31, 2019	
Reduce the risk of failure of information technology infrastructure and software applications			
9.0	SS	Ontario College Application Service (OCAS) application pilot project launched to enable co-op enrolment at the time of OCAS application for Jun. 30, 2019	
Business Processes Improved, Time repurposed in hours, Non-personnel costs reinvested			
10.0	SS	"Early Security Clearance" program piloted with 100 students aimed at reducing barriers to working in the Federal Government by Dec. 31, 2019	
Create a new Strategic Plan			
11.0	CER	2022-27 Strategic Plan planning process begun by September 30, 2020 and milestones reached by March 31, 2021	

7.1 Appendix A Sustainability

Pursue truth and reconciliation, social, environmental, and economic sustainability

Goal	ACET Sponsor	2020-21 Metric	Q1 Status
Grow net contribution			
12.1	FA	College will limit its draws on reserves in response to the financial impacts of the COVID-19 pandemic to the balances available in the Contingency Reserve Fund plus the COVID-19 Response Contingency Fund. In addition, additional reserve draws will be executed for Board approved major capital projects.	
12.2	FA	Lead a strategic exercise to mitigate the financial impacts of COVID-19 by March 31, 2021 to strategically position the College on a path to restore financial sustainability.	
Increase value of new cash, gift-in-kind donations, and pledges			
13.0	ADV	Year 2 milestones of the three-year Advancement Plan implemented by March 31, 2021, including a focus on endowed revenue, major gifts and campaigns, and annual unendowed revenue.	
Engage members of the College community (students, employees and community members) in Truth and Reconciliation activities			
14.1	TRII	Year 2 of the Indigenization Strategy implemented, including: Indigenization Strategy updated and shared with College community in a town hall format, once per term by December 15, 2020.	
14.2	TRII	Revenue from Indigenization activities grown by 10%, by March 31, 2021.	
14.3	TRII	Burnt Water business case and operational plan completed by July 31, 2020.	
Commissioning of the new Solar Photovoltaic and battery energy storage system completed by March 31, 2021.			
15.0	FA	Commissioning of the new Solar Photovoltaic and battery energy storage system completed by March 31, 2021.	

7.1 Appendix B

2020-21 Business Plan

First Quarter Exceptions Report

	2017-22 Strategic Goals	2020-21 Metric	2020-21 Target	2020-21 Initiative/Leveraged Action	ACET Member	Status	Comments for First Quarter
Connected							
2.3	Become an integral partner to our alumni and employer	Increase the number of alumni who are engaged with meaningful activities with Algonquin College	4,100 (5%)	2.3) Alumni-focused marketing and communications strategy implemented by August 31, 2020.	M. Savenkoff		2.3) Delayed. The Advancement Communications Officer position remains vacant. Targeted emails and mailings were distributed to subsets of the database to align messaging with clear calls to action. Discovery work continues on an email management system that will give the College the ability to message all alumni.
Sustainability							
12.1	Pursue truth, reconciliation, social environmental, and economic sustainability	Maintain cash reserves of March 31, 2020 for future College investments	\$70M	12.1) College will limit its draws on reserves in response to the financial impacts of the COVID-19 pandemic to the balances available in the Contingency Reserve Fund plus the COVID-19 Response Contingency Fund. In addition, additional reserve draws will be executed for Board approved major capital projects.	D. McNair		12.1) At risk. The interim 2020-21 Second Quarter Financial Projection is indicating that the College may exceed the Board approved draw on reserves by approximately \$2 million. Efforts are underway to identify and implement measures to mitigate this risk.

2020-21 Business Plan
Definition of Metrics

#	Goal	Metric	Definition
2017-22	DEFINITION OF METRIC	True North	True North Owner
LEARNER DRIVEN			
Retention	Percentage of eligible Post-Secondary Education students enrolled at the College Day 10 of the Fall term who remain enrolled Day 10 in the following term across all levels. Eligible students are domestic and international full-time and part-time students registered in certificate, diploma, advanced diploma, degree and graduate certificate programs.	100%	Academic
Student Satisfaction	Overall student satisfaction rate from annual provincial KPI survey.	100%	Academic

#	Goal	Metric	Definition
2017-22	DEFINITION OF METRIC	True North	True North Owner
2. CONNECTED			
Alumni Engagement	<p>Number and percentage of contactable alumni who are engaged in meaningful activities with Algonquin College.</p> <p>Definitions: Alumni: a graduate of Algonquin College from any program of instruction for which a credential is awarded including: College Certificate, Ontario College Certificate, Ontario College Diploma, Ontario College Advanced Diploma, Ontario College Graduate Certificate or Degree.</p> <p>Meaningful Alumni Engagement Activities: activities that are valued by alumni, build enduring and mutually beneficial relationships, inspire loyalty and financial support, strengthen the institution's reputation and involve alumni in meaningful activities to advance Algonquin's mission of transforming hopes & dreams into lifelong success (their own & those of other past and present learners):</p> <ul style="list-style-type: none"> • Volunteer: Formally defined and rewarding volunteer roles that are endorsed and valued by the institution and support its mission and strategic goals. • Experiential: Meaningful experiences that inspire alumni, are valued by the institution, promote its mission, celebrate its achievements and strengthen its reputation: • Philanthropic: Diverse opportunities for alumni to make philanthropic investments that are meaningful to the donor and support the institution's mission and strategic goals. • Communication: Interactive, meaningful and informative communication with alumni that supports the institution's mission, strategic goals and reputation and aligned with the College's communication strategy and planning process. 	100%	Advancement
Alumni Willingness to Recommend (Satisfaction):	Score calculated based on responses to the following question (using a 0-10 scale): How likely is it that you would recommend Algonquin College Alumni programming and events to other alumni? Subtracting the percentage of Detractors from the percentage of Promoters yields the Net Promoter Score, which can range from a low of -100 to a high of 100. Promoters (score 9-10), Passives (score 7-8) and Detractors (score 0-6)	100 NPS Score	Advancement
3. PEOPLE			

#	Goal	Metric	Definition
2017-22	DEFINITION OF METRIC	True North	True North Owner
Employee Engagement	Percentage of engaged employees as measured in the employee engagement survey (AON Hewitt)	100%	HR
Willingness to Recommend (Perception) External Community	<p>Score calculated based on responses to the following question (using a 0-10 scale): How likely is it that you would recommend Algonquin College to a friend, family member, or colleague? Subtracting the percentage of Detractors from the percentage of Promoters yields the Net Promoter Score, which can range from a low of -100 to a high of 100. Promoters (score 9-10), Passives (score 7-8) and Detractors (score 0-6)</p> <p>Our methodology evaluates brand holistically (perception and awareness). As such, it includes those unaware of our brand as detractors which results in a lower score than, for example, a post product experience survey. Detractors are asked a follow-up question that provides further detail on awareness/familiarity with our brand. Given that this is a general population survey these net promoter scores should not be compared to industry averages. The survey is conducted across Eastern Ontario and Gatineau.</p>	100 NPS Score	Academic
4. INNOVATION AND QUALITY			
# of Students Registered in Co-op	<p>The sum of;</p> <ul style="list-style-type: none"> • Students who register directly to co-op mandatory programs through OCAS; • Students who register directly to co-op versions of programs when there is a choice between 'regular' and 'co-op' through OCAS (this is new for September 2019 intakes) • Students who register to co-op programs through the co-op registration process – this is for students that did not register directly to the co-op program through OCAS. 	11,000	Co-op
Innovation and Entrepreneurial Mindset Students Employees	A percentage score obtained by answering a questionnaire, created based on the competencies from the Innovation and Entrepreneurship Mindset Framework, which indicates through a self assessed score the level of innovation and entrepreneurship mindset that a learner possesses at a point in time. The higher the score, the higher the mindset of innovation and entrepreneurship is.	100% (Students) 100% (Employees)	Innovation and Strategy

#	Goal	Metric	Definition
2017-22	DEFINITION OF METRIC	True North	True North Owner
5. SUSTAINABLE (Financial, Enviromental, Social)			
Maintain cash reserves of March 31, 2020 for future College investments	<p>Operating revenues less operating expenditures on a modified cash flow basis.</p> <p>*Under a modified cash flow basis the following cash outflows are treated as expenditures:</p> <ul style="list-style-type: none"> • principal portion of debt service payments • contributions to reserves • purchases of assets that will be capitalized on the balance sheet <p>The following cash inflows are treated as revenues:</p> <ul style="list-style-type: none"> • capital grants that will be recorded as deferred capital contribution on the balance sheet <p>The following items are excluded from the calculation:</p> <ul style="list-style-type: none"> • depreciation expense, amortization of deferred capital contributions, change in vacation liability, impact of capitalizing assets and capital grants <p>*NOTE: this portion of the definition is required for Finance Dept staff only - applies at the College roll-up level, not required knowledge for other administrators</p>	\$100M	Finance & Admin
Greenhouse Gas Emissions	<p>Greenhouse gas emissions are the release of gases into the earth's atmosphere associated with an organization or business which contribute to the greenhouse effect. GHG emissions are measured in metric tons of CO2 and are broken up into three different types:</p> <ul style="list-style-type: none"> • Scope 1 – “Direct Emissions” – emissions that are “owned or controlled by an organization” - generated on site by an organization • For Algonquin, it is almost exclusively from the burning of natural gas for heating and the generation of power (cogen) • Scope 2 – “Indirect Emissions” - emissions from the consumption of purchased electricity (i.e. from electricity grid) • Scope 3 – “Other Indirect Emissions” – not directly owned or controlled e.g. emissions generated by individuals travelling to/from an organization, third-party distribution and logistics etc. <p>Current legislation and GHG reduction targets by the Ministry of the Environment pertain exclusively to Scope 1 and Scope 2 emissions but it is expected that Scope 3 emissions will be included at a future date. Consequently, GHG figures for Algonquin College are do not include Scope 3 emissions.</p>	0	Finance & Admin

#	Goal	Metric	Definition
2017-22	DEFINITION OF METRIC	True North	True North Owner
Indigenization & TRC	<p>Implementing year 1 of the Transforming Indigenization Initiatives report in order to operationalize Indigenization at Algonquin College. Indigenization activities are heavily informed and inspired by the 94 Calls to Action resulting from the Truth and Reconciliation Commission.</p> <p>Participant engagement: meaningful engagement of interested individuals from students, college staff members (support staff, faculty and administrators) and college community stakeholders groups.</p> <ul style="list-style-type: none"> • Exploration of Truth – developing a suit of Indigenous professional development offerings that will be used in order to meet target offering for this year (500 participants – staff, faculty, administrators, community members and / or college stakeholders). • Erecting the Tree – a one year special project that will see Indigenous Initiatives take on a coaching / guiding role for the Algonquin College Leadership Team (administrators) that will focus on the acquisition of traditional Indigenous governance models and seek to embed them into our business planning. This will take place over the entire year of 2019 and focus on 13 ACLT meetings. • Demonstrate financial viability of Indigenization activities by animating the capital investments via within the DARE District. Demonstrate financial viability of Indigenization activities. 	22500	TRC & Indigenization

Report title:	AC Way Update
Report to:	Board of Governors
Date:	October 26, 2020
Author(s)/Presenter(s):	Jessica House, Manager, Continuous Improvement Laura Stanbra, Vice President, Student Services

1. RECOMMENDATION:

THAT the Board of Governors accepts this update for information.

2. PURPOSE / EXECUTIVE SUMMARY:

This report provides an update to the Board of Governors on the College’s efforts and activities regarding *The AC Way* – Algonquin College’s branded adaptation of Lean methodologies for daily continuous improvement. The last report to the Board of Governors on these initiatives was provided on April 15, 2019.

3. BACKGROUND:

The College has extensive experience with Lean going back to 2005. Historically, the approach was project-based and dependent on the involvement of specialized coaches. It tended to be an add-on to business activities. The AC Way represents the evolution of Lean into something embedded in every aspect of the College — a “way” of thinking and working that is unique to Algonquin.

In the 2019-20 Business Plan, College management established and achieved two overarching goals:

1. Grow the number of College departments or units onboarded as an AC Way Model Team from five to twelve by March 31, 2020; and
2. Ensure 95% of College people leaders have completed yellow belt lean certification by September 30, 2019.

In October 2019, the AC Way team was deployed to work full-time on the resolution of pay errors that resulted after the launch of Workday. Support was provided in implementing a visual management board and huddle, gathering and developing the current state map and associated metrics, uncovering the causes of errors, and coaching around experimentation of countermeasures. The team learned new ways of working that resulted in a reduction in

pay errors and the unveiling of configuration issues that were causing many of the errors.

The AC Way team served as the go-to resource for AC Way training and support, developing training curricula, tools and templates made accessible to employees at every stage of their lean development. The AC Way Foundational Course, formerly referred to as the Algonquin White Belt, was revamped based on customer feedback and is now offered fully online with over 1,000 employees completing the training.

The 2019-20 year also marked the AC Way team’s launch of an Ottawa-based Lean Community of Practice where over 100 participants from various sectors and organizations in the region come together to develop and practice their continuous improvement skills. Organizations including Shopify, Canada Revenue Agency, Statistics Canada, and the Children’s Hospital of Ontario (CHEO) are among the regular list of attendees.

4. DISCUSSION:

The COVID-19 pandemic has significantly impacted College operations and placed added pressure on the College’s workforce. Working in the AC Way will lead to optimized processes, found capacity and time, reduction in costs, and optimal service and learner experience.

The College recognizes the importance of working in the AC Way now more than ever. With the restating of the College 2020-21 Business Plan, a goal was set to improve 40 top-priority processes with the outcome of hours repurposed and non-personnel costs reinvested by March 31, 2021. The pandemic has added extra burden on already overburdened areas of the College, in particular for the Academic Area, and for Information Technology Services. A decision was made to change the scope slightly from 40 top-priority processes to 40 processes of which 6 are top-priority. This allows the College to maintain their focus on saving time and costs while ensuring the improvement work does not overburden the identified areas. Each member of the Algonquin College Leadership Team will be working with an AC Way coach to improve a process and will continue to learn the continuous improvement skills and behaviours required to become coaches themselves. This way of working will support the College effort to create a culture of continuous improvement where all employees are actively engaged in process improvement.

