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*

MEETING OF THE BOARD OF GOVERNORS

MEETING NUMBER FIVE HUNDRED AND TWENTY TWO OF THE BOARD OF GOVERNORS OF ALGONQUIN COLLEGE TO BE HELD ON MONDAY, FEBRUARY 22, 2021 FROM 4:00 PM – 6:00 PM, BY ZOOM WEBINAR.

Register in advance for this Board Meeting:
https://algonquincollege.zoom.us/webinar/register/WN_5FXOk82wSiyyJPGn5FryiA

	AGENDA	Presenter	Time
0.	**Celebrating Student Success -** Changemaker Award *Sharing Information and Creating Networking Opportunities About the Student Experience as a Newcomer to Canada*	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 December 7, 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 Appendix B: Program Advisory Committee's Annual Report	Cyril McKelvie	5 m. 4:20-4:25
	3.4 Audit and Risk Management Committee Report Appendix A: Third Quarter 2020-21 Major Capital Projects Report Appendix B: Third Quarter 2020-21 College Operating Funds Investment Report Appendix C: Third Quarter 2020-21 Endowment Funds Investment Report **For Approval:** Appendix D: Audit and Risk Management Committee Terms of Reference *(amended sections - Membership & Term of Appointment)* Appendix E: Investment Policy for College Operating Funds *(Annual Review and Amendments) - The policy is available for review on the College website* Appendix F: Investment Policy for College Endowment Funds *(Annual Review and Amendments) - The policy is available for review on the College website*	Steve Barkhouse	5 m. 4:25-4:30

	3.5 Governance Committee Report **For approval:** Appendix A: Bylaw 1 Amended sections: • *15.1 & 15.2 Audit & Risk Management Committee (pg. 17)* • *16.1 & 16.2 Governance Committee (pg. 18)* • *17.2 & 17.3 Academic & Student Affairs Committee (pg. 18, 19)* Appendix B: Academic and Student Affairs Committee Terms of Reference *(amended sections - Membership & Term of Appointment)* Appendix C: Governance Committee Terms of Reference *(amended section - Term of Appointment section)*	Audrey Lawrence	5 m. 4:30-4:35
4.	**BUSINESS ARISING FROM THE MINUTES**		
	There is no business arising from the minutes		
5.	**NEW BUSINESS**		
	There is no new business		
6.	**DECISION ITEMS AND REPORTS**		
	6.1 Third Quarter 2020-21 Financial Projection Appendix A: Third Quarter 2020-21 Financial Projection Appendix B: Third Quarter 2020-21 Compliance Schedule	Duane McNair Grant Perry	15 m. 4:35-4:50
	6.2 2021-22 Budget Assumptions, Three-Year Pro Forma, First Draft Concepts of the 2021-23 Business Plan Appendix A: Three Year Pro Forma Budget	Duane McNair Grant Perry Laura Stanbra Ron McLester	30 m. 4:50-5:20
	6.3 2021-22 Schedule of Tuition and Ancillary Fees Appendix A: Executive Summary of Fee Information for the Draft 2021-22 Tuition and Fee Schedules Appendix B: Proposed 2021-22 Schedule of Fees Appendix C: Draft 2021-22 High Demand Program Calculation Appendix D: Students' Association Approval of the 2021-22 Compulsory Ancillary Fees Appendix E: Draft 2021-22 Compulsory Ancillary Fees Appendix F: Sample 2021-22 Fee Comparison of Four Programs Appendix G: Sample 2021-22 Student Funding and Expenses **Note: these appendices can also be accessed in the Board members only Teams site.*	Laura Stanbra Krista Pearson	15 m. 5:20-5:35
7.	**ITEMS FOR INFORMATION**		
	7.1 Third Quarter 2020-21 Business Plan Performance Appendix A: Third Quarter 2020-21 Business Plan Dashboard Appendix B: Third Quarter Exceptions Report	Laura Stanbra	0

	7.2 Employee Engagement – Update Appendix A: Taking a Stand Events Calendar	Diane McCutcheon	0
	7.3 Report from the Board Chair	Jay McLaren	5 m. 5:35-5:40
	7.4 Report from the President	Claude Brulé	5 m. 5:40-5:45
	7.5 Board of Governors Management Summary Report	Executive Team	0
	7.6 2020-21 Board of Governors Workplan	Jay McLaren	0
	7.7 Confirmation of Mandatory Government Remittances	Grant Perry	0
8.	**UPCOMING EVENTS**	**Date**	
	• 2021 Spring Board of Governors Retreat (Virtual)	March 27, 2021	
	• Board of Governors Meeting (Virtual)	April 19, 2021	
	• Board of Governors Meeting & Annual General Meeting (Virtual)	June 7, 2021	
	• President's End of Year Dinner – For Board of Governors (June 25, 2021)	(Postponed until further notice)	
	• 2021 New Governors Orientation Part 1	August 19, 2021	
	• 2021 New Governors Orientation Part 2	September 12, 2021	
	• 2021 Fall Board of Governors Retreat	September 12 & 13, 2021	
9.	**REGULAR MEETING ADJOURNMENT**		

DRAFT

BOARD OF GOVERNORS MEETING MINUTES

MINUTES OF THE MEETING NUMBER FIVE HUNDRED AND TWENTY ONE OF THE BOARD OF GOVERNORS OF ALGONQUIN COLLEGE, HELD ON MONDAY, DECEMBER 7, 2020 AT 4:00 PM, BY ZOOM WEBINAR VIDEO/TELECONFERENCE.

Present:	**Algonquin College Executive Team:**
Jay McLaren, Board Chair Claude Brulé, President & CEO Gail Beck (Board Vice Chair) Andre O'Bonsawin Audrey Claire Lawrence Cyril McKelvie Enrico DeFrancesco Ikram Zouari Jamie McCracken Jeff Darwin Rodney Wilson Sheilagh Dunn Shivang Dhawan Stephen Tudor Steve Barkhouse Valerie Sayah Wayne Johnson **Recorder:** Victoria Tiqui-Sanford, Executive Assistant, Board of Governors	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 **Presenters/Guests:** Grant Perry, Chief Financial Officer Ernest Mulvey, Director, International Education Centre Charlene Miller, Manager, Private College Partnerships, International Education Centre **Changemaker Awards:** Julie Beauchamp, Dean, School of Business, Academic Services Kerry Surman, Chair, Marketing and Management Studies, School of Business Angela Clermont, Professor, Marketing Management Studies Nicole Priatel, Professor, Marketing and Management Studies Students: Suprojit Das Rohan Prajapati Yashaswini Reddy Mridul Khurana

WELCOME REMARKS

Governor McLaren, Board Chair welcomed members and observers to the meeting at 4:00 p.m. He welcomed Rodney Wilson, the newest member to the Board of Governors.

0. **Celebrating Student Success – Changemaker Award:** *COMPLEET Artificial Intelligence – Project Management Project*

C. Janzen, Senior Vice President, Academic, provided members with an overview of the COMPLEET Artificial Intelligence – Project Management project. COMPLEET is not an acronym, N. Priatel,

Professor, Marketing and Management Studies selected this name for the project as a play on the word 'complete' since the software predicts a project's percentage complete. 'Leet' is a popular term used amongst gamers to refer to 'elite'. C. Janzen, introduced J. Beauchamp, Dean, School of Business, Academic Services, K. Surman, Chair, Marketing and Management Studies, School of Business, A. Clermont, Professor, Marketing Management Studies, and N. Priatel, Professor, Marketing and Management Studies. In March 2020, the team – comprising Mridul Khurana, Suprojit Das, Yashaswini Reddy and Rohan Prajapati, captured first place in the Ontario Project Management Competition sponsored by the Wideman Education Foundation for their work.

The project was conceived by Marketing and Management Studies Professor N. Priatel, who came up with a plan to develop a fully functional software tool she called COMPLEET. The tool would use artificial intelligence and machine learning to estimate a project's completion rate using image recognition.

Board Chair McLaren and President and CEO Brulé congratulated and informed students that they will each receive a Changemaker Award certificate.

Governor Zouari joined the meeting at 4:10 p.m.

1. CONSTITUTION OF THE MEETING & APPROVAL OF THE AGENDA

Governor McLaren, Chair Board of Governors, constituted the meeting at 4:14 p.m. and asked whether any Governors wished to remove or add an item to the agenda. Governor Lawrence, Chair, Governance Committee requested to add the Board of Governors approval for Rodney Wilson's Committee Membership to the Academic and Student Affairs Committee. The request was added under agenda 3.5 Governance Committee Report. No other items were removed or added.

RESOLUTION
MOVED & SECONDED: A. Lawrence & S. Tudor
THAT the Board of Governors approves the meeting agenda of December 7, 2020 with the addition to agenda item 3.5 Governance Committee Report.
CARRIED.

2. DECLARATION OF CONFLICT OF INTEREST

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

3. APPROVAL OF PREVIOUS MEETING MINUTES AND THE CONSENT AGENDA

3.1 Minutes of the Board of Governors' meeting of October 26, 2020

Approval of the Board of Governors Meeting minutes of October 26, 2020.

RESOLUTION
MOVED & SECONDED: S. Dhawan & S. Tudor
THAT the Board of Governors approves the October 26, 2020 meeting minutes.
CARRIED.

3.2 Board Executive Committee Report (verbal)

Governor McLaren provided members with a verbal report of agenda items discussed at the November 25, 2020 Board Executive Committee meeting. Meeting highlights included a final update on Governors in-Waiting, Lieutenant Governor in Council Update, Development of the New Strategic Plan, topics for Generative Discussions with the Board and Algonquin College Executive Team, and planning for the March 27, 2021 Board Retreat has been initiated and more details will follow in the coming months.

Members accepted this report for information.

3.3 Academic and Student Affairs Committee Report

Members accepted this report for information. There was no item requiring Board of Governors approval.

3.4 Audit and Risk Management Committee Report

Members accepted this report for information. Board of Governors approval will be requested for agenda item 6.1 Second Quarter 2020-21 Financial Projection later in the agenda.

