

APPROVED

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> 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> Ikram Zouari Krishna Stanton Yadwinder Singh</p>	<p><u>Algonquin College Executive Team:</u> 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> Colin Bonang, Director, Risk Management Grant Perry, Chief Financial Officer</p> <p><u>Recorder:</u> 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)

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