5. LINK TO STRATEGIC PLAN:

STRATEGIC PLAN 2017-2022		
<p>LEARNER DRIVEN Goal One Establish Algonquin as the leader in personalized learning across all Ontario colleges.</p>	<input checked="" type="checkbox"/>	<p>CONNECTED Goal Four Become an integral partner to our alumni and employers.</p>
		<input checked="" type="checkbox"/>

QUALITY AND INNOVATION Goal Two Lead the college system in co-op and experiential learning.	<input type="checkbox"/>	SUSTAINABLE Goal Five Enhance Algonquin’s global impact and community social responsibility.	<input checked="" type="checkbox"/>
Goal Three Attain national standing in quality, impact and innovation within each school and service.	<input checked="" type="checkbox"/>	PEOPLE Goal Six Be recognized by our employees and the community as an exceptional place to work.	<input checked="" type="checkbox"/>

6. STUDENT IMPACT:

Successful College-wide implementation of the AC Way efforts have a direct impact on learners by improving the end-user experience, supporting student retention and graduation metrics, as well as supporting a positive overall educational experience that leads to life-long learning at Algonquin College.

7. FINANCIAL IMPACT:

The largest portion of Algonquin’s budget expense is labour costs, and a key factor in the successful implementation of Lean is the unwavering commitment to not eliminating jobs as a result of process improvements. Therefore, the greatest financial impact of working in the AC Way is by saving employee time through process improvements whereby inefficient and/or low value-add activities are eliminated so employees can spend time on other value add activities which ultimately benefit learners.

Another financial benefit of working in the AC Way has savings gained through the elimination or reduction of non-personnel costs (i.e., hard costs) due to process improvements.

8. HUMAN RESOURCES IMPACT:

Employees will benefit from working in the AC Way. Scientific problem-solving and leadership skills will be developed, and employee satisfaction and engagement scores will improve.

9. GOVERNMENT / REGULATORY / LEGAL IMPACT:

There are no current government, regulatory or legal impacts identified at this time.

10. COMMUNICATIONS:

The AC Way team uses many different forums to communicate key messages to internal and external stakeholders.

The [AC Way website](#) is a forum for people to learn about the College’s Lean implementation journey, where employees can access timely information about upcoming events, and can celebrate process improvement successes.

An [AC Way video](#) was created and launched in 2020 to create excitement about the AC Way by highlighting the President’s call to action and showcasing some of the successes experienced by employees who have embraced working in the AC Way.

11. CONCLUSION:

With the AC Way fully integrated across the College, continuous improvement will be a daily practice and as a result, will generate highly engaged and satisfied learners, service excellence, and long-term College sustainability through innovation and creativity.

Through targeted training, coaching and support, all employees will feel ownership of their work and work together to achieve goals. It will also allow personnel to spend less time “fighting fires” and more time focusing on improving the level of service delivered — efficiently, cost-effectively and sustainably.

Respectfully submitted:



Laura Stanbra
Vice President, Student Services

Approved for submission:



Claude Brulé
President and CEO

Report title:	People Plan
Report to:	Board of Governors
Date:	October 26, 2020
Author/Presenter:	Diane McCutcheon, Vice President, Human Resources

1. RECOMMENDATION:

THAT the Board of Governors accepts this report for information.

2. PURPOSE / EXECUTIVE SUMMARY:

The purpose of this report is to share the progress Algonquin College has made on the 2019-22 Inclusion & Diversity Blueprint, a component of the People Plan.

3. BACKGROUND:

Algonquin College values both the dignity and uniqueness of the individual, as well as equity and diversity in our community. Holding true to these values, the 2017-22 People Plan reinforces the Human Resources role and commitment, with a particular goal to “build a learning workplace that is respectful, diverse, inclusive and healthy.”

In December 2019, Algonquin College launched its first three-year plan for delivering on that commitment to Inclusion and Diversity. There are three components in the College’s plan to achieving inclusion and diversity college-wide: Understanding Oneself, Managing for Diversity, and creating Inclusive Systems and Processes. Each component depends on developing skills, knowledge and abilities at both the individual and organizational level.

- i. **UNDERSTAND & DEVELOP ONESELF:** At the individual level, it is important for employees at every level to Understand & Develop Oneself; that is for each individual to go through a process of learning and reflecting on their own values, worldview, cultural norms, and communication and conflict styles in order to understand themselves. With this self-reflective knowledge, individuals are better equipped to recognize the breadth of each of those dimensions in others and the workplaces, identify their own strengths and weaknesses, and adapt their own behaviour.
- ii. **MANAGING FOR DIVERSITY:** Managing for Diversity means more than simply acknowledging that diversity is a fact in the workplace, it means ensuring that people managers have the group leadership and process skills that can facilitate effective

diverse group functioning. Managing diversity to achieve inclusion requires the use of tools to effectively create an environment in which all members can contribute to their maximum potential, and in which the 'value of diversity' can be fully realized. Only by including the tactical management of differences can the insights, skills, and experiences of all employees be used to positively leverage diversity.

- iii. SYSTEMS AND PROCESSES: Systems and Processes are a foundational and often underestimated aspect of inclusion. They are also often the most difficult to change due to their being entrenched in the fabric of the organization. As College employees' are developed through the other two components, if the College does not also change the structures under which they operate, the skills and knowledge for inclusion will be halted by processes that don't allow for equitable participation in the workplace. These challenges are also known as systemic barriers: the policies, practices or procedures that result in some people receiving unequal access or being excluded.

The complete Blueprint is included in Appendix A: Algonquin College Inclusion & Diversity Blueprint 2019-22.

The first year of the Blueprint implementation wrapped up on March 31, 2020. The complete year-one annual report on Inclusion & Diversity is included in Appendix B: Inclusion & Diversity in the Algonquin College Workplace 2019-20. It was a year of firsts and successes, summarized in the infographic provided in Appendix C: 2019-20 Infographic Algonquin College's Journey towards inclusion.

4. DISCUSSION:

Although the equity, diversity and inclusion file is operating with the same unanticipated changes as all areas of the College – budget constraints, remote clients, and alternate delivery formats – the program has faced increased attention and broader social importance arising from the advocacy work of the Black Lives Matter movement. All of these elements have created a unique opportunity with an even wider audience of employees and leadership engaging in the planned programming. Details of the programs are provided in Appendix D: 2020-21 First and Second Quarter Activities.

Our planned activities for the final two quarters of 2020-21 will build on the programs that was launched in the first two quarters. Additional training in ***Ethical Upstander Training*** and hosting a series of events in February to focus on anti-racism efforts, ***Taking a Stand: Disrupting Black and Indigenous Racism***. Details provided in Appendix E: Planned Activities for Third and Fourth Quarter 2020-21.

5. LINK TO STRATEGIC PLAN:

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

6. STUDENT IMPACT:

The objective of the 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 students and their college experience. Employee’s perceptions of diversity practices in their organizations are directly related to engagement at work¹.

The College also knows that student demographics are changing. All of these learners have their own cultures and lived experiences. Operational success will require the College to understand and reflect the unique needs of these groups in its services and offerings with a specific focus on equity and intercultural competence as is being addressed through learning opportunities.

7. FINANCIAL IMPACT:

The planned activities for the year 2020-21 have been included in the budget planning. Delivering on activities outlined in year three (2021-22) of the Inclusion & Diversity Blueprint does not yet have a dedicated operating budget allocation beyond salary for the Inclusion & Diversity Specialist, and will be scoped accordingly. Human Resources will be pursuing external grant funding to support activities.

¹ Downey, Van der Werff, Thomas, & Plaut. (2015) The Role Of Diversity Practices and Inclusion in Promoting Trust and Employee Engagement. Journal of Applied Social Psychology. (45:1) pp. 35–44

8. HUMAN RESOURCES IMPACT:

A qualitative and quantitative impact on human resources will be undertaken during the scoping of individual initiatives in the People Plan.

9. GOVERNMENT / REGULATORY / LEGAL IMPACT:

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

10. COMMUNICATIONS:

Communications are multi-faceted, and adapted depending on the target audience. Communication channels include myAC, directed emails, invitations to share opportunities through internal networks (word-of-mouth) and memos cascaded through the organization.

11. CONCLUSION:

The People Plan is enhanced through the work included in the Inclusion & Diversity Blueprint. Achieving our People Plan goal to build a learning workplace that is respectful, diverse, inclusive and healthy by embracing the uniqueness of each individual.

Respectfully submitted:



Diane McCutcheon
Vice President, Human Resources

Approved for submission:



Claude Brulé
President and CEO

Appendices:

Appendix A: Algonquin College Inclusion & Diversity Blueprint 2019-22
Appendix B: Inclusion & Diversity in the Algonquin College Workforce Annual Report 2019-20
Appendix C: 2019-20 Infographic Algonquin College's Journey towards inclusion
Appendix D: 2020-21 First and Second Quarter Activities
Appendix E: Planned Activities for Third and Fourth Quarter 2020-21

Inclusion & Diversity Blueprint

2019/2022



Shianthi

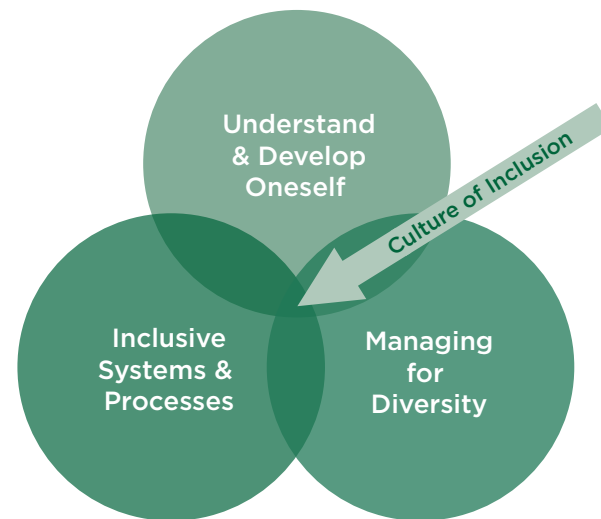
Journey Towards Inclusion and Diversity:

Achieving successful and sustainable inclusion and diversity is a continuing challenge. It must be seen as a journey, not a destination.

Blueprint 2019/2022

PROMISE OF INCLUSION AND DIVERSITY

There are three components in any program to achieving the promise of inclusion and diversity: **Understanding Oneself**, **Managing for Diversity**, and **creating Inclusive Systems and Processes**. Each component depends on developing skills, knowledge and abilities at both the individual and organizational level. Each of these three components is embedded in the tactics identified within the Algonquin College Inclusion & Diversity Blueprint.



UNDERSTAND & DEVELOP ONESELF

At the individual level, it is important for employees at every level to **Understand & Develop Oneself**; that is for each individual go through a process of learning and reflecting on their own values, worldview, cultural norms, and communication and conflict styles in order to understand themselves. With this self-reflective knowledge, individuals are better equipped to recognize the breadth of each of those dimensions in others and the workplaces, identify their own strengths and weaknesses, and adapt their own behaviour.

MANAGING FOR DIVERSITY

Managing for Diversity means more than simply acknowledging that diversity is a fact in the workplace, it means ensuring that people managers have the group leadership and process skills that can facilitate effective diverse group functioning. Managing diversity to achieve inclusion requires the use of tools to effectively create an environment in which all members can contribute to their maximum potential, and in which the 'value of diversity' can be fully realized. Only by including the tactical management of differences can the insights, skills, and experiences of all employees be used to positively leverage diversity.

SYSTEMS AND PROCESSES

Systems and Processes are a foundational and often underestimated aspect of inclusion. They are also often the most difficult to change due to their being entrenched in the fabric of the organization. As we develop our people through the other two components, if we don't also change the structures under which they operate, the skills and knowledge for inclusion will be halted by processes that don't allow for equitable participation in the workplace. These challenges are also known as systemic barriers: the policies, practices or procedures that result in some people receiving unequal access or being excluded.

FOUR AREAS OF FOCUS

The following is Algonquin College inaugural blueprint for how we will pursue and integrate inclusion and diversity into its people processes, operations, and services. **Four areas of focus** have been identified by their ability to support multiple aspects of the business and further us along the journey toward inclusion in the three required components (1) Understanding Oneself (2) Managing for Diversity, (3) Inclusive systems and processes, making them high impact choices for the next three-year period. This first three year blueprint will see us make tangible progress in our awareness and skills.



Wadhah

FOCUS 1: BUILD EQUITY AND INTERCULTURAL COMPETENCE AS A CORE SKILL FOR ALL ALGONQUIN COLLEGE EMPLOYEES

Equity and Intercultural Competence is the set of practices and behaviours within a workplace, team or among individuals which enables employees to understand, communicate, and effectively interact with people across differences, real or perceived, be it with their colleagues, students, or the community. This focus was selected to incorporate ties and capture the momentum of organizational efforts driven from the 'Internationalization Strategy' as well as the 'Indigenization Strategy'. It is important to note that intercultural competence doesn't refer only to cultures found in countries other than Canada - it also refers to the many Indigenous cultures that are alive in Canada today. This focus is how we will equip our people to have, and our leaders to model, the skills, knowledge and abilities - that is the competencies - to achieve our goals found in the parallel strategies.

TACTICS

- a. Explore Equity & Intercultural Competence as a Core Skill in Competency Frameworks.
- b. Identify and implement self-assessment resources to measure intercultural competence to support employee development.
- c. Increase & deepen our Professional Development offerings for intercultural competence skill development to include resources specific to our top student source cultures, and Indigenous groups. This includes more learning opportunities, on more topics, available to more people.
- d. Develop deeper level of leadership understanding & commitment related to Inclusion & Diversity.

Measures of Success:

- i. Number of participants/users for each new skills development resource
- ii. Year over year improvement in assessment of intercultural competence for individuals and teams.
- iii. Engagement and retention of visible minority and Indigenous employees improved
- iv. Become a "top employer for diversity"

**FOCUS 2:
HR IS A PARTNER IN EMBEDDING INCLUSION & DIVERSITY ACROSS
ALGONQUIN COLLEGE**

Our HR team touches all of our people processes, and as such play a key role in identifying opportunities for inclusion and exclusion, and knowing when to advise or intervene. We recognize that this means we have work to do to ensure we have the skills, knowledge, and abilities in our own team to provide expert advice and guidance.

TACTICS

- a. HR is actively involved in planning, management & implementation of all College-wide strategies.
- b. HR Management team and Generalists develops Skills, Knowledge and Abilities to be effective partners and coaches for clients in relation to inclusion and diversity.