3.5 Governance Committee Report

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

Rodney Wilson – Appointment to the Board of Governors and Committee Membership to the Academic and Student Affairs Committee

RESOLUTION

MOVED & SECONDED: A. Lawrence & S. Tudor

THAT the Board of Governors approves the appointment of Rodney Wilson to the Board of Governors effective October 22, 2020;

And,

THAT the Board of Governors approves the Board Committee membership of Rodney Wilson to the Academic and Student Affairs Committee effective December 7, 2020.

CARRIED.

4. BUSINESS ARISING FROM THE MINUTES

4.1 Public College - Private Partnership Update

D. McNair, Vice President, Finance and Administration introduced E. Mulvey, Director, International Education Centre, and C. Miller, Manager, Private College Partnerships, International Education Centre to present the Public College - Private Partnership Update. Members were provided with an update on the progress made in the exploration process and upcoming revised timelines since the last update at the October 26, 2020 Board meeting. The Collaborative Education Agreement with a private partner is at its final stages, along with having program plans and progress on the business case development.

As discussed at the Board of Governors' meeting on October 26, 2020 the following conditions must be met prior to seeking approval for a Public College – Private Partnership:

The Algonquin College Executive Team, Academic and Student Affairs Committee, and the Audit and Risk Management Committee should:

- Approve the third-party Partner based on due diligence review, including a background check and risk analysis by an independent body (BDO).
- Endorse the Business Case with financial forecast.
- Endorse the Collaborative Education Agreement with program plan.
- Ensure all regulatory and legislative requirements, including the Binding Policy Directive on Public College – Private Partnerships and Section 28 of the Financial Administration Act, are met.

Should all requirements be met based on the revised timeline, a Public College – Private Partnership, in the form of a Collaborative Education Agreement and supported by a Business Case, will be presented to the Board of Governors for Approval on February 22, 2021.

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

5. NEW BUSINESS

5.1 Five-Year Capital Investment Plan

D. McNair presented members with and overview of the Five-Year Capital Investment Plan. The plan detailed current and future capital investment requirement and identified the expected sources of funds required. Three of the major capital projects (Athletics and Recreation Centre, the Student Information System and the Pedestrian Bridge to Bus Rapid Transit) have already been approved in whole, or in part by the Board of Governors and work continues on these projects.

There are two major capital projects (Ottawa Campus of Care and the Cyber Security Audit Redress) which have not yet been approved by the Board of Governors, as they are in the advocacy and planning stage. Investment cases are under development and sources of funding will be identified when, and if, these projects are brought forward to the Board of Governors for approval.

Additionally, four new projects have been added to this report (Data Centre Facility, Accessibility for Ontarians with Disabilities Act Requirements, Infrastructure Renewal Project and the Salesforce Lightning Transition Project). These projects are still in the planning stage, and further investigation is ongoing to develop each project's scope, schedule, costs and outcomes.

The College will continue to update and maintain the Five-Year Capital Investment Plan. College administration will continue to refine projections, develop investment cases, identify sources of funds, and prioritize investment requirements to support the Strategic Plan objectives and to mitigate risks to the College.

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

5.2 Transforming Indigenization Initiatives Update

R. McLester, Vice President, Truth, Reconciliation, and Indigenization presented the Transforming Indigenization Initiatives Update. He provided context on the Two Row Wampum way of understanding and reflected on traditional Indigenous knowledge from the past. R. McLester provided

detailed updates on some of the following initiatives that the Office of the Truth, Reconciliation, and Indigenization have been working:

- Lighting the Fire;
- Repatriation of the Mamidosewin Centre and Staff;
- Indigenous Focused Entrepreneurship in Collaboration with University of Victoria;
- Truth, Reconciliation and Indigenization supporting Pembroke Campus' Indigenous Research Project: Mamiwi Maadaadizi – Start of an Algonquin Journey;
- Launch of DARE6;
- YouthBuild; and
- Jidwá:doh – Let's Become Again.

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

6. DECISION ITEMS & REPORTS

6.1 Second Quarter 2020-21 Financial Projection

G. Perry, Chief Financial Officer presented the Second Quarter 2020-21 Financial Projection including a summary of funded positions, and provided an updated compliance status of the Board Policy BGII-02: Financial Management. The Second Quarter Financial Projection takes into consideration that the College's Fall 2020 and Winter 2021 terms will accommodate a limited in-class activity model with the majority of learning being delivered remotely. An overall 2% increase in enrolment has led to an increase in a net contribution of $2.6 million, $1.1 million in funded activity, and an additional $1.2 million in international activity. The Second Quarter 2020-21 Financial Projection reports a deficit of approximately $19 million consistent with the first quarter financial projections. 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.

Questions from members where answered.

RESOLUTION
MOVED & SECONDED: S. Barkhouse & J. McCracken
THAT the Board of Governors approves the Second Quarter 2020-21 Financial Projection that maintains the First Quarter projected deficit of $19 million. The projected deficit is a decrease of $24.7 million from the Approved Annual Budget net contribution of $5.7 million.
CARRIED.

7. ITEMS FOR INFORMATION

7.1 Second Quarter 2020-21 Business Plan Performance

Members accepted this agenda item for information.

7.2 Report from the Board Chair

Governor McLaren provided highlights of the following from his report:

- Cancellation of the 2020 Higher Education Summit in Toronto (Late November); and
- 2020 Alumni of Distinction Awards (Virtual December 3, 2020)

Members accepted this agenda item for information.

7.3 Report from the President

President Brulé provided highlights of the following from his report:

- Virtual meetings with key external contacts, elected officials, and community leaders;
- Virtually attended a series of National Strategy Group – Polytechnics Canada Meetings; and
- Committee of Presidents virtual meetings.

Members accepted this agenda item for information.

7.4 Board of Governors Management Summary Report

Members accepted this agenda item for information.

7.5 2020-21 Board of Governors Workplan

Members accepted this agenda item for information.

7.6 Confirmation of Mandatory Government Remittances

Members accepted this agenda item for information.

8. UPCOMING EVENTS

Board Chair McLaren 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 R. Wilson.

The regular meeting adjourned at 5:57 p.m.

10. IN CAMERA

An In Camera session was held beginning at 6.10 p.m. with Governors only.

Jay McLaren, Chair

Victoria Tiqui-Sanford, Recorder

APPENDIX A: Observers:

Abduljalil Alfarawati, Network Architect, Network Operations and Infrastructure
Ahmed Waked, Associate Director Facilities Development, Facilities Management
Alanna McDonnell, Director of Marketing, Student Services
Barb Nauth, Algonquin College Retiree
Ben Bridgstock, Director, Student Support Services, Student Services
Bethany Wiseman, Learning Strategist, Centre for Accessible Learning
Brent Brownlee, Director, Campus Services
Charlene Miller, Manager, Private College Partnerships, International Education Centre
Chris Hahn, Dean, Perth Campus and Algonquin College Construction Centre for Excellence
Christine Boisvert, Manager, Project Management Office, IT Service Delivery
Christine Kelsey, Assistive Technologist, Centre for Accessible Learning
Cindy Harrison, Acting Chair, Police & Public Safety Institute
Claire Ramsay, Manager, Workday Support
Colin Bonang, Director, Risk Management
Cristina Holguin-Pando, Director, Applied Research, Innovation and Entrepreneurship
Dan Pihlainen, Chair, Media Studies, Faculty of Arts, Media and Design
Daniel Kelly, Clerk, Applied Science & Environmental Technology
David Soltis, Director, People Culture, Human Resources
Doreen Jans, Manager, Financial Services, Finance and Administrative Services
Emily Woods, Director, Financial Planning, Finance and Administrative Services
Eric Marois, Dean, School of Advanced Technology, Academic Services
Erin Langevin, Director, Labour Relations, Human Resources
Fatima Matar, Acting Executive Assistant, Vice President Truth, Reconciliation, and Indigenization
Gordon Warner, Associate Director, Strategic Procurement, Finance and Administrative Services
Ian Lewer, Director of Philanthropy, Advancement
James Wang, Associate Director, International Recruitment and Business Development
Jamie Bramburger, Manager, Community and Student Affairs, Pembroke Campus
Jennifer Liberty, Program Coordinator Community Studies
Jennifer Thurston, Supervisor-Enrolment Services, Registrar's Office
Jerry Aubin, Professor, Financial, Accounting, and Legal Studies
Jessica House, Manager, Business Process Review, Student Services
Joanne Guibord, Support Specialist, School of Advanced Technology
Joanne Souaid, Associate Director, Advancement
Jocelyn Galloway, Algonquin College Times Reporter
Jocelyne Gervais, Part-time Professor
Jodi Jaffray, Chair, Community Studies, Faculty of Health, Public Safety and Community Studies
John Weerdenburg (Governor in-waiting)
Jordan Wong, Business Improvement Coach, Business Improvement Office
Jorge Antunes, Part-Time Academic - Non-Teaching, International Language Testing
Julia Fortey, Acting Associate Chair, Algonquin Centre for Construction Excellence
Julie Beauchamp, Dean, School of Business
Kathyrn Leroux, Manager, Global, Online and Corporate Learning
Keltie Jones, Dean, Algonquin College, Pembroke
Kina Simmonds, Administrative Assistant, Finance and Administrative Services
Krista Pearson, Registrar, Registrar's Office
Lisa Inderwick, Prospect Researcher and Data Analyst, Development and Fundraising

Marina Spivak, Senior Financial Analyst, Financial Services
Mark Leduc, Executive Director, Academic Operations and Planning, Academic Services
Mary Baxter, General Manager, Food and Conference Services
Michael Qaqish, Manger, Government Relations
Michelle Cameron, International Student Advisor, International Education Centre
Michelle Tait Eburne, Business Relationship Manager, Information Technology Services
Nancy Druick, Manager of Philanthropy, Development and Fundraising
Pam Auchterlonie, Academic Technologies, Applied Science and Environmental Technology
Patrick Devey, Associate Vice-President, Global, Online and Corporate Learning, Academic Services
Paul Gardener, Senior Manager, Internal Control, Risk Management
Paula Benbow, Professor, Allied Health
Rebecca Volk, Manager, Centre for Organizational Learning
Ryan Southwood, Acting Executive Director, Facilities Management
Sam Perks, Benefit and Pension Officer, Human Resources
Sandra Larwill, Acting Leadership and Organizational Learning Manager, Centre for Organizational
Sara-Lynne Levine, Support Officer, Communications
Sasinthini Kanagaratnam, Treasury Analyst, Operational Accounting, Purchasing and Logistics
Shaideh Mogharrabin, Senior Planning Analyst, Corporate Budgeting
Sherryl Fraser, Chair, Media and Design Studies
Shianthi Algama, Financial Analyst, Finance and Administrative Services
Susan Mainse, Risk Manager, Risk Management
Tamara O'Connor, Field Placement Officer – Social Service Worker, Community Studies
Teri Kinnunen, Manager, Corporate Budgeting
Tracy Norris, Dual Credit Coordinator, Academic Partnerships
Vicki Marcille, Accounts Receivable Analyst, Operational Accounting, Purchasing and Logistics

Captioners – AI-MEDIA.TV
Alex Forbes
D. Miller

3.3

MEMO

ALGONQUIN COLLEGE

President/Board of Governors

DATE: February 22, 2021

TO: Board of Governors

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

SUBJECT: **Academic & Student Affairs Committee (ASAC) meeting of January 27, 2021**

Board members can review meeting materials from the* January 27, 2021 *meeting by accessing the Board of Governors 'Teams site' Academic & Student Affairs Committee – January 27, 2021.

A. ITEMS REQUIRING BOARD OF GOVERNORS' APPROVAL

1) Public College Private Partnership (PCPP)

Members were presented with the Public College Private Partnership (PCPP) update. A detailed presentation will be provided under IN CAMERA agenda item 10.0 Public College Private Partnership (PCPP) at the February 22, 2021 Board of Governors meeting with a recommendation for approval.

2) Program Proposal: Artificial Intelligence Software Development, Ontario College Graduate Certificate (OCGC)

Members were referred to the Artificial Intelligence Software Development, Ontario College Graduate Certificate program proposal. This program is designed to prepare students to meet the increasing market demand for artificial intelligence (commonly known as AI) software development expertise. Through this program, students will enhance their existing software development skills to become AI software developers, with an in-depth understanding of the major AI technologies and how to leverage AI to solve problems.

RESOLUTION
MOVED & SECONDED: E. DeFrancesco & R. Wilson
THAT the Academic and Student Affairs Committee recommends to the Board of Governors the approval of the Artificial Intelligence Software Development, Ontario College Graduate Certificate program effective Fall 2022.
CARRIED.

3) 2021-22 Schedule of Tuition and Ancillary Fees

Members were presented with the 2021-22 Schedule of Tuition and Ancillary Fees. A detailed presentation will be provided under agenda item 6.3 2021-22 Schedule of Tuition and Ancillary Fees at the February 22, 2021 Board of Governors meeting with a recommendation for approval.

RESOLUTION
MOVED & SECONDED: A. Lawrence & R. Wilson

THAT the Academic and Student Affairs Committee recommends to the Board of Governors approval of the proposed 2021-22 Schedule of Tuition and Ancillary Fees.
CARRIED.

4) Academic and Student Affairs Committee Terms of Reference – Amended (for approval)
Members were referred to the amended Academic and Student Affairs Committee's Terms of Reference. Board of Governors approval will be requested under agenda 3.5 Governance Committee Report at the February 22, 2021 Board meeting.

RESOLUTION
MOVED & SECONDED: E. DeFrancesco & G. Beck
THAT the Academic and Student Affairs Committee recommends to the Board of Governors approval of the amended Academic and Students Affairs Committee Terms of Reference as presented.
CARRIED.

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

1) Student Affairs Policies – Update
There are 12 Student Affairs policies. Since the last update to the Academic and Student Affairs Committee on January 27, 2020, five policies were updated:

- SA03 Student Complaints (finalized on October 14, 2020);
- SA05 Scholarships, Awards and Bursaries (finalized on June 3, 2020);
- SA06 Fees (finalized on January 29, 2020);
- SA08 Fee Deferral (finalized on January 29, 2020); and
- SA10 Student Loans (finalized on June 3, 2020).

One policy, SA02 Ombudsman, that was due for review by September 2020, has been slightly delayed due to COVID-19. A comprehensive review of SA02 has taken place and will be vetted by various College Committees in January and February and be presented to the Executive Team for final approval in early March. The remaining six Student Affairs policies are up-to-date.

2) Enrolment Update Report
The report provided a status update on the Winter 2021 term. Details of the Enrolment Update are provided in Appendix A: Enrolment Update.

3) Program Quality Review Annual Report
Members were provided with the status of the Program Quality Review Annual Report. On an annual basis, 30-40 undergo a Program Quality Review. The 2019-20 academic year included a significant backlog of outstanding reviews in addition to an aggressive launch of 51 new reviews. Reviews were underway and tracking in a positive manner when the coronavirus pandemic began. Progress was slower than anticipated as the pandemic continued but academic continuity efforts remained the priority.

4) 2019-20 Program Advisory Committees Annual Report

Members were referred to the 2019-20 Program Advisory Committees Annual Report. The report provided an overview of the activities undertaken by the Program Advisory Committees during the 2019-20 academic year. Details of the report are provided in Appendix B: Transmittal 2019-20 Program Advisory Committees Annual Report.

5) 2020-21 Academic and Student Affairs Committee Workplan

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

ALGONQUIN COLLEGE

Enrolment Update

Academic and Student Affairs Committee

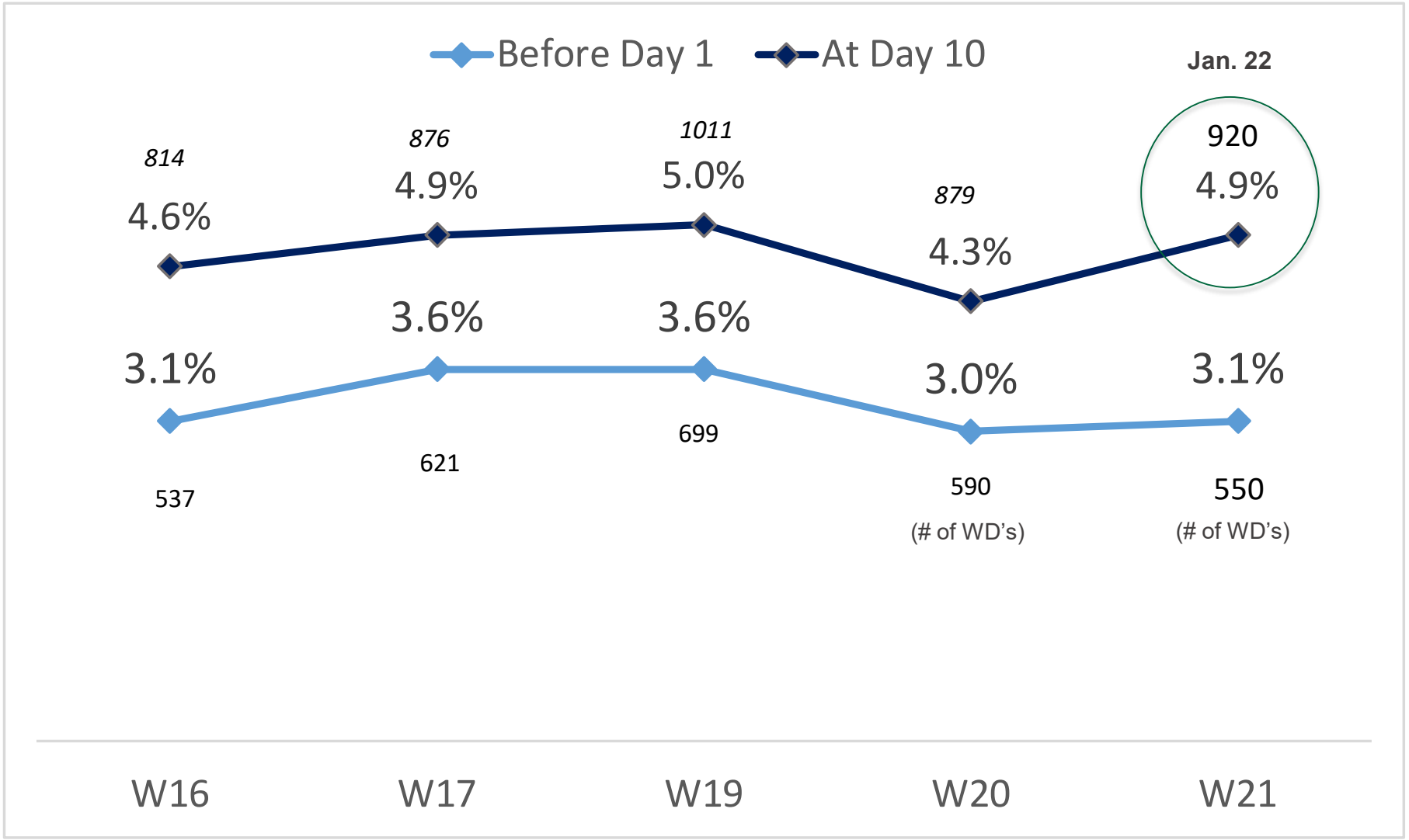
January 27, 2021

Academic Operations and Planning
and the Registrar's Office

Enrolment Update – Winter 2021 (Day 10)

	Registered (Jan. 22)	Status vs Q3 Target	% of Q3 Target	YoY (#)	YoY (%)
New Students					
Progress to Domestic Target	2,325	●	101%	138	6%
Progress to International Target	767	◆	94%	(355)	(32%)
Returning Students					
Progress to Domestic Target	12,252	▲	99%	(918)	(7%)
Progress to International Target	2,600	●	110%	(680)	(21%)
Total					
Progress to Domestic Total Target	14,577	●	100%	(780)	(5%)
Progress to International Total Target	3,367	●	106%	(1,035)	(24%)
Total Domestic + Int'l	**17,944**	●	101%	(1,815)	(9%)

Winter Withdrawal Trend (as % of Total Registered)



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

ALGONQUIN COLLEGE

President/Board of Governors

Agenda Item No: 6.3

Report title:	2019-20 Program Advisory Committee Annual Report
Report to:	Academic and Student Affairs Committee
Date:	January 27, 2021
Author(s)/Presenter(s):	Chris Janzen, Senior Vice President Academic

1. RECOMMENDATION:

   THAT the Academic and Student Affairs Committee accepts this report for information.