Measures of Success:

- i. Partner assessments of HR's support in providing transformational support and advice as it pertains to inclusion.
- ii. Increase in amount of diverse talent at all points in recruiting process.
- iii. HR management team feedback on learning opportunities.



Claude

**FOCUS 3:
RECRUIT A DEEP DIVERSE TALENT POOL**

The primary method for attracting and retaining top talent to our College is by taking tangible action to ensure that diversity in all its dimensions is recognized for its unique value to the college community. This will involve leveraging both an internal and external culture that is aware of the processes related to inclusion and exclusion. Internally, we must focus on ensuring that our recruiting practices and hiring stakeholders are bias aware and value a variety of perspectives and experiences. Externally, this will involve ensuring that Algonquin College's employer brand is associated with inclusion and is active in our diverse communities.

TACTICS

- a. Ensure selection panel members select the best talent by becoming bias aware and diversity competent.
- b. Participate in diversity focused community events and job fairs.
- c. Adjust the hiring process for faculty positions to explicitly consider applicants' contribution and demonstrated competencies for diversity, equity and inclusion in their teaching, research, service and/or other experiences.
- d. Develop deeper level of leadership understanding & commitment related to Inclusion & Diversity.

Measures of Success:

- i. Increase in applications from underrepresented groups
- ii. Increase in number of diverse candidates being hired
- iii. Increased AC attendance at diverse community events & job fairs

“ I am committed to making Algonquin College the most inclusive and diverse institution possible. This is important to me, and I know it is important to you, too. Why? Because it speaks to our College values of Caring, Learning, Integrity and Respect. Those values can only exist in an environment that promotes inclusion and diversity. It is the richness of many voices that gives us strength, that provides new insight, and that helps us develop the awareness we need to build the Algonquin College of tomorrow — a College that is ready to embrace the future, and welcome people from around the world and all parts of society.”

Claude Brulé, President & CEO
Algonquin College

**FOCUS 4:
ENSURING COMPLIANCE WITH EQUITY FOCUSED COMMITMENTS**

Algonquin College aims to exceed our legal compliance in regards to equity and diversity, and this focus only speaks to those activities that are beyond the legal minimums. We already have systems and processes in place to ensure compliance with the legal minimums required under the Ontario Human Rights Code and employment standards. However, Algonquin College has made a series of public internal and external commitments to equity that exceed the legal minimums, most notably to become voluntarily compliant with federal Employment Equity legislation and becoming a signatory to the Dimensions Charter. It is now incumbent upon us to tackle the hard work it will take to deliver on these admirable commitments. This focus requires deep commitment to action and resources, and adaptation of our current practice.

TACTICS

- a. Adopt and adequately resource Internal and External policy frameworks.
- b. Maintain momentum of Inclusion & Diversity Circle.
- c. Annual reporting on Inclusion & Diversity

Measures of Success:

- i. Reduced equity based talent concerns
- ii. Achieve 80% response rate to equity data collection



“*To be successful in working with and gaining value from this diversity requires a sustained, systemic approach and long-term commitment. Success is facilitated by a perspective that considers diversity to be an opportunity for everyone in an organization to learn from each other how better to accomplish their work and an occasion that requires a supportive and cooperative organizational culture as well as group leadership and process skills that can facilitate effective group functioning. Organizations that invest their resources in taking advantage of the opportunities that diversity offers should outperform those that fail to make such investments.*”¹

¹ Kochan, T., Bezrukova, K., Ely, R., Jackson, S., Joshi, A., Jhen, K. et al. (2002). The Effects of Diversity on Business Performance: Report of The Diversity Research Network. Human Resource Management, 42(1), 3-41. P 32.

INCLUSION & DIVERSITY

in the Algonquin College Workforce

Annual Report 2019-2020



From the Desk of the Vice President, Human Resources

The Equity, Diversity and Inclusion (EDI) Report is a demonstration of Algonquin College's commitment as a provincial and national leader EDI leader. A commitment that is based on the College's values of Caring, Integrity, Learning, and Respect. This annual report reflects the cross-college collaboration: from individuals who chose to participate in learning to expand their skills, to the champions who identified barriers in behaviours and processes; to employees who joined committees and working groups to help bring about changes in our institution, to the College executives and president who made these changes a priority.

Not only did they fund the necessary work to make these changes possible, they also held me accountable to produce a new policy and blueprint for greater inclusion and diversity throughout our College community. It was a call to action that our departments met with enthusiasm and hope to build upon the College's commitment to inclusivity, understanding, and respect. This was not a single person effort, or a one-time 'HR programme.' It was a deep, broad, and complex effort to make Algonquin College a place where everyone belongs regardless of race, gender, culture or orientation.

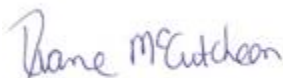
There cannot be progress without change, which has meant an organizational shift — not an easy feat in a post-secondary educational institution that spans five decades.

This was our first full year down the road on our journey to greater inclusion and diversity. Laozi tells us that *"A journey of a thousand miles begins with a single step."* This year, we took our first steps on that journey. I am proud of how far we have come, and can see the important work that has already begun for the year ahead.

We have repeatedly heard that we are living in unprecedented times as we continue to deal with a global pandemic. And no doubt, 2020 will go down in the history books as a monumentally difficult year for people, countries, economies and institutions the world over. As we learn to adapt to this temporary "new normal," we are finding new ways to connect, to learn and to teach. The spirit of our College community is strong. Part of that strength is in our diversity, which, along with equity and inclusion, continues to be part of the foundation principles embedded in the choices we make and the actions we take.

I look forward to a time when we can all be together again and celebrate all of the wonderful things that make Algonquin College an exceptional place to learn, grow and work.

Sincerely,



Diane McCutcheon
Vice President, Human Resources

2019-2020

A Year of Forward Momentum on
Algonquin College's Journey Towards Inclusion

1ST



College in Ontario
to have a Equity,
Diversity &
Inclusion Policy



Post-secondary
educational institution
in Canada to accept
#CelebrateCitizenship
Challenge



College in Ontario
to Host a Citizenship
Ceremony



President to march
in Ottawa Pride
Parade



Institutional Adoption
of a Diversity &
Inclusion Blueprint

2,200

LEARNING TOUCHPOINTS

with employees to foster equity and intercultural competence



DEDICATED PARTNER

HR is a partner with teams in all five areas at the College in delivering an inclusive and diverse community



AWARD WINNING

Innovation in HR Practices
Award: Educational Institution
for 'We Saved You A Seat'

Safe Space Washrooms

Everyone who identifies as
a man and/or trans* person
may use this space.

This is a men's
washroom.

Algonquin College respects everyone's right to
choose the washrooms that is appropriate for them.
For more information, visit algonquincollege.com/diversityandinclusion

ALGONQUIN COLLEGE

1,100

POTENTIAL DIVERSE EMPLOYEE TALENT TOUCHED BY RECRUITING ACTIVITIES

8

number of systemic barriers mitigated in policies, practices or procedures

80%

of employees report that
Algonquin College respects
people from all backgrounds

INTRODUCTION

This first annual report of Algonquin College's employee focused activities is both a celebration of our actions and delivery on our commitment to transparency in those actions. This report is structured around the four areas of focus from the [2019-2022 Inclusion & Diversity Blueprint](#):

Focus 1: Build Equity and Intercultural Competence as a Core Skill for all Algonquin College Employees

Focus 2: HR Is a Partner in Embedding Inclusion & Diversity across Algonquin College

Focus 3: Recruit a Deep Diverse Talent Pool

Focus 4: Ensuring Compliance with Equity Focused Commitments

Under each area of focus, this report documents the actions outputs and outcomes or metrics that have been achieved during 2019-2020. This report meets our commitment to collecting, tracking, and reporting on equity data to assess progress and regularly evaluate the effectiveness of equity, diversity & inclusion initiatives as required under [policy HR24](#).

The reach of Algonquin College's commitment to equity, diversity and Inclusion is broad, and as such, this report is not documenting the many efforts and activities that fall outside the scope of Human Resources or directly touch our employees. Specifically our Student Support Services teams, Academic Areas, and Students' Association, among others, have made incredible strides in creating an inclusive environment and culture on our campuses. We encourage you to reach out to those areas to learn more.

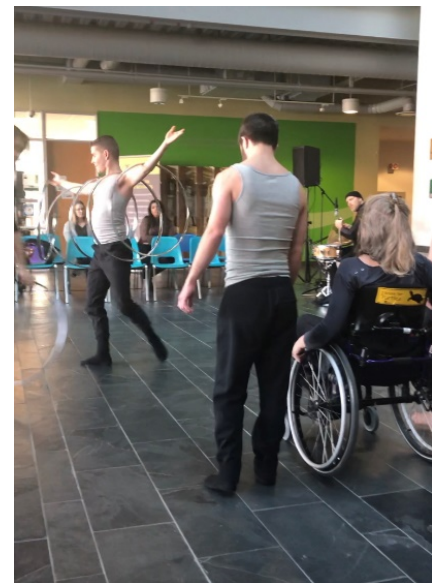
Achieving successful and sustainable inclusion and diversity is a continuing challenge. It must be seen as a journey, not a destination. We hope you enjoy reading about the progress we have made on our journey this year, and are inspired to get involved in initiatives underway for 2020-2021.

BUILD EQUITY AND INTERCULTURAL COMPETENCE AS A CORE SKILL FOR ALL ALGONQUIN COLLEGE EMPLOYEES

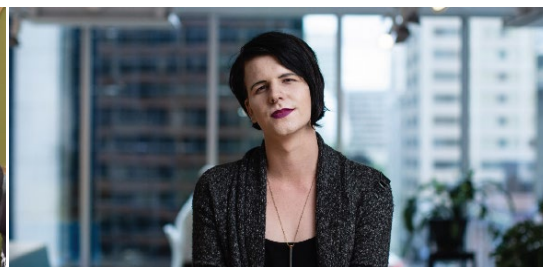
Equity and Intercultural Competence is the set of practices and behaviours within a workplace, team or among individuals which enables employees to understand, communicate, and effectively interact with people across differences, real or perceived, be it with their colleagues, students, or the community. The activities included below demonstrate how we are equipping our people to have, and our leaders to model, the skills, knowledge and abilities—that is the competencies —to achieve our goal.

- The HR Programs area has been deeply engaged in developing a Unified Core Competency Framework. Work completed this year includes project scoping, defining “core competency,” collection and theming of inputs to identify probable competencies across employee groups, and the development of a working team. Notable for this report was that the fifth most frequently identified competencies was those skills related to diversity and inclusion. This work will continue into the coming year.
- Inclusion Infusions is the newly minted learning brand associated with Inclusion and Diversity at Algonquin College:
 - Under this umbrella in 2019-2020 there were **31 blogposts** shared with a direct mailing list of 50+strong, as well as distributed via the internal employee website, myAC and Good Morning Algonquin newsletter, and on the Algonquincollege.com/diversity website.
 - A speaker series was designed to spark curiosity about inclusion and diversity by inviting leading thinkers to share their expertise, and engage in conversation with Algonquin College employees on exciting and challenging topics began this year. To open Campus Pride Week, in partnership with the Students’ Association, students and staff filled Nawapon to hear **Fae Johnstone speak about “Creating a 2SLGBTQ+ Inclusive Culture on Campus.”**
 - The January 2020 panel on **spirituality in the workplace** saw **Algonquin’s Christian Chaplin Yuriy Derkach, Imam Mohammad Jebara and Rabbi Eytan Kenter** speak about their spiritual beliefs, background, influences, and how that applies to our workplace and campus interactions. This conversation was hosted by Student Support Services and Human Resources to foster employee curiosity about others, and provide an opportunity to ask honest questions on how to be inclusive and respectful to others through the lens of spirituality. Feedback indicated that 100% of attendees learned something new, and the net promoter score was 93%.
 - On February 5th, 2020, HR Programs presented a learning opportunity for employees on Anti-Black Racism. Robyn Maynard, the author of ‘Policing Black Lives: State violence in Canada from slavery to the present,’ presented a **keynote address on ‘Beyond Inclusion: Black Liberation Otherwise.’** Feedback indicated that 100% of attendees learned something new, and the net promoter score was 91%.

- For leadership development, we designed and delivered the first Algonquin Leadership in Education Institute (ALEI) level 2 **workshop on ‘Communication, Culture and Conflict’** with 22 employees from across the College.
- To support the development of intercultural competency, the HR programs team invested in developing certified **capacity to deliver and debrief The Intercultural Development Inventory (IDI)**. The IDI assesses intercultural competence—the capability to shift cultural perspective and appropriately adapt behavior to cultural differences and commonalities. The Intercultural Development Inventory is a 50-item questionnaire available online that can be completed in 15–20 minutes. This tool is now also being leveraged by the Learning and Teaching Services team to support development of faculty intercultural competence. During the 2019-2020 period, 14 employees completed the assessment and received a debrief and custom individual intercultural development plan.
- The Leadership Development of Women committee hosted a workshop with 37 attendees on the **‘Art of Negotiation’ with Niem Huynh** on January 24, 2020, funded by the Algonquin College Innovation Fund. The net promoter score from this event was 82%.
- December 3 was the **International Day of Persons with Disabilities**. Algonquin College recognized the day by hosting the **Propeller Dance Company** who performed an incredible original piece, which inspired us to increase public awareness, understanding and acceptance of people with disabilities and celebrate their achievements and contributions.
- **11 Pride at Work Canada Webcasts** were held on a variety of topics related to gender & sexual diversity and inclusion.
- More than **400 multicultural calendars for the year 2020** were delivered to managers and employees across our three campuses in December 2019. This calendar is a wealth of information on dates of cultural and religious significance. It is a vital tool for inclusion when scheduling meeting or events, or to note dates to celebrate with our colleagues from various cultures and/or religions.



This work produced more than 2,200 touchpoints with Algonquin College employees in order to develop their equity and intercultural competence during 2019-2020.



HR IS A PARTNER IN EMBEDDING INCLUSION & DIVERSITY ACROSS ALGONQUIN COLLEGE

Our HR team touches all of our people processes, and play a key role in identifying opportunities for inclusion and diversity and knowing when to advise or intervene. We have been hard at work ensuring we have the skills, knowledge, and abilities in our own team to provide expert advice and guidance.