2. PURPOSE / EXECUTIVE SUMMARY:

   The purpose of this report is to provide the Academic and Student Affairs Committee with an overview of the activities undertaken by the Program Advisory Committees during the 2019-20 academic year. This is an information item.

3. BACKGROUND:

   The mandate of a program advisory committee is to assist the College in establishing and maintaining programs relevant to the needs of employers and in response to student demand. Membership on a program advisory committee is a voluntary activity on the part of members of the community. Each year, program advisory committees are asked to submit an annual report detailing the main activities they have undertaken during the year. If required, advisory committees can address recommendations to the Board of Governors on issues related to program delivery. However, in Fall 2000, the Board of Governors directed the College Administration to take immediate action on operational issues raised by the Program Advisory Committees and refer to the Board of Governors, only those issues requiring Board action.

   As previously reported, during the five-year cyclical institutional quality assurance assessment audit in June 2016, the College had identified in its self-study report in preparation for the assessment panel site visit that processes related to Program Advisory Committees were an area for improvement. The Program Advisory Committee Review Working Group was formed and its report has provided a framework for improvement.

4. DISCUSSION:

   During the 2019-20 academic year, the College had 124 program advisory committees (some providing advice for a single program and some for a cluster of programs). One hundred and two committees met over the course of the year. The rest did not formally meet for a variety

of reasons including the COVID-19 pandemic, staffing changes and the lack of quorum. Some program advisory committees continue to be challenged with creating a robust membership.

An important activity that program advisory committees participate in is the Program Quality Review. During the 2019-20 academic year, program advisory committees participated in 41 reviews. Members provided input on their perception of the program, the program's ability to meet employers' needs, as well as trends affecting the future of the program. Members also participated in the review and endorsed recommendations for curriculum changes, as appropriate, for implementation by the Schools as part of the Annual Curriculum Review.

The review of the Program Advisory Committee annual reports reveals that the following topics were of most interest to the members:

- Curriculum and Program Quality Review;
- Work Integrated Learning (Co-operative Education and Field/Clinical Placements);
- Industry/Business Trends and Labour Needs;
- Equipment, Software Technology and Space Requirements; and
- Impact of the COVID-19 Pandemic on Teaching and Learning.

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.**	☒	**CONNECTED** **Goal Four** **Become an integral partner to our alumni and employers.**	☒
QUALITY AND INNOVATION **Goal Two** **Lead the college system in co-op and experiential learning.**	☒	**SUSTAINABLE** **Goal Five** **Enhance Algonquin's global impact and community social responsibility.**	☐
Goal Three **Attain national standing in quality, impact and innovation within each school and service.**	☐	**PEOPLE** **Goal Six** **Be recognized by our employees and the community as an exceptional place to work.**	☒

6. STUDENT IMPACT:

Supporting the overall viability and relevance of programming, Program Advisory Committees are established to assist the Board of Governors in the creation and maintenance of programs that meet the needs of the labour market and the communities served by Algonquin College.

Strong Program Advisory Committees ensure that students benefit from relevant programming.

7. FINANCIAL IMPACT:

   Program Advisory Committees provide advice to the program staff that contributes directly or indirectly to the financial viability of the programs.

8. HUMAN RESOURCES IMPACT:

   There is no human resources impact.

9. GOVERNMENT / REGULATORY / LEGAL IMPACT:

   In its binding policy directive *Framework for Programs of Instruction,* the Ministry of Colleges and Universities requires that the Board of Governors establishes an advisory committee for each program or cluster of programs made up of a cross section of persons external to the college who have a diversity of experience and expertise related to the particular occupational area addressed by the program or program cluster. Membership is drawn from industry, business, and professional organizations. Recent graduates are also invited to sit on advisory committees. College professors and academic administrators serve as resource persons to advisory committees. Each advisory committee has from eight to fifteen members.

10. COMMUNICATIONS:

    There is no communications plan or strategy required.

11. CONCLUSION:

    All program-specific recommendations addressed to the Board of Governors by the Advisory Committees have been actioned by program staff.

Respectfully submitted:

Chris Janzen
Senior Vice President Academic

Approved for submission:

Claude Brulé
President and CEO

3.4

MEMO

ALGONQUIN COLLEGE

President/Board of Governors

DATE: February 22, 2021

TO: Board of Governors

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

SUBJECT: **Audit & Risk Management (ARM) Committee meeting of February 9, 2021**

Board members can review meeting materials from the February 9, 2021 meeting by accessing the Board of Governors 'Teams site' Audit & Risk Management Committee, February 9, 2021 meeting folder.

A. ITEM(S) REQUIRING BOARD OF GOVERNORS APPROVAL(S)

1) Public College - Private Partnership (PCPP) Presentation

Members were presented with the Public College Private Partnership (PCPP) update. A detailed presentation will be provided under IN CAMERA agenda item 10.0 Public College Private Partnership (PCPP) at the February 22, 2021 Board of Governors meeting with a recommendation for approval.

2) Audit and Risk Management Committee Terms of Reference (amended section - Term of Appointment)

Members were referred to the amended section of the Audit and Risk Management Committee's Terms of Reference. Members of the Governance Committee suggested that language under the Membership and Terms of Appointment sections of the Terms of Reference for all Committees should be consistent and consistent with Bylaw 1. Tracked amendments of the Terms of Reference are provided in Appendix D: Audit and Risk Management Committee Terms of Reference *(amended sections - Membership & Term of Appointment).* Board of Governors approval will be requested at the February 22, 2021 Board meeting.

RESOLUTION
MOVED & SECONDED: J. McLaren & I. Zouari
THAT the Audit and Risk Management Committee recommends to the Board of Governors approval of the Audit and Risk Management Committee's Terms of Reference as amended.
CARRIED.

3) Third Quarter 2020-21 Financial Projection

Members were presented with the Third Quarter 2020-21 Financial Projection. The full report will be presented under agenda 6.1 Third Quarter 2020-21Financial Projection at the February 22, 2021 Board of Governors meeting with a recommendation for approval.

RESOLUTION
MOVED & SECONDED: J. Darwin & C. McKelvie
THAT the Audit and Risk Management Committee endorses the Third Quarter 2020-21 Financial Projection report for presentation to the Board of Governors for approval on February 22, 2021.
CARRIED.

4) Investment Policy for College Operating Funds – Annual Review and Amendments

Members were referred to the Investment Policy for College Operating Funds – Annual Review and Amendments. No amendments were made to the policy and Committee approval was received by email. Appendix E: Investment Policy for College Operating Funds is available for review on the College website. Board approval will be requested at the February 22, 2021 Board meeting.

RESOLUTION
MOVED & SECONDED: S. Barkhouse & I. Zouari
THAT the Audit and Risk Management Committee recommends to the Board of Governors the approval of the Investment Policy for College Operating Funds without amendment.
CARRIED.

5) Investment Policy for College Endowment Funds – Annual Review and Amendments

Members were referred to the Investment Policy for College Endowment Funds – Annual Review and Amendments. No amendments were made to the policy and Committee approval was received by email. Appendix F: Investment Policy for College Endowment Funds is available for review on the College website. Board approval will be requested at the February 22, 2021 Board meeting.

RESOLUTION
MOVED & SECONDED: S. Barkhouse & I. Zouari
THAT the Audit and Risk Management Committee recommends to the Board of Governors the approval of the Investment Policy for College Endowment Funds without amendment.
CARRIED.

B. ITEM(S) THE COMMITTEE HAS REVIEWED – FOR INFORMATION TO THE BOARD

1) Athletic and Recreation Centre - Project Update

Members were presented with an update on significant changes of the project since its last update at the November 17, 2020 Audit and Risk Management Committee meeting. The North Service Road design is 66% complete and the pedestrian link columns constructed, steel frames installed, roofing in progress, and connection to hub started. Algonquin College and the Algonquin Students' Association are committed to delivering the Athletics and Recreation Centre on budget and on schedule. This new facility will enhance our learners' experience on the Ottawa campus and promote a healthy living lifestyle while providing enhanced social amenities when it opens in 2021.

2) Student Information System - Project Update

Members were presented with an update on the Student Information System Project since its last update at the November 17, 2020 Audit and Risk Management Committee meeting. Following the Board vendor approval at the October 26, 2020 board meeting, contract signatures were completed on November 19, 2020 with a Unit4 project start date established for January 11, 2021. On January 11, 2021, Algonquin College and Unit4 began establishing the joint project team. These initial activities are expected to span four months resulting in a project plan with key deliverables over the duration of the implementation. There will be joint application discovery sessions and workshops scheduled to validate business requirements.

3) Internal Audit Results – Management of Major Capital Project

KPMG presented members with the Internal Audit Results - Management of Major Capital Projects. The audit resulted in seven observations with recommendations that will be supported by the existence of a Central Enterprise Project Management Office. College Management will assess each recommendation, develop action plans to respond to each recommendation, and provide a progress update to the Audit and Risk Management Committee.

4) Third 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. The College committed to continuing progress on existing projects such as the Athletics and Recreation Centre, the Student Information System replacement project, and various infrastructure renewal projects. A summary of Major Capital Projects is provided in Appendix A: Third Quarter 2020-21 Major Capital Projects Report.

5) Third Quarter 2020-21 Enterprise Risk Management Report

Members were presented with the Second Quarter 2020-21 Enterprise Risk Management Report. The report provided an update on high-risks and risk mitigation planning, legal and insurance cases, and the review of the 2019 Corporate Risk Profile Restatement.

6) Third Quarter 2020-21 College Operating Funds Investment Report

Members were referred to the Third Quarter 2020-21 College Operating Funds Investment Report for information. Details of the report are provided in Appendix B: Third Quarter 2020-21 College Operating Funds Investment Report.

7) Third Quarter 2020-21 College Endowment Funds Investment Report

Members were referred to the Third Quarter 2020-21 College Endowment Funds Investment Report for information. Details of the report are provided in Appendix C: Third Quarter 2020-21 College Endowment Funds Investment Report.

8) 2020-21 Audit and Risk Management Workplan

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

3.4 Appendix A
Third 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	38%
5	Algonquin Students' Association Athletics and Recreation Centre (ARC)	61.8	47%
9	Pedestrian Bridge to Bus Rapid Transit Station	3.1	2%
11	Solar Photovoltaic Plan	8.0	6%
14	Student Information System	9.5	7%
	Total Approved Current Projects Value	$133.5	100%
17	**Summary of Projects Completed Since Fiscal 2011-12**	$278.44	

3.4 Appendix A
Third Quarter 2020-21
Major Capital Projects Report

Energy Service Company Project - (ESCO 2)

The Energy Service Company Project 2 (ESCO2) was delivered in four phases in partnership with Siemens. Phases 1 and 2 focused on conservation measures, specifically water and energy conservation. Phase 3 added a limited thermal and electricity co-generation capability. Phase 4 expanded on both conservation and co-generation, introduced energy management systems, and addressed our growing deferred maintenance challenges. In addition, the project expanded the on-site Power Generation (both Cogeneration and Solar PV) and included the introduction of a Power Storage capability. All phases of the project guaranteed to achieve specific levels of energy savings. These savings are committed to pay for the project costs over the period of the agreements. At the completion of all phases of the project, estimated annual savings are to be a minimum of $3.3 million annually.

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

Energy Service Company Project (ESCO 2) - continued

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**

Projected Annual Savings Phase (Post-Construction) per 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
Projected Savings in Fiscal 2021-22 through 2035-36	**62.0 million**
Total	**$79.9 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
Projected Payment Fiscal 2021-22 through 2035-36	**61.0 million**
Total	**$79.0 million**

3.4 Appendix A
Third 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. The monitoring and verification period for the remaining grant funding started in December 2019. The College electrical load requirements are currently insufficient to meet the mandated efficiency and amount of power to be generated to receive the full grant. This situation is further exacerbated by the pandemic and the limited on campus presence. Ottawa Hydro is willing to change the monitoring and verification period to start no later than June 2021 to accommodate the lower electrical load caused by COVID.
Y	**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 being 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. Further delays associated with the second absorption chiller are related to the pandemic. Due to the border closure between Canada and the USA, the manufacturer representative that oversees the commissioning process of the second absorption chiller could not travel to Canada, therefore delaying the start-up of the second absorption chiller.
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. Due to the pandemic, electricity load has been reduced which has impacted the monitoring and verification requirements for one of the incentive grants. The College is working with respective stakeholders to monitor and mitigate this situation.
G	**Stakeholder Engagement**	Active stakeholder engagement continues on a targeted basis in consideration of the impact of the operation of the cogeneration plants. Algonquin College and Siemens discussed and agreed to a settlement for associated delay claims and counter-claims.

3.4 Appendix A
Third 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. The new facility will significantly increase the physical capacity for 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**
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: • 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
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: • 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. Final approval of this construction project is contingent on the following conditions being met: • The College meeting all regulatory and legislative requirements including Section 28 of the Financial Administration Act; and • The Algonquin Students' Association acquiring suitable loan financing.	October 2019

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

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	$4.7 million
Contingency balance remaining as at December 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 2020-21 (April 1, 2020 to December 31, 2020)	23.8 million
Projected Expenditures remaining in Fiscal 2020-21	20.8 million
Fiscal 2021-22	4.1 million
Fiscal 2022-23	0.1 million
Total	**$61.8 million**

Total Project Variance	**$0 million**

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. Deferred works (Students' Association fit-up) to be funded from Students' Association reserves. The management of the scope is still under discussion with the stakeholders. Final detailing of building elements is complete. Pedestrian link construction underway. Design of North Service Road ongoing at 33% development.
G	**Cost Management**	Final budget confirmed and Students' Association financing is in place. Currently tracking to initial forecast after previous application of cost reduction strategies. Students' Association fit-up items costed. Strategy for recovery of pedestrian link shortfall mostly realized. Initial pandemic implications reduced to zero and no additional costs forecast for "2nd wave" unless a second shutdown is ordered by the Province of Ontario. Contingency levels reasonable to address final scope commitments and risks. North Service Road estimate is showing higher than available budget; a scope ladder approach is being developed to maintain project budget.
G	**Schedule Management**	Baseline schedule developed with consideration for due process and stakeholder engagement. Currently tracking to overall substantial completion milestone despite impacts of the pandemic on construction activities. Integration between project timelines and Algonquin College/Students' Association agreements completed. Currently forecasting project completion ahead of grand opening. The pedestrian link completion is scheduled for March 2021 due to design coordination issues impacting fabrication and delivery of main trusses. Design contract awarded for the North Service Road improvements will allow construction in the 2021 construction season.
G	**Project Resources**	Campus Development Consortium developed functional program. Project Manager, Prime Design Consultant, Construction Manager and various other technical service providers retained. Trade contractors retained. Student's Association and College resources identified.
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 the pandemic have been mitigated and developments are monitored closely. Remaining risks addressed by contingency allocations.
G	**Stakeholder Engagement**	The Algonquin Students' Association performed extensive engagement with key stakeholders, the students. The Project Vision Principles were finalized. Detailed consultation took place with stakeholders during design development. Design Project Review Team meetings are

		conducted on a monthly basis. *Algonquin Wolves* branding chosen. Engagement of College FOMES and ITS ongoing for controls and operational coordination. Engagement for the North Service Road improvements ongoing.
G	**Operational Readiness**	Planning for the commissioning and operation of building systems started.

3.4 Appendix A
Third 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
Fiscal 2021-22	1.26 million
Fiscal 2022-23	1.16 million
Total	**$3.1 million**

Total Project Variance	**$0.0 million**

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 A
Third 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: R. Southwood
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

3.4 Appendix A
Third Quarter 2020-21
Major Capital Projects Report
Solar Photovoltaic Plan - continued

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	May 2021

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 December 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
Expenditures in Fiscal 2020-21 (April 1, 2020 to December 31, 2020)	0.2 million
Projected Expenditures remaining in Fiscal 2020-21	0.4 million
Total	**$8.0 million**

Total Project Variance	**$0 million**

3.4 Appendix A
Third Quarter 2020-21
Major Capital Projects Report
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. Electric Safety Authority engaged for successful completion of requirements. Hydro Ottawa requirements and map to completion identified. Remaining deficiencies or incomplete work identified including resolution of persistent ground fault issue. Hydro Ottawa retained to deliver remaining design and assist with final Hydro One requirements.
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 will be addressed through the College's Facilities Renewal Project.
Y	**Schedule Management**	Solar system installation is complete. Battery Energy Storage System installed. Electrification substantially completed. Existing plant room constraints resolved. Approvals, in whole or part, from Electrical Safety Authority and Hydro Ottawa received. Offer to Connect between Algonquin College and Hydro Ottawa/Hydro One was signed for the 1MW total load (BESS+PV). Design and implementation of connection infrastructure has been delayed due to the pandemic and coordination issues between Hydro One/Hydro Ottawa. Design of the connection will begin in the third quarter. Final connection of the system will likely require an eight hour campus electrical shutdown. This final connection may move to May 2021 to reduce the risk to College support systems during cold weather. Available Building Automation Systems and MicroGrid programming underway for final commissioning in early 2021. Delayed MicroGrid implementation due to ESCO2 project has been mitigated. Hydro Ottawa and Hydro One developed schedule for completing the remaining items.
G	**Project Resources**	College resources needed to support this project have been identified along with external resources. Restrictions on foreign travel to the College for commissioning due to pandemic restrictions impacting but being mitigated with domestic labour.
G	**Risk Management**	Project substantial performance 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 including electrical utilities continues as required for approvals.
G	**Operational Readiness**	Operational readiness planning and implementation continues.

3.4 Appendix A
Third 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 an unsupported programming language. 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: Sam Wong

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
Meeting #520 – Board of Governors approves the software company Unit4 as the software solution and implementer for the new Student Information System, as the second step in the two-step approach endorsed on April 20, 2020, including: (1) the procurements of a Software as a Services subscription contracts with Unit4 with a value up to $1.4 million per year for a five-year total of up to $7 million; and (2) the implementation services contract with Unit4 with a value of up to $13 million over the estimated three years of implementation (including contingency, proposed travel expense and net tax of 3.41%). The Board of Governors also approves the fourth quarter budget expenditure approval of $2.4 million for the 2020-21 fiscal year.	October 26, 2020

Project Milestones	**Dates**
Project start date	May 1, 2019
Board of Governors approve selection of implementation vendor and financial commitment	October 26, 2020

Approved Project Funding	**Approved Value**
Internally Restricted Net Assets	$4.75 million
Strategic Investment Priorities Budget allocation	$4.75 million

Project Contingency	**Value**
Approved project contingency	$0.4 million
Contingency balance as at December 31, 2020	$0.4 million

3.4 Appendix A
Third Quarter 2020-21
Major Capital Projects Report

Actual/Projected Project Cost	**Value**
Expenditures in Fiscal 2019-20	$2.5 million
Expenditures in Fiscal 2020-21 (April 1, 2020 to December 31, 2020)	$3.7 million
Projected Expenditures remaining in Fiscal 2020-21	$2.7 million
Estimated Expenditures Fiscal 2021-22	$21.9 to $25.1 million
Estimated Expenditures Fiscal 2022-23	$20.2 to $23.2 million
Estimated Expenditures Fiscal 2023-24	$13.7 to $15.8 million
Estimated Expenditures Fiscal 2024-25	$5.1 to $5.8 million
Total Estimated Costs	**$69.8 to $78.8 million**

Total Project Variance (to approved expenditures)	**$0.0 million**

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 A
Third 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**	