- The HR team has placed learning about inclusion and diversity at the centre of many of our professional development opportunities in 2019-2020. Specifically, we hosted team learning events on **'Gender and Sexual Diversity'** and **'Service Animals – Everything You Did Not Know!'**
- Provided guidance to the College Events Team to ensure more inclusive public events by integrating Communication Access Real-time Translation (CART) or live closed captioning during our major events, notably our town halls and convocation.
- In collaboration with Marketing and Campus Services, Algonquin College updated its employee **nametags to include personal pronouns**. Since this was made available, 20 employees have ordered their pronouns included on their staff nametags.
- Our **Inclusion and Accessibility subject matter experts are available on demand** to provide advice and resources to our employee community. They are called upon weekly by faculty, deans and chairs to support creating an inclusive college community.
- Algonquin College's Inclusion and Diversity Circle is a group of interested and committed employees who are bringing their own knowledge, experiences and diversity to act on behalf of the College to jumpstart and manage Inclusion and Diversity progress. The 18 members met nine times during 2019-2020, and led the **planning for the Capital Pride Parade** participation, **advised on the employment equity survey** development, supported the learning opportunity in partnership with the **Canadian Centre for Diversity and Inclusion Ottawa Community of Practice on the Circle for Reconciliation**, and the **Pride Week keynote**.
- 'We Saved You a Seat' is a three-year pilot project at Algonquin College to establish a diverse learning environment where all of our learners can succeed, championed by Chris Janzen, Senior Vice President Academic. This project is delivering a series of interconnected barrier-reducing activities that is **proving how we can actively and effectively recruit a critical mass of women in Science, Technology, Engineering, Math (STEM) programs; attract donors committed to the success of learners; and create spaces where belonging and inclusion for women thrive**. The **concept development and project management has been spearheaded by Human Resources' Inclusion and Diversity Specialist**, along with the efforts of a dedicated working group representing School of Advanced Technology, the Centre for Construction Excellence, the Registrars Office, Advancement, Learning and Teaching Services, Marketing, and Recruiting. This project and its delivery team were recognized nationally for their work by being presented with **Electricity Human Resources Canada's Award for Innovation in Human Resources Practices**.



Our work in this area has also extended to sharing expertise and advice to support inclusion in our broader community.

- The Inclusions and Accessibility team are active and committed representatives on employer and community agency collaborations. This work includes representing Algonquin College on **Hire Immigrants Ottawa's Working Group** to tackle barrier and systemic challenges that employers face in their efforts to hire and integrate skilled immigrants into the workplace. We participate on the **leadership committee and within working groups** to support our partners at **Employment Accessibility Resource Network (EARN)** whose role is to bring together employers, service providers and other stakeholders with the goal of increasing employment opportunities for people with disabilities and promoting inclusive and accessible workplaces.
- In maintaining a national connection and leadership role, Algonquin College is also represented at the **board level with the Canadian Association for the Prevention of Discrimination and Harassment in Higher Education (CAPDHHE)**.
- CAPDHHE provides professional development, presentation of research and the exchange of information, ideas and innovations for individuals employed at colleges and universities in the area of discrimination and harassment, including harassment as identified under human rights law.

This work produced partnerships with all five areas at Algonquin College and strengthened and extended community relationships in 2019-2020.

RECRUIT A DEEP DIVERSE TALENT POOL

The primary method for attracting and retaining top talent to our College is by taking tangible action to ensure that diversity in all its dimensions is recognized for its unique value to the College community. Internally, we are working to ensure that our recruiting practices and hiring stakeholders are bias aware and value a variety of perspectives and experiences. Externally, our efforts are ensuring that Algonquin College's employer brand is associated with inclusion and is active in our diverse communities.

- HR Talent Advisors partnered with hiring managers from across the College to **attend five community recruiting events that target underrepresented talent**. This includes two events in 2019-2020 hosted by our partner from the Employment Accessibility Resource Network (EARN) for more than 100 jobseekers with disabilities. In addition, three events hosted by Hire Immigrants Ottawa gave the Talent Advisors an opportunity to provide advice and guidance on sector-specific job search strategies, industry information and resources, and also provide professional feedback on resumes, to help skilled immigrants effectively navigate the local job market. Each event saw the AC team connecting with over 60 Newcomers to Ottawa.
- All Algonquin College **job openings are advertised on Pride at Work** Canada's LGBTQ+ inclusive employer job board.
- The Ontario Society for Professional Engineers hosted their Equity, Diversity and Inclusion Forum in Ottawa in 2019. Algonquin College's Inclusion & Diversity Specialist participated on the **panel, 'Emerging Realities and the Future of Diversity and Inclusion in the Workplace,' with an engaged audience of 800. Algonquin's School of Advanced Technology led the recruiting efforts** associated with this event by hosting a booth to connect with inclusion-minded talent and potential program advisory committee members.
- Algonquin College was immensely proud to be the **first College in Ontario** to work with Immigration, Refugees and Citizenship Canada and the Institute for Canadian Citizenship to **host a Canadian Citizenship Ceremony**. On December 12, 2019, Algonquin College hosted a special ceremony that saw 33 people – from 20 different countries – take Canada's Oath of Citizenship.
- 'We Saved You a Seat' partnered with **IBM Girls in STEM** for a year-long initiative with middle school students from across the Ottawa-Carleton District School Board. The idea is to ignite an interest in STEM subjects before they enter high school. Throughout the year, the 20 female students visited the Ottawa Campus to be mentored by women working or studying in STEM.



- Algonquin **participated in the Pride Parade** in August 2019. Decorated in rainbow colours, Algonquin’s green fire truck led the way along with about **80 members of the College community following, including President Claude Brulé**. This marked the first time a College president has participated in the Ottawa event.



- Media coverage on EDI Activities addressed in this report included:
 - Ottawa Citizen. [Algonquin College turns hopes and dreams into lifelong success](#)
 - Capital Magazine. [A New Class: Algonquin College is Saving a Seat for Women in STEM](#)
 - Ottawa Matters (1310 News): [Algonquin the first Ontario college with Equity, Diversity and Inclusion policy](#)
 - Education News Canada: [Algonquin becomes first Ontario college with Equity, Diversity and Inclusion policy](#)
 - Nation Talk. <http://nationtalk.ca/story/algoinquin-becomes-first-ontario-college-with-equity-diversity-and-inclusion-policy>

Algonquin College conducted recruiting outreach activities that directly touched more than 1,100 potential sources of future employee talent, and many thousands more through the media and brand recognition efforts – building a diverse talent pipeline.

ENSURING COMPLIANCE WITH EQUITY FOCUSED COMMITMENTS

Algonquin College aims to exceed its legal compliance requirements in regards to equity and diversity, and this focus only speaks to those activities that are beyond the legal minimums. We already have systems and processes in place to ensure compliance with the legal minimums required under the Ontario Human Rights Code and employment standards. However, Algonquin College has made a series of public internal and external commitments to equity that exceed the legal minimums. We have now begun to tackle the hard work it will take to deliver on these admirable commitments.

- **The 2019-2022 Inclusion & Diversity Blueprint became the first institutional articulation of the actions and strategy** the College will be taking to live our value of Respect: *We value the dignity and uniqueness of the individual. We value equity and diversity in our community.*
- Algonquin College became a **signatory to the NSERC/SSHRC Dimensions Charter in 2019**, which commits us to adopt eight principles to achieve greater equity, diversity and inclusion (EDI). The Dimensions program aims to foster increased research excellence, innovation and creativity within the post-secondary sector across all disciplines, through greater EDI. This commitment means Algonquin recognizes that equity, diversity and inclusion strengthen the research community, the quality, relevance and impact of research, and the opportunities for the full pool of potential participants.
- The Institute for Canadian Citizenship have challenged business leaders and employers across Canada to provide their employees **paid time off to attend their citizenship ceremony**. Algonquin College became the first post secondary institution in the country to accept the #CelebrateCitizenshipChallenge.
- Algonquin College has more than 130 washrooms across our three campuses. To **ensure that our washrooms are safe spaces for gender diverse members of our community**, HR and Student Support Services launched an awareness campaign placing posters in all the men's and women's washrooms across the three campuses. This is in line with the legally protected grounds of gender identity in the Ontario Human Rights Code. These posters created buzz on campus and online about transgender inclusion.



Everyone who identifies as a man and/or trans* person may use this space.

This is a men's washroom.

Algonquin College respects everyone's right to choose the washroom that is appropriate for them.

For more information, visit algonquincollege.com/washrooms

* In this case trans refers to people who identify as transgender, transsexual, non-binary, genderqueer and/or gender diverse

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- The Algonquin College Executive Team (ACET) endorsed the creation of a **new policy HR24: Equity, Diversity and Inclusion**. In doing so, we became the first College in the province to adopt a formal policy on EDI. The purpose of this policy is to express Algonquin College’s beliefs, values and commitment regarding inclusion and diversity in the workplace.
- Legislative standards as described under the Accessibility for Ontarians with Disabilities Act, 2005, require legislative compliance customer service, information and communication, built environment, employment and transportation areas. As of 2019, **the College complies all applicable areas** listed above. This includes **a full reinvigoration and commitment to the Accessibility Committee**, who has a mandate to provide leadership and resources to the College community on the elimination of barriers to accessibility in the service, work and learning environment for employees, students, and visitors to the College.
- Specific efforts undertaken to improve accessibility include partnering with the Centre for Accessible Learning (CAL) to **update policy AC05**, which governs the use of service animals on campus, and the initial stages of an **initiative that would place height adjustable desks in every classroom** across Ottawa, Pembroke, and Perth.
- The HR and Workday teams took **a gender audit of all reports** available to managers through the system, and removed all disclosures of gender that were not legally required. Reporting of gender is to only be visible to positions deemed essential for equity and benefits purposes.
- The HR Programs team, in collaboration with teams across the College, **conducted an in-depth review of our legal and organizational commitments under the Employment Equity Act, the Freedom of Information and Protection of Privacy Act, and the opportunities and limitations built into the Workday system**. Based on resource limitations and legal risks, the College will not be implementing a voluntary self-identification program during at for the foreseeable future. As a data collection counterpoint, in 2020-2021 we will measure the experiences and climate of inclusion at the College to meet our commitment in this area.

Algonquin College delivered on eight initiatives addressing systemic barriers found in our policies, practices or procedures, including achieving five firsts for Inclusion and Diversity at the College, creating the foundation upon which we live our commitments to inclusion and diversity.

2019-2020 EQUITY DIVERSITY AND INCLUSION MEASURE OF SUCCESS

As we are in the early days of our journey towards inclusion, we are grappling with finding effective, accurate and sustainable measures for the impact of our activities to create an inclusive and diverse College. This will be a primary focus of the efforts for 2020-2021, however, we can see the early indicators of the positive outcomes of our efforts in existing College metrics. In particular, the results of the 2019 Employee Engagement Survey offer some strong indications of impact.

The results suggest that the efforts detailed throughout this report are having an impact on the culture at Algonquin College. **‘Support for Diversity’ is ranked as first and third among the strongest drivers of engagement at Algonquin College with an average of 80% of employees indicating a highly favourable response** to the questions: *‘I feel people of diverse backgrounds are treated with respect in my department/Algonquin College as a whole.’* **This speaks to the importance of inclusion and diversity in productivity and engagement, the value derived from efforts to maintain a diverse and inclusive environment their willingness to remain (or lack of interest in leaving), and a sense of belonging to the organization.**

All of these efforts speak to the value that Algonquin College places in its people, and creating a culture where everyone can bring their fullest self to work to achieve our mission of *transforming hopes and dreams into lifelong success*. This report is the first formal record of the many efforts, learnings and successes we will achieve in our journey towards equity, diversity and inclusion in our institution.

7.3 Appendix C

2019-2020

A Year of Forward Momentum on
Algonquin College's Journey Towards Inclusion



7.3 Appendix D

2020-21 First and Second Quarter Activities

UNDERSTAND & DEVELOP ONESELF:

i. Inclusion Infusions Learning Resources:

- Livestream: On June 16th, 180 attendees participated in *Difficult Conversations in Difficult Times with Hamlin Grange*. Feedback surveys indicated that 96% of respondents learned something new, and 67% would definitely recommend this recording to a colleague.
- Livestream: On July 21st, 34 attendees participated in *The Cultural Dimension of the Pandemic with Lionel Laroche*. Feedback surveys indicated that 90% of respondents learned something new, and had a Net Promoter Score of 10.
- Livestream: On August 18th, 45 attendees participated in *Coping with Culture Change - what can we learn from Immigrants and International Students with Dr. Lionel Laroche*. Feedback surveys indicated that 92% of respondents learned something new, and had a Net Promoter Score of 21.
- Live Podcast: On September 23rd, 74 attendees participated in a *Panel Discussion on Race in Education* with representatives from equity practitioners in the Toronto District School Board, Parents for Diversity, and Black Lives Matter Toronto, moderated by Local 415 president. Feedback surveys indicated that 96% of respondents learned something new, and had a Net Promoter Score of 60.
- Podcast: [Wisdom of Women Leaders](#) released on May 28th, 2020 featured interviews with ten women leaders who generously shared their leadership journeys, experiences for inspiration, and provided advice for aspiring leaders in Ontario's College system. It has accumulated 103 plays to date.
- Podcast: [In Conversation with Lionel Laroche on Intercultural Competence](#) released on June 25th, 2020 discussed what Intercultural competence actually is, why it matters, and how it can be developed as an introduction to the topic. It has accumulated 72 plays to date.
- Podcast: [The Reality of Virtual Inclusion with Laraine Kaminsky](#) released on September 22nd, discussed impact to inclusion and exclusion during the pivot to virtual classrooms and remote workplaces, in the context of the Ontario College System. It has accumulated 26 plays to date.
- Blog: During the first two Quarters, 15 [Inclusion Infusions Blogs](#) were authored by the College's Equity, Inclusion and Diversity Specialist and distributed on MyAC and to a growing mailing list. Topics and ideas addressed were wide ranging, and included, podcasts, videos, and articles to support employee learning. This has resulted in an estimated 1050 learning touchpoints.

- ##### ii. Intercultural Development Inventory (IDI):
- is a 50-item questionnaire that assesses intercultural competence—the capability to shift cultural perspective and appropriately adapt behavior to cultural differences and commonalities. To date, the EDI specialist has completed seven assessments and coaching sessions with individually developed Intercultural Development Plans.