Third Quarter 2020-2021 College Operating Funds Investment Report

Period ended December 31, 2020

ALGONQUIN COLLEGE

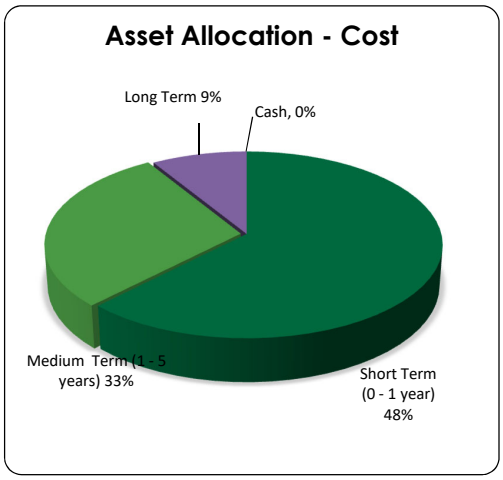
Fund Balance

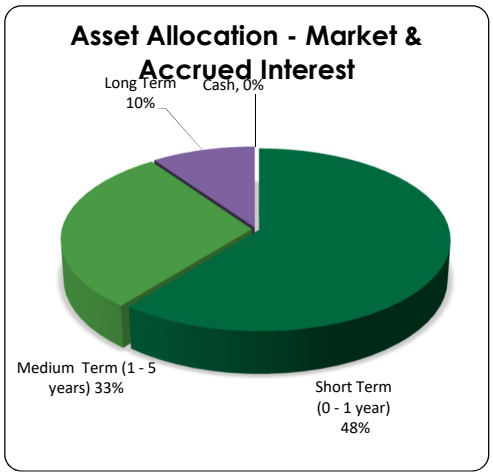
	Book Value	Market Value*
Fund Balance March 31,2020	**$ 62,115,644**	**$ 62,750,012**
Deposits	-	-
Withdrawals	-	-
Accrued Interest from Buys/Sells	(117,573)	(117,573)
Fees (YVL, NBCN)	(63,827)	(63,827)
Investment Income (Loss)	1,349,473	1,349,473
Accrued Interest already reported in beginning Market Value	-	11,195
Realized Gain/Loss	(383,811)	-
Market Value Gain/Loss	-	(304,581)
Fund Balance as per Yorkville December 31, 2020	**$ 62,899,907**	**$ 63,624,699**

* includes accrued interest

Asset Allocation

Fund Balance December 31, 2020	Cost	Percentage	Market & Accrued Interest	Percentage	Target	Min/Max
Cash	$ 29,311	0%	$ 29,311	0%	0%	n/a
Short Term (0 - 1 year)	39,165,900	62%	38,687,880	61%	50%	40% - 100%
Medium Term (1 - 5 years)	18,150,311	29%	18,698,342	29%	45%	0% - 50%
Long Term (5 - 10 years)	5,554,385	9%	6,209,166	10%	5%	0% - 10%
Total Portfolio	**$ 62,899,907**	**100%**	**$ 63,624,699**	**100%**	**100%**	

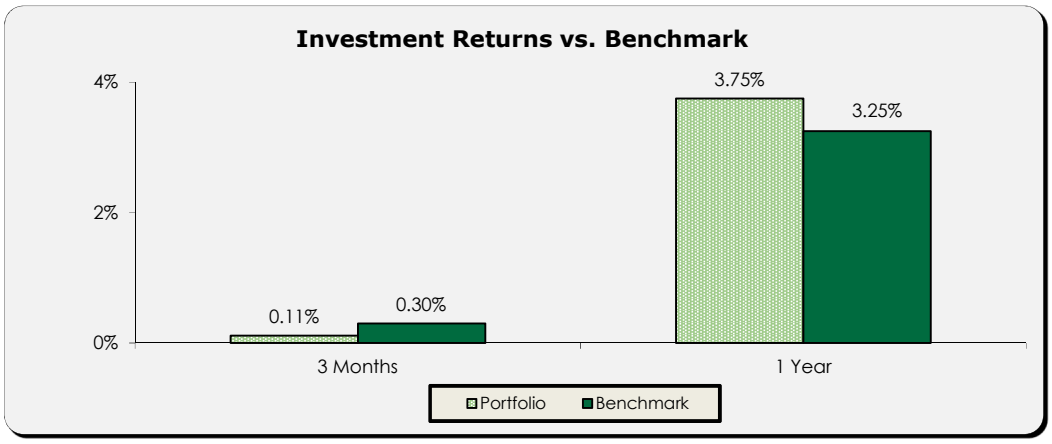


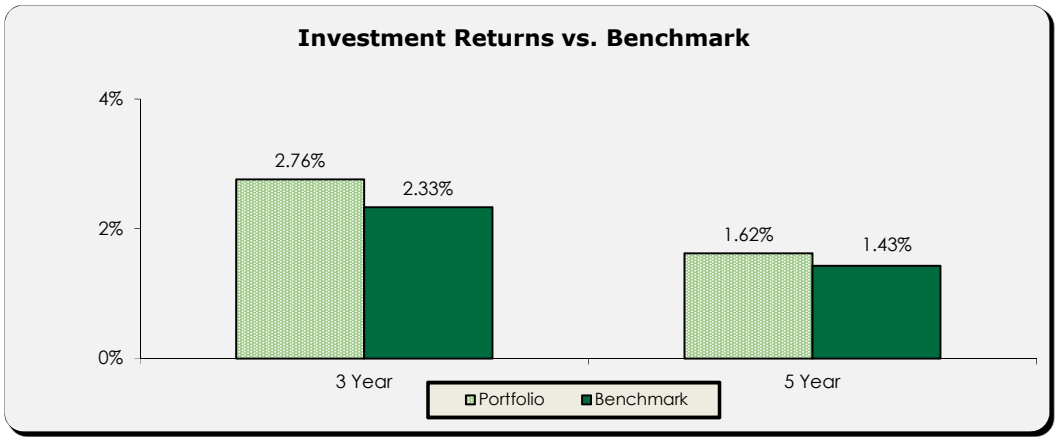


Performance Review

	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%
Q2 FY 2021	0.30%	0.40%	-0.10%
Q3 FY 2021	0.11%	0.30%	-0.19%
Q4 FY 2021			
Annual Return **6.75-year Compounded Return**	**1.87%**	**1.78%**	**0.09%**

Performance Review

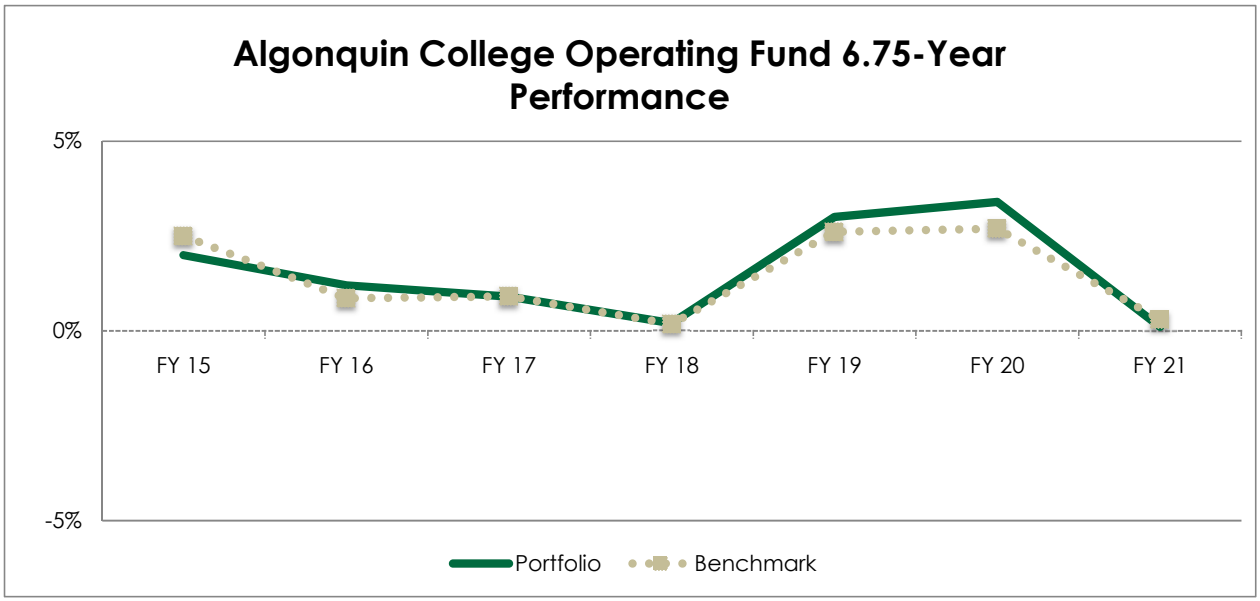




Investment Returns

	3 Months	1 Year	3 Year	5 Year
Portfolio	0.11%	3.75%	2.76%	1.62%
Benchmark*	0.30%	3.25%	2.33%	1.43%

* Compounded Annual Return


Algonquin College Operating Fund 6.75-Year Performance
5%
0%
-5%
FY 15
FY 16
FY 17
FY 18
FY 19
FY 20
FY 21
Portfolio
Benchmark

Third Quarter 2020-2021 College Endowment Funds Investment Report

Period ended December 31, 2020

ALGONQUIN COLLEGE

Third Quarter 2020-2021 College Endowment Funds Investment Report

Fund Balance

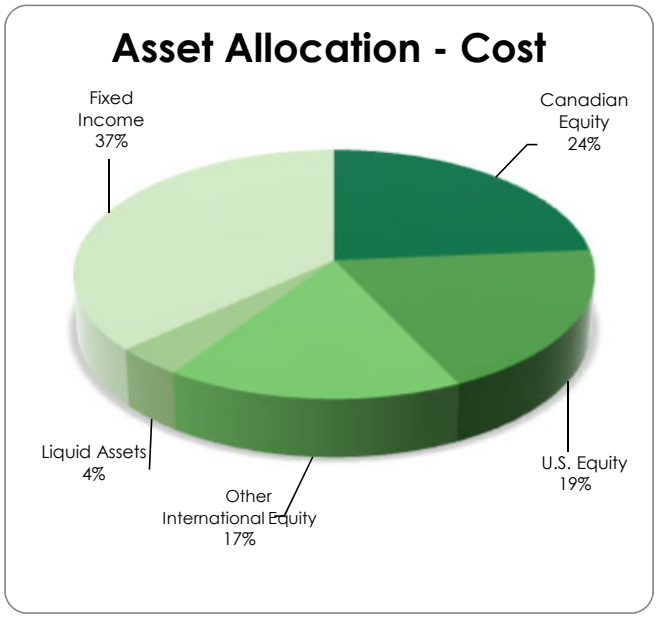
	Cost	Market*
Fund Balance March 31, 2020	**$ 24,805,228**	**$ 26,596,274**
Deposits		-
Withdrawals	(1,068,093)	(1,068,093)
Investment Fees	(102,747)	(102,747)
Investment Income (Loss)	6,479,509	4,650,583
Unrealized Gain/Loss		2,181,808
Accrued Interest bought	59,895	59,895
Fund Balance December 31, 2020	**$ 30,173,792**	**$ 32,317,720**