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2020-21 First and Second Quarter Activities

iii. 2SLGBTQ+ Inclusion Efforts:

- [Show Your Pride virtual event](#) was held as a collaboration between Student Support Services, Human Resources and the Students' Association for the month of June in lieu of participation in the annual Capital Pride Parade. This event invited College community members to submit a video or picture of what it means to 'show their AC pride'; the final video compilation can be seen here: <https://youtu.be/u9H86vmAy4E>
- Pride at Work Canada webinars are open to all College employees. Topics addressed include: Exploring the plus in LGBTQ+, Queer and Trans Women Leading the Way, Two Spirit Inclusion in the workplace, LGBTQ+ Inclusion in the Skilled Trades, Queering the Future of Work, and Inclusive Talent Acquisition.
- Washrooms on all three campuses received new gender inclusive signage, through support from Student Support Services and Facilities Management.



**Algonquin College
respects everyone's
right to choose the
washroom that is
appropriate for them.**

See someone whose gender you think does not match the sign on the washroom door? Follow these steps:

- 1. Don't worry about it, they know better than you.**

For more information, visit:
algonquincollege.com/washrooms

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Employee Online Learning:

- iv. 'Bridging Cultural Differences in Diverse Teams' online course launched in the Employee Learning Management System (LMS) and Human Resources hosted 3 peer learning exchange sessions.

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2020-21 First and Second Quarter Activities

- v. Two new online Equity, Diversity and Inclusion learning repositories were created in the new employee LMS: Gender and Sexual Diversity and Inclusion Infusions Live.
- vi. On September 25th, the ***Introduction to Inclusion & Diversity at Algonquin College*** course was launched. By the end of this 4-hour self-directed course, learners will have demonstrated the ability to perform the following learning outcomes and receive a digital badge for their achievement:
 - o Identify and articulate the reasons why inclusion and diversity are a strategic imperative for Algonquin College and why inclusion and diversity are key competencies for all employees.
 - o Define and demonstrate Algonquin College's beliefs, values and commitment regarding inclusion and diversity in the workplace.
 - o Identify key concepts of diversity and inclusion as articulated in Algonquin College's Diversity and Inclusion policy (HR24).
 - o Articulate and enact by key Algonquin policies that are directly connected to creating a foundation for inclusive workplaces.
 - o Generate documents and converse with employees using inclusive terminology and behaviors to create and sustain an inclusive work environment.
 - o Engage in personal growth and learning in relation to diversity and inclusion by taking action.

MANAGING FOR DIVERSITY:

- vii. Community Engagement: The HR Talent & Programs Team actively participate in the following organizations at the board or leadership level to provide internal talent development opportunities, support our community partners, and to access a new talent pool - Canadian Association for the Prevention of Discrimination and Harassment in Higher Education, Employment Accessibility Resource Network and Hire Immigrants Ottawa.
- viii. Two People Manager Book Clubs on the book 'Danger and Opportunity Bridging Cultural Diversity for Competitive Advantage' were held on September 28th and October 2nd, 2020. 15 managers were in attendance, along with the author Dr. Lionel Laroche.
- ix. Diversity Champion Employee Award was added to the College employee recognition awards for 2021-22. This award will be presented in recognition of excellence and action in demonstrating the value of equity and diversity in our College community. This will allow the College to identify and celebrate role models for the Algonquin College community.

SYSTEMS AND PROCESSES:

- x. **Pilot Assessing Applicant Inclusion Competence in Faculty Recruiting:** Algonquin College espouses the value of equity and diversity in our community, and through this pilot will aim to recruit faculty that are able to demonstrate competence that aligns with

7.3 Appendix D

2020-21 First and Second Quarter Activities

that value. This pilot is asking candidates to submit a description of **how the applicant will through their past, present, and planned contributions to equity, diversity, and/or inclusion in teaching, research and/or service** support a diverse and inclusive community at Algonquin College. By including a requirement for a diversity statement in our screening process, the College is¹:

- explicitly recognizing and adding prestige for the contributions of faculty to creating a culture of inclusion on our campuses by:
 - designing and implementing inclusive curricular, pedagogical, and mentoring practices;
 - acting in informal and formal leadership roles;
 - impacting institutional policies and practices that promote equitable allocation of resources and positive campus climates; and
 - bringing scholarly knowledge around a range of social and cultural topics that inform our understanding of Equity, Diversity, and Inclusion (EDI).
- signaling and demonstrating institutional values around diversity (i.e. institutions should evaluate what they say are core values in hiring processes).
- moving beyond only representation/identities as having value (i.e. diversity), but add value to the way faculty think about and contribute to EDI on campus (i.e. inclusion).

This pilot will test the process with six faculty competitions, and provide a full report and recommendations on College wide adoption by the Fourth Quarter. The working group has finalized the applicant guide and hiring committee assessment process pilot is currently building the communications supports for applicants.

¹ Source: Sylvester, Sánchez-Parkinson, Yettaw & Chavous. (2019) *The Promise of Diversity Statements: Insights and an Initial Framework Developed from a Faculty Search Process*. *Currents* 1:1. <http://dx.doi.org/10.3998/currents.17387731.0001.112>

7.3 Appendix E:

Planned Activities for Third and Fourth Quarter 2020-21

The work in all of these areas will continue and be enhanced through the final two quarters of 2021, with deliverables that include:

- i. In the Third Quarter, six employees will be trained as facilitators for the Fourth Quarter rollout of the ***Ethical Upstander Training*** Program. This training will equip participants to:
 - Identify commonly targeted social identity groups
 - Understand and counter the “bystander effect” psychology at the root of inaction
 - Recognize the conditions which promote and inhibit bystander intervention
 - Use a variety of strategies to effectively interrupt potentially harmful situations
 - Respectfully support those who have been targeted
 - Effectively “call in” those in our community who are doing the harm
- ii. The employee lead Inclusion & Diversity Circle has partnered with Student Support Services and the Students’ Association to host the College’s first week to focus on anti-racism efforts. ***Taking a Stand: Disrupting Black and Indigenous Racism*** will be held from February 1—5, 2021 with a series of events, programming and activities with the goal of:
 - Supporting awareness and education on being anti-racist
 - Demonstrating and providing support for Black & Indigenous members of the AC community
 - Celebrating Black & Indigenous culture
 - Taking actions that foster sustainable change for inclusion

**Report from the Chair
Board of Governors Meeting
October 26, 2020**

2020 New Governor Orientation Part 1 & Part 2 Sessions

On August 20, 2020, Governors Cyril McKelvie, Chair, Academic and Student Affairs Committee, Steve Barkhouse, Chair, Audit and Risk Management Committee, and Audrey Lawrence, Chair, Governance Committee, presented their committee's responsibilities at the virtual session of the New Governors Orientation Part 1. Duane McNair, Vice President, Finance and Administration, Laura Stanbra, Vice President, Student Services, and Claude Brulé, President and CEO provided a presentation on Board Monitoring and Oversight.

Members of the Algonquin College Executive Team, and the President of the Students' Association presented an overview of the College to new and some current Governors at the Orientation Part 2 session on September 13, 2020.

2020 Fall Board of Governors Retreat (September 13 & 14)

Thank you to Governors and the Algonquin College Executive Team for attending the Board's Fall Retreat held at the Brookstreet Hotel and also via Zoom. Governors' engagement in discussions and active participation in activities ensured that the session was successful and rewarding for all. The Retreat agenda included topics such as: "*The Pandemic and Beyond - Looking to The future for the College System And the Province*" presented by special guest speaker Linda Franklin, President and CEO Colleges Ontario, and "*Creativity as an essential 21st century work and life skill*" presented by guest speaker, Dr. Gerard Puccio, Department Chair and Professor at the International Center for Studies in Creativity, State University of New York - Buffalo State. The retreat was a success facilitated by Elizabeth Costello of Echo Marcom.

Colleges Ontario 2020 Higher Education Summit – Professional Development

Due to the COVID-19 pandemic, this year's Higher Education Summit in Toronto has been cancelled. Professional Development sessions offered to Governors at this event have been converted to pre-recorded online sessions and online webinar formats. Governors have been provided with registration links in order to participate in these sessions and received credits towards the completion of their College Centre of Board Excellence Certificate.

2020 Fall Convocation Ceremonies

Members are reminded of the 2020 Fall Convocation Ceremonies, to be held virtually on October 28, 2020.

2020-21 Board Meeting Dates

The Board meeting dates from September 2020 to June 2021 are posted on the Board's public website and on SharePoint. They are as follows:

Monday, October 26, 2020 Board meeting
Monday, December 7, 2020, Board meeting

Monday, February 22, 2021 Board meeting

Monday, April 19, 2021 Board meeting

Monday, June 7, 2021 Board meeting and Annual General Meeting

2020-21 Board Dinners and 2021 Spring Board Retreat

- Board Holiday Dinner scheduled for Friday, December 11, 2020 is cancelled.
- 2021 Spring Board Retreat: Saturday, March 27, 2021 (to be confirmed).
- Board of Governors End of Year Dinner – (June 2021 - to be confirmed)

**Report from the President
Board of Governors Meeting
October 26, 2020**

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

- Parliamentary Secretary to the Minister of Innovation, Science and Economic Development, Will Amos;
- Vice President, Government Relations and Canadian Partnerships, Christine Trauttmansdorff;
- Deputy Minister at Ontario Ministry of Colleges and Universities, Shelley Tapp;
- Ottawa Mayor, Jim Watson;
- Chief Medical Officer, Ottawa Public Health, Dr. Vera Etches;
- Ottawa Police Service, Peter Sloly, Chief;
- General Manager, Emergency and Protective Services, Anthony Di Monte;
- President and Vice-Chancellor, University of Ottawa, Jacques Frémont;
- Provost and Vice-President, Academic Affairs, University of Ottawa, Jill Scott;
- President and Vice-Chancellor of Carleton University, Benoit-Antoine Bacon;
- President and CEO of La Cité, Lise Bourgeois;
- Provost and Vice-President (Academic), Jerry Tomberlin;
- Vice President, Academic, Sault College, Colin Kirkwood;
- President and CEO Invest Ottawa, Michael Tremblay;
- President, Leacross Foundation, Rosalyn Bern;
- Deputy Minister at Economic and Social Development Canada (ESDC), Graham Flack
- Board members, Business Higher Education Roundtable (BHER);
- Board members, Polytechnics Canada; and
- Board members, Kiwanis Club.

On June 15, 2020, President Brulé virtually attended the Ontario College Application Service (OCAS) Annual General Meeting. Attendees included Karen Creditor, President & CEO, OCAS, Presidents of Ontario Colleges, and Linda Franklin, President & CEO, Colleges Ontario.

On June 22, 2020, President Brulé attended the Canadian Club Toronto's virtual event, in partnership with its sister clubs for Tiff Macklem's inaugural address as Governor of the Bank of Canada. Tiff Macklem was appointed Governor of the Bank of Canada, effective June 3, 2020, for a term of seven years.

President Brulé attended a series of virtual consultations hosted by Ross Romano, Minister of Colleges and Universities with other Presidents of Colleges and Universities, and Ministry staff. The goal of these consultation sessions was to inform policy decisions on modernization of the sector. Topics included:

- Colleges - Re-opening postsecondary campuses;
- International Education;
- Infrastructure and Capital;
- Financial Sustainability – Colleges;

- Corridor Funding Model;
- Engaging on the Future of Learning and Prosperity;
- Applied Research and Intellectual Property;
- Digital Learning; and
- Microcredentials and Work-Integrated Learning.

On August 5, 2020, President Brulé provided remarks at the Royal Ottawa's virtual event to celebrate funding from the RBC Foundation.

On October 15, 2020, President Brulé participated as a panelist at the Ontario College Administrative Staff Association (OCASA) Presidents Panel.

Committee of Presidents Meeting – COVID-19 Virtual Coordination Meetings

Throughout the summer months, the Committee of Presidents continued to meet virtually on a regular bi-weekly basis for COVID-19 system-wide response coordination and planning. College Presidents provided roundtable updates on the COVID-19 situation, discussed results and lessons learned from the pilot initiatives for in-person instruction on campuses in July and August, and planned for the hybrid delivery of education in the 2020 Fall term.

Of particular concern for the Committee of Presidents is the lengthy approval process regarding institutional plans for arrival of international students. It requires coordination between the Ministry of Colleges and Universities, the Ministry of Health, local Public Health units, before the names of post-secondary institutions can be listed on the Immigration, Refugees, and Citizenship Canada Designated Learning Institutes website. This is the website that international students refer to, to learn which institutions are admitting international students for 2021 Winter term.

The Committee of Presidents continues to discuss scenarios and plans for the 2021 Winter term and beyond, as well as to examine what a post-pandemic College system will look like, from a strategic point of view, to address socio-economic and employment / workplace challenges and opportunities.

The Ontario College Athletic Association has made the decision, based on member input, to cancel the remainder of the varsity sport season.