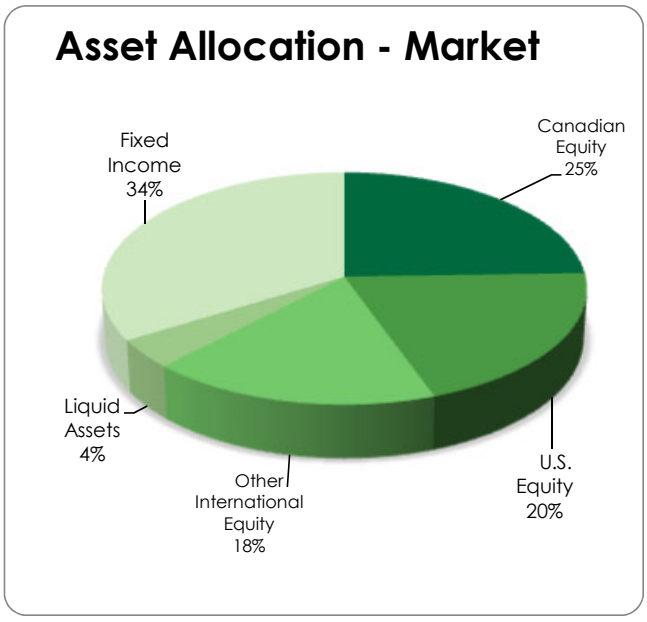
Fund Balance - Breakdown December 31, 2020	Cost	% of Cost	Market*	% of Market	Benchmark	Policy Range
Cash	$ 1,147,622	4%	$ 1,311,679	4%	3%	0-20%
Fixed Income	$ 11,073,645	37%	10,919,215	34%	35%	25-45%
Canadian Equity	$ 7,141,458	24%	7,921,209	25%	22%	12-32%
US Equity	$ 5,801,077	19%	6,466,699	20%		
Other International Equity	$ 5,009,989	17%	5,698,919	18%		
Total Global Equity	$ 10,811,066	36%	12,165,617	38%	40%	30-50%
Total	**$ 30,173,792**	**100%**	**$ 32,317,720**	**100%**	**100%**	**100%**

* excludes accrued interest

Asset Allocation

	Cost	Percentage	Market	Percentage	Benchmark (effective 04/11/16)
Canadian Equity	$ 7,141,458	24%	$ 7,921,209	25%	22.0%
U.S. Equity	$ 5,801,077	19%	$ 6,466,699	20%	n/a
Other International Equity	$ 5,009,989	17%	$ 5,698,919	18%	n/a
Global Equity	$ 10,811,066	36%	$ 12,165,617	38%	40.0%
Total Equity	$ 17,952,524	59%	$ 20,086,825	62%	62.0%
Liquid Assets	$ 1,147,622	4%	$ 1,311,679	4%	3.0%
Fixed Income	$ 11,073,645	37%	$ 10,919,215	34%	35.0%
Total Portfolio	$ 30,173,792	100.0%	$ 32,317,720	100.0%	100.0%



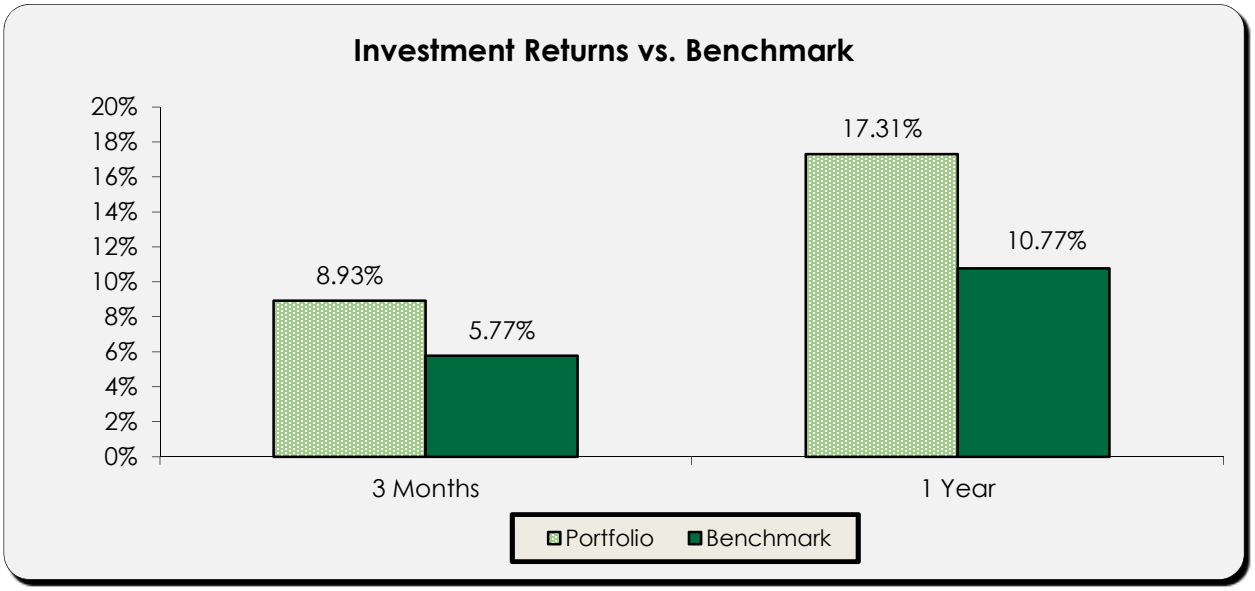


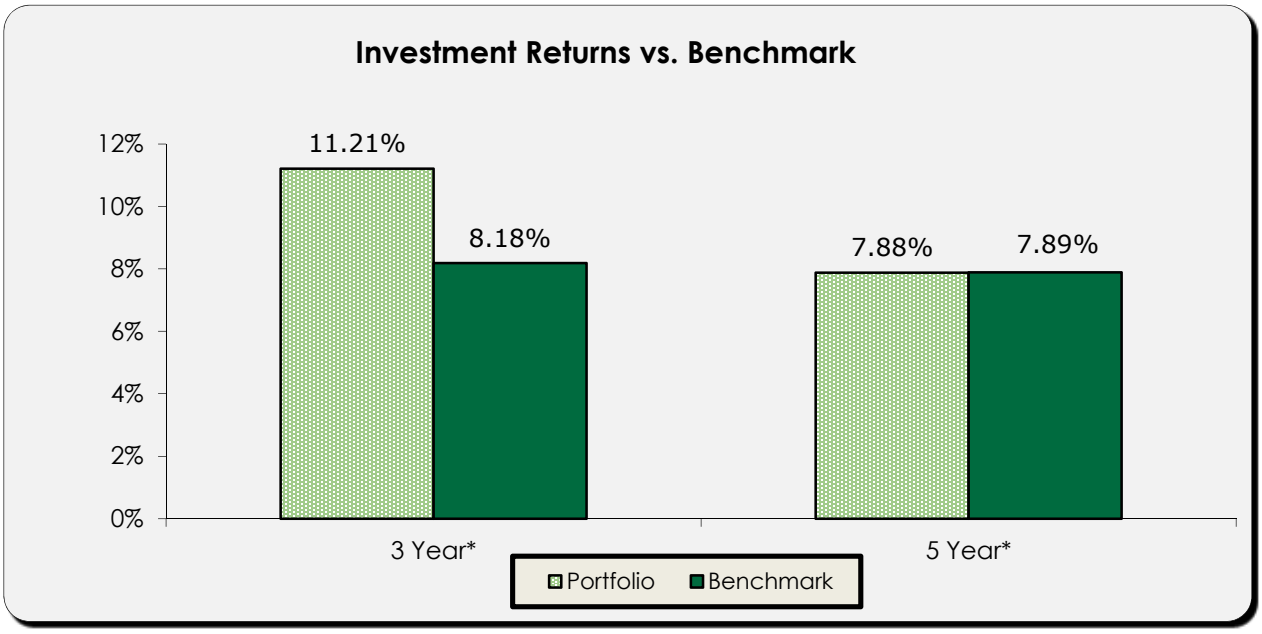
Performance Review

	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%
Q2 2021	0.10%	0.08%	0.02%	0.20%	0.45%	-0.25%	4.90%	4.73%	0.17%	8.90%	5.90%	3.00%	4.60%	3.56%	1.04%
Q3 2021	0.07%	0.03%	0.04%	0.67%	0.51%	0.16%	13.29%	9.39%	3.91%	17.36%	9.31%	8.06%	8.93%	5.77%	3.16%
Q4 2021															
Fiscal 2021	**0.27%**	**0.24%**	**0.03%**	**5.10%**	**6.93%**	**-1.80%**	**25.62%**	**34.00%**	**-7.65%**	**51.20%**	**32.18%**	**15.87%**	**24.53%**	**22.11%**	**1.96%**
**Annual Return **															
4.75 year compounded	**1.22%**	**1.15%**	**0.07%**												
21.50 year compounded				**5.69%**	**5.46%**	**0.23%**	**9.27%**	**7.03%**	**1.10%**	**7.92%**	**4.79%**	**2.81%**	**7.85%**	**6.79%**	**0.74%**