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: May 5, 2020 to September 7, 2020

LEARNER DRIVEN

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

Summary Report from:	Activity
Academic	<ul style="list-style-type: none"> • The Financial, Accounting and Legal Studies Department renewed the articulation agreement with Carleton University enabling Algonquin College Business Administration-Accounting graduates to bridge to Carleton’s Bachelor of Commerce Accounting program. • Ninety Pembroke Campus students registered for Thrive@AC, a series of orientation workshops sessions offered over the summer to prepare students for remote learning. • The Pembroke Campus received grant funding from the Natural Sciences and Engineering Research Council of Canada’s College and Community Innovation Program for the project entitled Mamiwi Maadaadizi — "The Start of an Algonquin Journey". The project team will collaborate with Circle of Turtle Lodge, Algonquins of Pikwàkanagàn First Nation and the Health, Communities, and Environments Research Lab at Queen's University in order to identify best practices for embedding Indigenous Knowledge across Pembroke’s services and academic programming, and work towards Reconciliation for all students and community members. This will help examine how to better support Indigenous learners’ needs and develop learning interventions through a field school and Indigenous-led training. • By combining remote learning with experiential education, the Medical Radiation Technology program Levels 04 and 05 students were able to complete their program of study on time. • Students in the School of Health & Community Studies’ Early Childhood Education Intensive program completed Winter course recovery activities using alternative placement assessment which included a series of virtual webinars with the Early Learning Centre. • The majority of the School of Health and Community Studies students in the Internationally Educated Nursing program have written and passed their Registered Nursing and Registered Practical Nursing exams and have found full and part time jobs. • Learning and Teaching Services trained 107 Other Than Full-time Faculty as part of the Introduction to Teaching at Algonquin College orientation program. They partnered with Information Technology Services to coordinate

	<p>replacement and implementation of educational technology tools. Professional Development training sessions and website for video technologies, H5P, and My Mediasite were created and implemented.</p> <ul style="list-style-type: none"> • The Prior Learning Assessment and Recognition (PLAR) and Pathways team helped facilitate the completion of 159 PLARs, and processed 195 new PLAR applications, representing a 25% increase in volume compared to last year. The team assisted and advised 167 credit transfer students and 100 pathways students to continue their studies.
Communications, Marketing and External Relations	<ul style="list-style-type: none"> • Communications created a welcome back website for summer pilot program staff and students with campus safety, access information, training, FAQs and more. • Expansion of Welcome Back to Campus microsite and Campus Access portable document format (PDF), including expanded FAQs and training links. This welcome back page is a subpage of the main COVID-19 site.
Finance and Administration	<ul style="list-style-type: none"> • Algonquin College completed a 100% technology refresh for Algonquin College residence. This included new wireless access points, phones and network switches to improve student satisfaction with resident services. • The Student Hub renovation required to connect the Student Commons to the Pedestrian Link was completed slightly below budget. • Provided curbside locker content pick up for students wishing to retrieve locker contents over the spring/summer. Contacted 4,500 students and arranged for 1,500 pickups through an appointment application.
Human Resources	<ul style="list-style-type: none"> • Most existing face-to-face employee learning sessions have been converted to hybrid formats allowing employees to learn asynchronously at their own pace in an online environment and synchronously in virtual peer learning sessions.
Indigenous Initiatives	<ul style="list-style-type: none"> • On June 24, 2020, the Office of Truth, Reconciliation and Indigenization in partnership with the Indigenous Peoples' Education Circle (IPEC), launched a four-part knowledge-sharing and storytelling initiative, <i>Lighting the Fire</i>, that connected Indigenous and non-Indigenous students and leaders from across Ontario. The Burnt Water initiative initiated College students, and anyone with an interest, to join the virtual sessions with Indigenous leaders who inspired and stimulated different ways of thinking, including how the province, the country and the entire world considers the path forward from the COVID-19 pandemic. Fanshawe College lead the second session on July 8, Sault College lead the third session on July 29, and the fourth session on August 19, was co-hosted by three well known and highly respected women leaders in post-secondary education; Rebecca Jamieson, Brend Small and Kory Wilson.
Innovation and Strategy	<ul style="list-style-type: none"> • In response to the self-isolation requirements imposed on travellers arriving in Canada, the International Education Centre developed a comprehensive self-isolation program to support new and returning students arriving in Canada for the Fall 2020 academic term. The International Education Centre further supported students with a comprehensive virtual event schedule, daily wellness checks by Algonquin College staff to ensure compliance with

	<p>self-isolation requirements and health and wellbeing, and the management and issuance of mandatory Government required documentation, which included attestations, self-isolation plans and letters of support to proceed to Canada.</p> <ul style="list-style-type: none"> Algonquin College Corporate Training piloted several face-to-face classes at 700 Sussex in order to establish solid protocols for return to face-to-face programming. Algonquin College Corporate Training developed a virtual delivery program which included the addition of virtual moderators and a number of new virtual training tools such as brainstorming boards; class polls; and integrated surveys. Surveys completed by learners show very positive experiences with the new delivery format.
<p>Student Services</p>	<ul style="list-style-type: none"> The Marketing and Student Recruitment Department created 60 new Fall term communications items to aid new students in their journey and delivered 300,868 communications with a 73.5% open rate. In response to the pandemic, all on-campus summer recruitment events were converted to a virtual format https://www.algonquincollege.com/future-students/virtual-events. During this reporting period, the page had 11,865 views of which 32% were new users. Additionally, 1,748 unique participants attended presentations. Faculty Marketing partnered with Recruitment to host 19 Virtual Q & A sessions in June 2020 to support applicants and prospective students with updates on Fall term program delivery changes. Recorded versions of the sessions were uploaded to the program pages. There were 819 registered participants, 427 attendees, and 873 questions were asked. The AC Hub Collaborated with cross-College departments to lead an initiative to develop a Brightspace courses for learners new to remote learning at the College. <i>“Success in Digital Environments”</i> was launched on August 24, 2020 and as of September 7, 2020, 2,973 learners registered and completed the course using the discovery tool in Brightspace. The AC Hub hosted preparatory and Day 1 engagement sessions for spring 2020 start; 1,036 learners participated compared to 750 in spring 2019, and a 78.86 % learner satisfaction rate was achieved. The AC Hub hosted and recorded remote learning preparatory sessions for new and returning learners for the fall 2020 start. These Zoom sessions had 1,961 participants, compared to 435 participants in 2019. The AC Inside Scoop Instagram campaign (a new initiative in 2020) for onboarding Fall 2020 learners had 2,673 participants. The Ontario Provincial Access and Inclusion Program <i>“Aspire AC”</i> received a renewed contract for \$500,000 in funding to implement its fiscal work plan for 2020-21. The Ottawa Education Championship Team for learners in the care of the crown contract was renewed and funded at \$75,000 for the 2020-21 fiscal year.

	<ul style="list-style-type: none"> • A collaborative effort between Project Lighthouse/The Umbrella Project (Sarah Crawford) and Counselling Services (Patti Hancock) provided live, weekly events on Facebook to the College community. The events, entitled “Ask the Experts” covered topics including stress, isolation, sexuality, fitness, and helping a friend. These events garnered a total of 25,800 views over the reporting period. • Frontline service in the Registrar’s Office remained remote with the call centre, emails and web (including Student Portal) as the primary inquiry intake methods. During this period, 60,086 calls were received, a decrease of 22.8% compared to the same time last year at 77,891. The difference was predicted following call centre improvements implemented on August 31, 2019, which resulted in a 34.56% decrease or 5,811 fewer abandoned calls compared to the same time last year from 16,834 to 11,023. • The Registrar’s Office processed 1,045 international student applications with an average turnaround time of 14.1 days. For the same period last year, 2,578 international student applications were processed, and the average turnaround time was 10.5 days. This represents a 60% decrease in applications processed. The decrease in volume can be attributed to a 22.8% reduction in applications received for processing. The increase in turnaround time can be attributed to the additional work required to support and re-process applications for displaced spring and fall term international applicants as a result of the pandemic and immigration related decisions.
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INNOVATION AND QUALITY
 Goal 2: Lead the college system in co-op and experiential learning.
 Goal 3: Attain national standing in quality, impact and innovation within each school and service.

Summary Report from:	Activity
Academic	<ul style="list-style-type: none"> • In August 2020, faculty from the Culinary, Baking, and Hairstyling programs created videos for virtual learning to assist students in preparing for their Fall term lab courses. Videos are viewed remotely prior to coming to completing on-campus labs, thereby reducing lab time and promoting physical distancing. • Ahmad Teymouri, Professor, Supply Chain Management and Dr. Nadim Abboud, Professor, Marketing and Management Studies received the Natural Sciences and Engineering Research Council (NSERC) ENGAGE grant of \$25,000 through the College and Community Innovation Program for their project <i>E-Commerce Distribution Network Capacity Planning and Supply Chain Modelling at Dicom Freight</i>. • Pembroke Campus students in the Business, Diploma program participated in the Business Ambassador initiative working with the Downtown Pembroke Business Improvement Area businesses. The initiative gave students an opportunity to gain a better understanding of business as it pertains to the community.

	<ul style="list-style-type: none"> On July 15, 2020, the Animation Advanced Diploma program was named among the top animation schools in the world in rankings recently published by Animation Career Review. Algonquin College ranks sixth in the world and fourth in Canada in the category of Top Animation Training Programs, according to the website. Faculty members Tania Silletta and Patricia Robson developed a virtual placement opportunity for students in their final semester (Spring 2020) of the Therapeutic Recreation Graduate Certificate program by recruiting virtual clients. Seven of 19 students chose to complete their placement requirements in the virtual agency. This pilot project not only resulted in opportunities for Recreation Therapists to address social isolation brought on by the global pandemic but resulted in a published article in the September 2020 edition of the Journal of Therapeutic Recreation Ontario. The article was entitled “<i>Virtual Therapeutic Recreation: Student Placements During COVID-19.</i>”
Advancement	<ul style="list-style-type: none"> Advancement partnered with the Co-operative Education office to email 30,372 alumni and ask for their support in offering co-operative education placements.
Communications, Marketing and External Relations	<ul style="list-style-type: none"> With the ongoing COVID-19 pandemic, Algonquin College’s Social Media Platforms have been one of the key tools used to disseminate information to the Community regarding the College’s response. Algonquin College’s Makerspace was featured in a variety of media hits this August, for its contributions in the creation of a new cancer detecting technology, developed by an Ottawa Teen. The College highlighted this accomplishment on social media, earning a reach of nearly 23,000 across Facebook and Twitter. Communications worked to restructure the Workday website and change it from being a “project website” to an “operations website,” as well as figuring out which information should be stored on the Workday website as opposed to the HR, Finance or Payroll sites. In late August 2020, Algonquin College welcomed the Premier of Ontario, Doug Ford, to the Ottawa Campus, as well as MPP Lisa MacLeod and Jeremy Roberts. The three toured the ACCE building alongside President Claude Brulé, inspecting the labs, and taking part in a Trades demonstration with Algonquin College students. The visit was highlighted on social media, with the College’s posts gaining a total reach of more than 33,000 across Facebook, Instagram, LinkedIn and Twitter.
Finance and Administration	<ul style="list-style-type: none"> The increased adoption of e-signatures has transformed processes that previously required a physical presence and handling of paper into a digital medium. This transformation allows Algonquin College to provide an increased number of services to Learners without requiring them to be on-site. Campus Services developed and implemented safety and service plans, aligned with Ottawa Public Health direction, for Residence, Food Services, Retail Services, Parking, U-Pass and student card delivery.

Human Resources	<ul style="list-style-type: none"> • Requests from across the College to access the employee learning platform continue apace. Support was provided for the creation of two fully online courses: for Risk Management (COVID-19 Health & Safety Awareness Training for Employees Returning to Campus) and Campus Services (Course Material Adoption System Training).
Innovation and Strategy	<ul style="list-style-type: none"> • Social Innovation Canada featured the Service Learning in Design & Engineering initiative as one of its <i>“Stories from the frontlines of social impact.”</i> https://sicanada.org/2020/06/23/slide-connecting-college-students-community-organizations/ • The Service Learning in Design & Engineering Lab was awarded \$74,564 by the Natural Sciences and Engineering Research Council of Canada, College and Community Innovation Program’s Applied Research Rapid Response to COVID-19 fund, for a project entitled <i>“Accelerating COVID-19 Knowledge Synthesis w/ Machine Learning”</i> in collaboration with IBM and insightScope. • The Victimology Research Centre received a Mitacs grant of \$30,000 which will allow for the hiring of two additional interns for our project <i>COVID-19 and System Responses to Homelessness</i>. • Algonquin College Corporate Training launched a pilot for synchronous virtual delivery in September, which involves Instructor led training in classroom with a reduced number of face-to-face students and a virtual compliment. This pilot includes the use of <i>“follow me”</i> cameras for the instructor and enhanced audio.
Student Services	<ul style="list-style-type: none"> • Since prospective students can no longer visit campus, the Virtual Tour has become a critical enrolment conversion tool. Average monthly leads generated from the tool is 499 (an increase of 178% year-over-year). Web traffic to the virtual tour has increased by 55% year-over-year. • The Registrar’s Office developed webpages with information about program delivery (remote-only, remote + on-campus, other) for every program level running in the fall 2020 term, to inform and support applicants and students. • The Registrar’s Office implemented a new process to release domestic winter and spring offers of admission in early August – almost two months earlier than the date these offers were previously released. This change allows applicants to receive and act on offers of admission sooner and ensures that Algonquin College remains competitive in the Ontario College system.
<p>CONNECTED Goal 4: Become an integral partner to our alumni and employers.</p>	
Summary Report from:	Activity
Academic	<ul style="list-style-type: none"> • The School of Hospitality and Tourism and the Egg Farmers of Ontario commemorated their partnership by creating a recipe for student success with a plaque in front of the College's Pastry Lab.

	<ul style="list-style-type: none"> • The Pembroke Campus is working closely with the Advancement Division to develop an alumni relations strategy. Some initiatives have already been launched including a campaign to promote graduates working on the front line of the pandemic and graduates of the Outdoor Adventure program, a program that is celebrating its 20th anniversary. • The School of Media and Design finalized a partnership with Alibi Music which allows free use of their cinema quality music and sound effects in Media and Design programs for two years. Algonquin is the first Canadian College to have an agreement with Alibi. • The Ron de Vries Award of Excellence for Photojournalism was established to honour the Ottawa photographer who passed away in 2019. To date, \$15,800 has been raised.
Advancement	<ul style="list-style-type: none"> • Alumni were invited to participate in a variety of online events, including the Ask Anything Chat with Harley Finkelstein on June 2. Alumni were also encouraged to access to online program offerings, including those through Corporate Training. • The Alumni & Friends Network hosted its quarterly meeting on May 27. • A contest was hosted to encourage alumni to update their preferred contact information, and 591 responses were received. • Thirty-five alumni participated in program orientation for AC Day 1, and one alumnae gave a keynote presentation. • The alumni engagement pilot started with the Faculty of Arts, Media and Design, and key volunteer, experiential, philanthropic and communication initiatives are being identified in collaboration with the dean and chairs. • The 2020 Alumni of Distinction Award recipients have been selected and notified. Ten prominent alumni and one employer will be recognized during the virtual event on December 3, 2020.
Communications, Marketing and External Relations	<ul style="list-style-type: none"> • Government Relations coordinated and participated in several meetings to advocate the Ottawa Campus of Care. Some meetings included the Premier’s Office, the Mayor, three Deputy Ministers and Local Members of Parliament to advocate with partner presidents. • Government Relations met with City of Ottawa Planners to discuss the Algonquin Precinct in the Baseline and Woodroffe Secondary Plan as part of the Official Plan. • Government Relations continued to work collaboratively with community partners like Bruyere to provide employment opportunities for students in health care and infection prevention and control.
Human Resources	<ul style="list-style-type: none"> • Five new employees have been identified as Algonquin College alumni and referred to Advancement.
Innovation and Strategy	<ul style="list-style-type: none"> • Algonquin College, as the lead Canadian college in partnership with Durham College and Camosun College, was awarded on June 3, 2020, Mastercard Foundation funded and Colleges and Institutes Canada administered Young Africa Works in Kenya – Technical Vocational Education and Training Program project. The Young Africa Works in

	Kenya Technical Vocational Education and Training: 01 project, over a four and a half year period, will see Algonquin College and its Canadian college partners build strengthened capacity within the Kenyan technical and vocational education sector at the national level through the development of pre-service and in-service curriculum for instructors and leadership curriculum for administrators at Kenyan technical/vocational colleges, institutes, and polytechnics.
Student Services	<ul style="list-style-type: none"> In cooperation with the Advancement Team, the Registrar’s Office created and implemented an automated COVID-19 Student Emergency Fund application and disbursement process.
SUSTAINABLE	
Goal 5: Enhance Algonquin’s global impact and community social responsibility.	
Summary Report from:	Activity
Academic	<ul style="list-style-type: none"> In August 2020, the School of Hospitality and Tourism donated kitchen equipment to the Ottawa Mission. The donation followed major renovations made to H building over a year ago which resulted in excess equipment being placed in storage. The equipment being donated included one large freezer, one double oven, two steamers, and one stainless table and will help The Ottawa Mission prepare daily meals for community members who are most in need. School of Business faculty and administrators took a leadership role in the development of the Succeed In Canada course for all new international students. First-year Outdoor Adventure students, Cailan Robinson and Georges Kirijian, were part of a group of six friends who completed a 2,000 kilometre summer canoeing trip over the summer. Due to the pandemic, their summer jobs as camp counsellors were cancelled, they shifted their attention to planning the trip and set a goal of raising \$60,000 for Food Banks Canada. The trip began in June, 250 kilometres north of Thunder Bay and concluded 60 days later when they carried their canoes onto Parliament Hill. The Canoe4COVID expedition raised more than \$80,000 for Food Banks Canada to help families impacted by COVID-19. Pembroke Campus student, Jamie Hawes, was the Lead Organizer/Director for Pride Week activities from June 22 to 29. The Pembroke Campus was the site of the official Pembroke flag-raising on June 22, and co-hosted Kindness Rocks! Rock Painting on June 24, and sponsored Math Class on June 29. In partnership with North Hastings Children's Services and celebrating National Indigenous History Month, new and current students at the Pembroke Campus were invited to participate in a series of interactive workshops during the month of June. Activities included Drumming for the Soul, Strawberry Moon Teaching, Community Drumming, and Talking Circles.

	<ul style="list-style-type: none"> • A contract was signed with Iohahi:io Akwesasne Education & Training Institute to offer the Pathway to Indigenous Empowerment certificate program within their community. Ten students enrolled in the first offerings in September.
<p>Advancement</p>	<ul style="list-style-type: none"> • Over \$55,000 was raised in support of the COVID-19 Student Emergency Fund. • Over 70 individuals made a donation to the Empowering Black Students Bursary, representing the largest number of individual donors to a single fund. Nearly \$15,000 was raised. • Roderick Raphael established the Joanna Raphael Nursing Bursary with a commitment of \$24,000. • A volunteer-led golf tournament raised \$14,000 in support of a new bursary for Police Foundations students at the Perth campus. • With a \$10,000 commitment, the James McNulty Bursary was established to support the Faculty of Health and Community Studies Practical Nursing Program. • With a \$10,000 commitment from Many Hands Doing Good Art, the Gary Neville Memorial Scholarship was established to support students in the Radio Broadcasting and TV Broadcasting programs. • On October 5, the College recognized Ciena for its generous contribution of equipment to the Algonquin College Optophotonics Lab. The lab's technology upgrade includes Ciena's 6500 Packet-Optical platforms and Waveserver platforms.
<p>Communications, Marketing and External Relations</p>	<ul style="list-style-type: none"> • Communications designed/updates/maintains the College's central coronavirus resources page, which features hundreds of FAQ questions, resource pages for employees and students, services information, and mental/health services information. The team worked closely with every other major team at the College – including Information Technology Services, Campus Services, Student Support Services, Facilities Management, Risk Management, the Students' Association, Registrar's Office, International Education Centre, Human Resources, and the Indigenous team in order build resources on the page. The website also acts as a main conduit/link to individual coronavirus related pages updated/maintained by those individual departments. • Government Relations continued work with neighbours backing onto College property to address their concerns regarding a better buffer, more trees and landscaping. • In support of the anti-racism protests seen happening across the world in June, the President communicated a message in support of the fight against racism, a post that was shared widely on social media, reaching more than 65,000 across Twitter, Facebook and Instagram. • In addition to the President's message, the College took part in the "Black Square" campaign on social media, which saw high profile companies posting a black square on their accounts, to show solidarity to fighting racism in our communities.

	<ul style="list-style-type: none"> Algonquin College took to social media to celebrate June as Pride month, changing the College’s Logos on Twitter, Facebook, Instagram, YouTube and LinkedIn to a rainbow banner. In addition to pointing people towards the Wellness and Equity Centre to learn about the variety of 2SLGBTQ+ resources the College has available to student, we also invited the College community to share with us examples of themselves showing their pride. We received a variety of photos, videos and messages of support from the College community, which was turned into a video to be shared on social media. The post announcing the College’s logo change became one of our most engaged with posts to date, with 304 reactions, 45 of those being the “love” reaction.
<p>Finance and Administration</p>	<ul style="list-style-type: none"> College Pandemic Response: following in lock-step with the government’s provincial reopening plans, the College successfully planned and prepared for reopening. This included the successful implementation of pilot programs and academic completion plans on-campus throughout the summer and the preparation of academic, operational and support areas of the College for a successful Fall Term start-up for those students with hands-on, applied program requirements.
<p>Human Resources</p>	<ul style="list-style-type: none"> Assisted colleagues in Risk Management to create and roll out the self-directed COVID-19 Health & Safety Awareness Training for Employees Returning to Campus, with 1,277 registrants to date. Assisted colleagues in Risk Management and Occupational Health and Safety in the establishment of COVID-19 leave processes for employees in the event that an exposure occurs that may impact an employee’s ability to meet work obligations. Participated in the College Employer Council’s Bill 124 Working Committee. Algonquin College’s Human Resources is a member of the working committee that has been established to develop compensation recommendations surrounding the impact of <i>Bill 124, Protecting a Sustainable Public Sector for Future Generations Act, 2019</i>. Recommendations will be introduced to all Ontario Colleges.
<p>Indigenous Initiatives</p>	<ul style="list-style-type: none"> On June 2, 2020, the Office of Truth, Reconciliation and Indigenization started the Indigenous Knowledge Book Club with over 20 employees. The book club was created to share Indigenous knowledge while reading the book <i>And Grandma Said by Tom Porter</i>. The book club to continue into the 2020-21 fiscal year. On September 1, 2020, the Office of Truth, Reconciliation and Indigenization entered into a \$7 Million three-year expansion of the Indigenous YouthBuild Canada (IYBC) pilot with Employment and Social Development Canada (ESDC). The project is designed to overcome barriers to employment for Indigenous youth, aged 16-30, who are Not in Employment, Education, or Training. The National job-readiness program objectives are to provide career coaching to 2,800 Indigenous youth, launch construction projects in ten regional sites to serve the needs of First Nation, Métis

	<p>and Inuit youth across Canada and increase the number of Indigenous youth working in the construction trades. The program is fully funded by ESDC Youth Employment Strategy (YES) - Skills Link.</p>
<p>Innovation and Strategy</p>	<ul style="list-style-type: none"> • The Service Learning in Design & Engineering Lab completed and released the report entitled “2 Years in a Community Classroom – Impact Report from SLiDE at the Social Innovation Lab” https://slidelab7.ca/slidereport/ • Algonquin College through the International Education Centre renewed and broadened its Collaborative Education Agreement with Orient Education Services that has, since 2015, delivered Algonquin College diploma programs in the State of Kuwait under the name Algonquin College – Kuwait on June 5, 2020. • On September 30, 2020, Business Development presented the 6th Future of Work Speaker Series. This series is designed to help leaders in organizations of all kinds understand the shifting landscape and optimize their workplaces for the dynamic world of tomorrow’s work. The session had 212 people registered.
<p>Student Services</p>	<ul style="list-style-type: none"> • The 2020 Tuition Contest closed on July 31, 2020. The campaign generated 2,030 leads with 1,043 leads (51%) converted to registered students. In comparison, in the previous year 1,765 leads were generated with 831 leads (47%) converted to registered students. • The AC Hub Volunteer initiatives began a formal collaboration with Project K(IN)d on August 26, 2020. All volunteer work and any “in kind” resources coordinated through the Volunteer Centre will be attributed and reported toward the 17 sustainability goals of the United Nations. As of September 7, 2020, ten student ambassadors and 20 community agencies have taken part in sessions to on-board with the in kind” movement at the College. • On July 29, 2020 the AC Way team presented on the topic of “Kata Coaching” to 75 members of the Ontario Public Service Lean Guild. • The Financial Aid and Student Awards Office had 9,847 active Ontario Student Assistance Program (OSAP) applications as of September 23, 2020, with \$98.7 million awarded. Of the Ontario Student Assistance Program awarding, \$57.7 million (59%) was in grant funding. Compared to 2019 at the same time, this is a 12% decrease in applications from 11,145 to 9,847 and 3% decrease in funding from \$101.3 million to \$98.7 million. Proportion of grant funding increased from 51% to 59%. This increase in grant funding was expected as a result of the measures enacted by the Federal government in response to the COVID-19 pandemic. • Over 48,000 student payments were processed during the period of May 5, 2020 to September 7, 2020. Over 96% of these payments were processed electronically, which is an increase 6% from 90% pre-pandemic when in-person service was available. • U-Pass opt-out was enabled in response to the transition to remote delivery and as of September 24, 2020, 6,056 students opted-out representing 38% of U-Pass eligible enrolment. By comparison, the 2019-20 annual opt-out was 1,000.

PEOPLE	
Goal 6: Be recognized by our employees and the community as an exceptional place to work.	
Summary Report from:	Activity:
Academic	<ul style="list-style-type: none"> Algonquin College won a Prix d'Excellence award from the Canadian Council for the Advancement of Education (CCAЕ) for Best Community Outreach Initiative. The College received a Silver Award for its Introduction to Esthetics for New Canadians program offered in 2019. The program was developed in collaboration with the Ottawa Chinese Community Service Centre. It is the third year in a row the CCAЕ has recognized Algonquin. With many local businesses struggling as a result of the impact of the COVID-19 pandemic, the Pembroke Campus United Way committee encouraged the College community to "buy local" during the weeks of June 8 to 19 to demonstrate support of local businesses.
Advancement	<ul style="list-style-type: none"> Advancement attracted significant talent to fill key vacant positions, including: Ian Lewer, Director of Philanthropy (formerly with Dalhousie University); Barry Seller, Manager of Alumni Engagement (formerly with the Ottawa Senators Foundation); Nancy Druick, Manager of Philanthropy (formerly with Support Our Troops). Jamie Bramburger, Manager of Community and Student Affairs at the Pembroke Campus, was awarded the Algonquin College 2020 Employee Philanthropic Award for his steadfast leadership as a champion for several fundraising initiatives in support of College priorities.
Communications, Marketing and External Relations	<ul style="list-style-type: none"> Communications continued the AC Home Front Project highlighting the efforts of employees working from home by sharing images, videos and interviews of a wide range of employees across the college. The project concluded in August with a series of retrospectives. The Student Events Team integrated into the Corporate Events Team to come under the Communications umbrella.
Finance and Administration	<ul style="list-style-type: none"> Under the pandemic posture, Facilities Management provided continuous support for the Return to Campus activities by: (1) reopening College dormant buildings to have them ready for initial return to campus activities in July 2020 (2) procuring goods and services to ensure on-time delivery to support successful return to campus activities and (3) reconfiguring all required classrooms, labs and common spaces to support physical distancing.
Human Resources	<ul style="list-style-type: none"> Mental Health and Wellness continues to be at the forefront for the College. The Wellness and Abilities teams focus has been on promoting the AC Wellness Website, the Employee-Family Assistance Program (EFAP) to ensure employees are aware of the confidential, complimentary services that are available to them and ensuring frequent personal touch points with employees that are currently away from work due to illness. In order to assist employees at this time, the Wellness and Abilities team hosted virtual Wellness sessions. The sessions are offered bi-weekly and are available for all staff to attend. Nine sessions were held.

- Hosted two Morneau Shepell online webinars (Working Mobile and The Importance of Unplugging).
- The College maintains its commitment to address mental health as a priority within the workforce at Algonquin College. As a result, the Psychological Health & Safety Policy (PHST) requires the College to “*Plan and deliver appropriate psychological health and safety learning to all College staff*”. As an early response to this requirement, the PHST launched the Guarding Minds at Work survey. This survey is a unique and free online resource to help employers assess, protect and promote psychological health and safety in the workplace.
- At the heart of Guarding Minds at Work, it is a survey tool and summary reports that compare the College’s results against a 2016 nationally representative sample of workers in industries and geographical regions across Canada. Suggested strategies, planning worksheets, and evaluation resources are all provided to help take action to improve the psychological health and safety in the workplace. The survey was launched on February 18, 2020 and closed on March 10. Extensive communication and events encouraged College employees, full and part-time, to participate. Unfortunately, as a result of the pandemic, the work has been put on hold. Next steps are a full review of the survey results, and communication plan on recommendations from the PHST to the College. The next meeting will take place in October 2020.
- Twenty-one participants completed the *Strategies for Effective e-Learning in the virtual, remote environment* course.
- The Centre for Organizational Learning offered five New Employee College Orientation sessions hosting 33 new employees.
- Coordinated the delivery of 42 Professional Development workshops to 516 registrants. These workshops are offered in collaboration with: The AC Way, Centre for Accessible Learning, Financial Planning, Human Resources and Learning & Teaching Services.
- Recognized 22 graduates from the Algonquin Leadership in Education Institute (ALEI), level 1.
- Celebrated with six graduates of the Algonquin Leadership in Education Institute (ALEI), level 3.
- Recognized 20 graduates of the Leadership Mentoring Program.
- Assisted colleagues in transforming their traditionally in-class Professional Development sessions into virtual offerings (using Zoom) and/or as self-directed micro-learning courses.
- Continued with the transition of the Part-time Faculty Orientation Program (now called Introduction to Teaching at Algonquin College) to Learning & Teaching Services, including the roll-out using the new Employee Learning Platform.
- Completed Faculty Learning Program Graduation for 63 of our participants in the virtual, remote environment on June 24, 2020, over 88 participants and guests were in attendance.
- Designed, curated and moderated three new micro-learning hybrid courses for employees:

	<p>(I) Being Well by Cultivating our Resilience</p> <p>(ii) Working Remotely: Technology Tools (42 registrants)</p> <p>(iii) Working Remotely: Leading & Managing Teams</p> <ul style="list-style-type: none"> • Designed virtual coaching sessions for new employees and managers on navigating Workday, these sessions include overview of the system, important links and tips for navigation. • Redeployment Program: The Redeployment Program was developed by Human Resources in support of the Workforce Pandemic Mitigation Plan. The basic purpose of the program is to provide job security for employees for as long as possible and to provide relief to areas/departments of the College, which are over-capacity. The collection and compilations of Employee Capacity will continue to analyze data and provide to the Algonquin College Executive Team and the Algonquin College Leadership Team for workforce planning purposes. • Equity Diversity & Inclusion (EDI) delivered the following learning opportunities: <ul style="list-style-type: none"> ○ Livestream events: Difficult Conversations in Difficult Times with Hamlin Grange, 80 attendees (June 16); The Cultural Dimension of the Pandemic with Lionel Laroche, 40 attendees (July 21); Coping with Culture Change - what can we learn from Immigrants and International Students with Dr. Lionel Laroche, 40 attendees (Aug 18). ○ Two podcasts released: Wisdom of Women Leaders, and In Conversation with Lionel Laroche on Intercultural Competence with 150 plays. ○ Nine blogs distributed with a direct reach of 180 recipients plus myAC. ○ ‘Bridging Cultural Differences in Diverse Teams’ online course launched in Employee Learning Management System and hosted peer learning exchange sessions. ○ Created new Gender and Sexual Diversity and Inclusion Infusions Live learning repository in Employee Learning Management System. ○ Intercultural Development Inventory – completed seven assessments and coaching sessions. • Show Your Pride virtual event held for the month of June – Final Video here: https://youtu.be/u9H86vmAy4E • Talent Acquisition: The College’s Careers site has been less active during this time with the current pause on recruitment. Redeployment opportunities have been posted and 15 job opportunities before the pause occurred. The Talent Advisors continue to provide guidance and coaching to managers related to talent acquisition and talent management. There was a shift in focus to completing interview panels virtually, and then discussing multiple workforce planning options related to the Mitigation Plan. • Total Compensation: Under the direction of College Employer Council, Algonquin will be embarking upon the introduction of an E-Beneficiary Designation with Sun Life Insurance. This new project is being rolled out across all 24 Colleges and will move insurance beneficiary designations to an electronic format. This change will allow employees
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	<p>and retirees easier access to beneficiary designations and remove the manual administrative requirements out of the process. Project is expected to be completed by the end of the calendar year.</p> <ul style="list-style-type: none"> • Worked with Sun Life Insurance in developing an electronic interface to facilitate that transmission of data between the College and the insurance company. This interface will improve data quality and ensure a higher level of accuracy in the overall management of employee benefit programs.
Indigenous Initiatives	<ul style="list-style-type: none"> • Effective September 1, the staff of the Mamidosewin Centre report under the direction of Student Support Services. The re-alignment will improve accessibility to student services for Indigenous learners.
Student Services	<ul style="list-style-type: none"> • The Marketing and Student Recruitment Department developed and launched the AC Homecoming video showcasing efforts of employees to stay connected and help students while transitioning to work from home. • Nine virtual AC Way professional development sessions were provided to employees during summer 2020 which included the following themes: Leading During Changing Times, Working During Changing Times, Asking Better Questions and Becoming a Better Listener, and Tough Times Require Creativity.
STUDENT & EMPLOYEE SUCCESSES:	Activity
Academic	<ul style="list-style-type: none"> • Chris Ryan, Forestry Technician Equipment Technician, was been named the new Vice President of the Canadian Intercollegiate Lumberjacking Association. Chris is the Coach of the Pembroke Campus Logger sports Team. • Cameron Dube, Professor & Outdoor Adventure/Outdoor Adventure Naturalist Technician, was presented with the Adult Volunteer Award on July 3, 2020. Cameron was recognized for his commitment to the development of a multi-use trail system in the Renfrew County area and leadership in the redevelopment of Little Lakes Beach area. • The Pembroke Campus Speakers Series continued with a virtual presentation by Presenter Steve Paikin on June 24, 2020 when he shared what it is like to be on the frontline of Ontario politics and public affairs. • A Lunch & Learn Speakers Series event was held on June 24, 2020 featuring Kaleb Dahlgren. Kaleb is a survivor of the 2018 Humboldt Bronco's bus crash who is determined to create positivity out of tragedy. • Recent Business graduate and owner/operator of Dpearceproductions, Dorian Pearce, launched a Virtual Wellness Conference on May 23-24, 2020. This much-needed event included sessions on meditation, yoga and art. • Megan Chatman, Tourism – Travel Services graduate is the recipient of the Baxter Student Ambassador Program. She was named one of fifteen Student Ambassadors of 2020. This is the only travel and tourism student mentoring program in Canada. • Mayor Jim Watson had words of praise and encouragement for the Event Management students, who created a series of virtual events to support the community. They raised over \$60,497.30 (Fall intake) and \$9,791.00 (Winter

	<p>intake) for a total of \$70,288.30. Congratulations to the students who demonstrated flexibility, innovation, and creativity as they moved their fundraising events virtually during the pandemic.</p> <ul style="list-style-type: none"> • Dr. Faisal Shehab Nasser, Marketing and Management Studies faculty, recently published GENERATION VIRTUAL: The Next Generation Workforce & Workforce Virtualization Implications On Environment, Society, and Enterprises, available at: https://www.amazon.ca/dp/B088Q73HYF/ref=cm_sw_em_r_mt_dp_U_cWC1Eb6ES2BBC • Mark Dottori, Sport Business Management faculty, co-authored an article recently published in Sport, Business, and Management on assessment process models at https://www.emerald.com/insight/content/doi/10.1108/SBM-05-2018-0037/full/html • Taiwo Abraham, Project Management faculty, was named one of the Project Management Institute’s Future 50. These are individuals celebrated for their commitment to project work as the foundation of positive impact, for today and tomorrow: https://www.pmi.org/future-50 • The Project Management student team, Project COMPLETE (www.compleet.ca), supervised by Nicole Priatel, won first prize in the Ontario Project Management Competition, sponsored by the Wideman Education Foundation. • Respiratory Therapy Program Coordinator, Candace Murray Norton, presented, <i>Better Together: A model for Standardization of Clinical Assessment Tools in Respiratory Therapy Education</i> at the July 28th Canadian Society of Respiratory Therapists conference.
Advancement	<ul style="list-style-type: none"> • Mark Savenkoff, VP Advancement, was approved as a District II Cabinet Member for the Council for the Advancement & Support of Education (CASE) and as Co-Chair of the CASE Venture Capital Fund Committee. Algonquin College was welcomed as a new corporate member of the Kiwanis Club of Ottawa with Mark Savenkoff and President Claude Brulé as the designated College representatives.
Communications, Marketing and External Relations	<ul style="list-style-type: none"> • Communications compiled, wrote and submitted a list of Colleges and Institutes Canada (CICan) Awards of Excellence nominees for consideration to the Executive Team.
Human Resources	<ul style="list-style-type: none"> • A special thank you to the Brightspace Support team for all of their help and guidance as we roll out the new Employee Learning platform.

2020-2021 BOG Work Plan

ROLE OF THE BOARD	RESPONSIBLE AREA /PERSON	MEETING DATES				
		26-Oct 2020	7-Dec 2020	22-Feb 2021	19-Apr 2021	7-Jun 2021
STRATEGIC DIRECTION SETTING - The Board develops and adopts a strategic plan consistent with its mission, vision and values, and enables the organization to realize its mission. The Board oversees major decisions, monitors progress on implementation of strategic directions and approves annual business plans. The Board annually reviews the Strategic Plan as part of the regular planning cycle.						
2021-22 Budget Assumptions, Three-Year Pro Forma, First Draft Concepts of the 2020-22 Business Plan	D. McNair, L. Stanbra		X			
AC Way Update (Information): Deferred from Jun. 8, 2020 meeting to Oct. 26, 2020	L. Stanbra	X				X
Approval of the 2020-22 Business Plan & 2021-22 Annual Budget (defer to April meeting)	L. Stanbra, D. McNair				X	
ARM Report to BOG (Major Capital Projects, Endowment Fund and Operating Fund Investment Reports, etc.)	D. McNair	X	X	X		X
ASAC Report to BOG (New/ Suspended and Cancelled Academic Programs)	J. McLaren, C. Janzen	X	X	X	X	X
Athletic & Recreation Centre - Update Presentation	D. McNair				X	
Campus Tours for BOG (Before each Board meeting) will commence once the College is back to regular operations	C. Brulé	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)	C. Janzen				X	
Key Performance Indicators Report Back (included in ASAC Report)	C. Janzen		X			X
Learner-Driven Plan Implementation Update	C. Janzen		X			
People Plan (Information item only October & June meetings)	D. McCutcheon		X			X
Public College Private Partnership (Approval in December and For Information in June)	D. McNair	X	X			X
Strategic Mandate Agreement 3.0 (Deferred from Jun. 8, 2020 meeting to Oct. 26, 2020)	C. Janzen	X				X
Student Information System - Update (Contract Proposal Oct. 26 IN CAMERA)	L. Stanbra	X			X	
Transforming Indigenization Initiatives Update Presentation	R. McLester		X			X
OVERSIGHT OF THE PRESIDENT – The Board selects and supervises the President, including developing and approving the job description, recruiting and selecting the President, reviewing and approving annual performance goals, evaluating performance and determining compensation and ensuring a succession plan is in place.						
Board Oversight of the President (IN Camera & Meeting Without Management)	C. Brulé J. Brockbank	X	X	X	X	X
PERFORMANCE MONITORING – The Board ensures that management has identified appropriate measures of performance, and has plans in place to address variances from expected/planned performance.						
Annual Report 2020-21 and progress against Strategic Plan 2017-22	T. McDougall					X
Quarterly 2020-21 Business Plan Update (for information)	L. Stanbra	Q1	Q2	Q3		
Fourth Quarter 2020-21 Business Plan performance	L. Stanbra					Q4
Program Advisory Committee's Annual Report (ASAC Report)	C. Janzen			X		
2020-21 Sexual Assault/Sexual Violence Annual Report to the Board (Information item ASAC Report)	L. Stanbra				X	
FINANCIAL OVERSIGHT – The Board is responsible for stewardship of financial resources, approves policies for financial planning, approves the annual operating and capital budgets, monitors financial performance against budget and compliance against investment policies, ensures the accuracy of financial information and approves the annual audited financial statements and ensures management has put into place measures that ensure the integrity of internal controls.						
2021-22 Schedule of Tuition and Ancillary Fees (Deferred from Dec. 7, 2020 to Feb. 22, 2020 meeting)	L. Stanbra			X		
Banking Officers' resolution (AGM agenda) if new officers are to be added, present at Oct. meeting	D. McNair	X				X

ROLE OF THE BOARD	RESPONSIBLE AREA /PERSON	26-Oct 2020	7-Dec 2020	22-Feb 2021	19-Apr 2021	7-Jun 2021
Colleges of Applied Arts & technology (CAAT) Retirement Compensation Annual Report to Sponsors (emailed to Governors)	C. Brulé					X
Quarterly 2020-21 Financial Projection (*this year only, 1st Q was presented July 13, 2020 extra Board meeting)	D. McNair	Q1	Q2	Q3		
Fourth Quarter Financial Results	D. McNair					Q4
Appointment of auditors (AGM agenda)	D. McNair					X
Draft Audited Financial Statements (AGM agenda)	D. McNair					X
RISK IDENTIFICATION AND OVERSIGHT – The Board oversees management’s risks program, and identifies unusual risks in the organization and ensures plans are in place to manage and prevent such risks.						
Freedom of Information Annual Report	D. McNair					X
Corporate Risk Profile	D. McNair		X			X
STAKEHOLDER COMMUNICATION AND ACCOUNTABILITY – The Board ensures the organization appropriately contributes to strong stakeholder relationships, and advocates on behalf of College stakeholders in support of the mission, vision, values and strategic directions.						
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
GOVERNANCE – The Board is responsible for the quality of its own governance, establishes by-laws and governance policies to facilitate the performance of the Board’s role and performance.						
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 2021-22	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
2020-21 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
LEGAL COMPLIANCE – 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	

Board of Governors 2020 - 2021

***Meetings of the Board of Governors will be held virtually until further notice.**

Meeting Schedule		
Date	Location	Time
Monday, October 26, 2020	T102 A&B	4:00 – 6:00 pm
Monday, December 7, 2020	T102 A&B	4:00 – 6:00 pm
Monday, February 22, 2021	T102 A&B	4:00 – 6:00 pm
Monday, April 19, 2021	T102 A&B	4:00 – 6:00 pm
Annual General Meeting & Board Meeting Monday, June 07, 2021	T102 A&B	4:00 – 6:00 pm

***Meeting materials are available on the Board of Governors website:**

<http://www.algonquincollege.com/bog/meeting-schedule-2/>

Mission: To transform hopes and dreams into lifelong success.

Vision: To be a global leader in personalized, digitally connected, experiential learning.

Values: Caring, Integrity, Learning, Respect



REMITTANCE DECLARATION

The Financial Officers of the Corporation confirm that, as of June 30, 2020, in accordance with all Canada Revenue Agency and other various authorities' requirements and specified deadlines, the College has:

- (a) Made all applicable source deductions and remittances including the Employer Health Tax, Canada Pension Plan, Employment Insurance and Federal Income Tax; and,
- (b) All employee and employer benefit contributions have been remitted as required including Colleges of Applied Arts and Technology (CAAT) Pension Plan; and,
- (c) All salary and wages have been paid to employees as required; and,
- (d) The Harmonized Services Tax (HST) has been remitted, as required.

A handwritten signature in cursive script that reads "Grant Perry".

Grant Perry
Chief Financial Officer
Algonquin College

A handwritten signature in cursive script that reads "Duane McNair".

Duane McNair
Vice President, Finance and Administration
Algonquin College