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





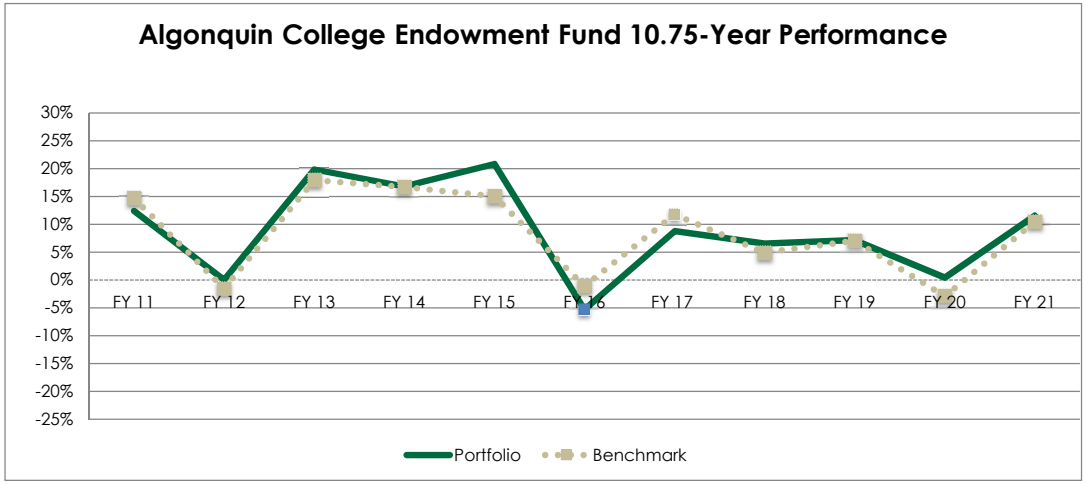
Investment Returns

	3 Months	1 Year	3 Year*	5 Year*
Portfolio	8.93%	17.31%	11.21%	7.88%
Benchmark	5.77%	10.77%	8.18%	7.89%

* Compounded Annual Return

see investment returns tab

Third Quarter 2020-2021 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
30-Sep-20	3.24	1.72	1.52
30-Dec-20*	1.17	0.56	0.61

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)

[Equity Portfolio Return - Risk Free Rate (Blended US & Canada)] / Portfolio Standard Deviation

Third Quarter 2020-2021 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

ALGONQUIN COLLEGE

3.4 Appendix D

ALGONQUIN COLLEGE BOARD OF GOVERNORS

AUDIT AND RISK MANAGEMENT COMMITTEE TERMS OF REFERENCE

The Audit and Risk Management Committee, a standing committee of the Board of Governors, was established to assist the Board in fulfilling its financial accountability and oversight responsibilities. (Article 15, By-Law #1 of the Board of Governors).

Responsibilities

The Audit and Risk Management Committee shall:

1. AUDIT
    a. Recommend to the Board the appointment of the external auditor.
    b. Review the scope of the internal and external auditor's reviews of the College's internal controls, any significant findings and recommendations by the internal and external auditors and the responses of the College's staff to those findings and recommendations.
    c. Define the pre-approval process for all audit and non-audit services to be performed by the external auditor and review the external auditors' reports on independence.
    d. Review and approve annual or multi-year internal audit plans and on all proposed major changes to plans.
    e. Review and approve internal audit reports.
    f. Review and approve the external auditors' audit plan including areas of identified risk.
    g. Review with the external auditors the results of the audit and determine if there were any difficulties or disputes with management, any significant changes in the audit plan, any significant changes in accounting policies and any management estimates that required significant judgement.
    h. Have the right to make inquiries and call upon corporate officers of the College as the Committee deems necessary.

2. ANNUAL FINANCIAL STATEMENTS
    a. Review and discuss the annual financial statements and related note disclosures with management and the external auditors.
    b. Seek assurance that the financial statements of Algonquin College are prepared in accordance with public sector accounting standards, which would include oversight of the selection of accounting policies used in the preparation of the financial statements, and consideration of all relevant alternatives.
    c. Review the annual draft financial statements and, where appropriate, suggest improvements in the financial information and, when accepted, recommend the final statements for approval by the Board.

d. Review draft financial statements and approve submission of year-end financial statement information to the Ministry of Advanced Education and Skills Development.

3. RISK MANAGEMENT/INTERNAL CONTROLS
    a. In accordance with the College's risk appetite and risk tolerance, discuss with the College's corporate officers, the College's significant risks and the measures the officers have taken to monitor and manage these risks.
    b. Review with senior management the adequacy and effectiveness of controls and management information systems, including accounting and budget controls, financial planning and computer operation, information technology (IT) and security.
    c. Review the President's biannual report on incidences of fraud.
    d. Review, each June, a summary of single/sole source procurement transactions over $100,000.
    e. Review the progress and risks associated with the College's Major Capital Projects.
    f. Oversee the College's system for monitoring compliance with legislative requirements.

4. OTHER DUTIES
    a. Review the Investment Reports for the Endowment Funds and the College Operating Funds.
    b. Conduct an annual review of the Investment Policy for College Operating Funds and the Algonquin College Endowment Funds Statement of Investment Policies & Goals.
    c. Propose amendments for approval by the Board of Governors to the Investment Policy for College Operating Funds and to the Algonquin College Endowment Funds Statement of Investment Policies & Goals.
    d. Evaluate the Audit and Risk Management Committee's performance in meeting its mandate through the periodic review of the Terms of Reference.
    e. Review and report on such other matters as may be assigned by the Board.

Membership

The Audit and Risk Management Committee shall be composed of at least four external governors. T ~~and t~~he Chair of the Board shall be ex-officio (voting) member, and t~~.~~ ~~T~~he President of the College shall be an ex-officio (non-voting) member of the Audit and Risk Management Committee.

Term of Appointment

~~Each Audit and Risk Management Committee member shall be appointed for a one-year term and the term may be extended (for one year at a time) while the member continues as a Governor of the College.~~

Each Audit and Risk Management Committee member shall be appointed by the Board for a two-year term subject to an annual review, removal, and renewal by the Board. The Board shall fill a vacancy on the Audit and Risk Management Committee by appointing a new member to the Committee.

Chair

The Governance Committee of the Board of Governors will bring forward an annual recommendation for the Chair of the Audit and Risk Management Committee.

Vice Chair

A Vice Chair of the Audit and Risk Management Committee may be appointed if the committee members feels that there is a requirement. The Vice Chair shall be an external governor.

Vacancy

The Board shall fill a vacancy on the Audit and Risk Management Committee by appointing a new external member to the Committee.

Meetings

Any member of the Board is welcome to attend a meeting, with the approval of the Chair. At meetings where the auditor is present, time should be allocated for the Committee to meet separately with the external auditor.

Frequency of Meeting

The Audit and Risk Management Committee shall meet at least twice each year or more often as is deemed necessary.

Calling Meetings

Any member of the Audit and Risk Management Committee or the external auditor may call a meeting of the Audit and Risk Management Committee to consider any matter he or she believes should be brought to the attention of the Committee or the Board.

Auditor's Attendance

The external auditor has the right to appear before and be heard at any meeting of the Audit and Risk Management Committee and shall appear before the Audit and Risk Management Committee when required to do so by the Committee.

Approved at the Board of Governors meeting: April 15, 2019
Reviewed at Governance Committee meeting: March 21, 2019
Revised at the Audit & Risk Management Committee meeting: February 7, 2019

MEMO

ALGONQUIN COLLEGE

President/Board of Governors

DATE: February 22, 2021

TO: Board of Governors

FROM: Governor Audrey Lawrence, Chair, Governance Committee

SUBJECT: **Governance Committee meeting January 28, 2021**

Board members can review meeting materials from the January 27, 2021 meeting by accessing the Board of Governors 'Teams site' Governance Committee meeting folder, January 28, 2021 meeting folder.

A. ITEMS REQUIRING BOARD OF GOVERNORS APPROVAL

1) Amendments to Academic and Student Affairs Committee and Governance Committee Terms of References (Reviewed against Bylaw 1)

Members were referred to the amended sections in Bylaw 1, Academic and Student Affairs Committee Terms of Reference, and Governance Committee Terms of Reference. Members suggested that language under the Membership and Terms of Appointment sections of the Terms of Reference for all Committees should be consistent and consistent with Bylaw 1. Board of Governors approval will be requested for amended Appendix A: Bylaw 1, Appendix B: Academic and Student Affairs Committee Terms of Reference, and Appendix C: Governance Committee Terms of Reference at the February 22, 2021 Board meeting.

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

THAT the Governance Committee recommends to the Board of Governors approval of the amendments to Bylaw 1, Section 17.2 as presented;

And

THAT the Governance Committee recommends to the Board of Governors approval of the amendments to the Membership and Terms of Office sections of the Academic and Student Affairs Committee;

And

THAT the Governance Committee recommends to the Board of Governors approval of the amendments to the Term of Appointment section of the Governance Committee Terms of Reference.

CARRIED.

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

1) Governors in-Waiting Guidelines (End date discussion)

Members discussed establishing a term end-date for Governors in-Waiting. A sub Committee has been formed with Governors McLaren, McCracken, Tudor, and President Brulé to discuss the particulars

required to update the Governors in-Waiting Guidelines. Details of the meeting discussions will be presented at the March 29, 2021 Governance Committee meeting.

2) Professional Development for Governors – Colleges and Institutes Canada (CICan)

Members were informed that although the CICan 2021 Conference will be held virtually this year due to the COVID-19 pandemic, there are still associated registration fees. The Committee agreed with President Brulé's suggestion to forego Governors' participation in this year's CICan Conference. The professional development sessions organized by Colleges Ontario at the Higher Education Summit in November proves to be more beneficial to Governors. The Higher Education Summit is geared towards completing their Board Excellence Program that is relevant to their roles and responsibilities as Governors. Additionally, Governors have the opportunity to network with members of other Ontario Colleges and discuss matters of mutual interest that may inform their roles/responsibilities of the Board. Lastly, given the current financial situation, it is deemed prudent to limit conference participation for budget reasons.

3) 2021 Internal Election of Governors (Academic & Student)

Members were informed of the activities of the 2021 Election of Internal Members to the Board of Governors. This year's election will be for an Academic Staff representative and Student representative to the Board of Governors. Following the close of the elections, results will be communicated College-wide on March 12, 2021, and presented at the March 29, 2021 Governance Committee meeting.

4) Board Chair and Board Committee Succession

Members were referred to the Memo 2021-22 Governor Reappointments, Committee Memberships, and Call for Committee Chair and Vice Chair positions, and the Algonquin College Governor Terms of Office. The memo will be distributed to remaining members of the Board of Governors on February 8, 2021 directing them to provide the Board Executive Assistant with their preferred committee membership position by February 26, 2021. Members' Committee preferences will be presented at the March 29, 2021 Governance Committee meeting.

5) December 7, 2020 Board Meeting Evaluation (verbal)

Governor Lawrence provided feedback from Board members who were in attendance at the December 7, 2020 Board Meeting. Members were informed that the meeting evaluation for the February 22, 2021 Board meeting and future meetings will be done online via Survey Monkey. The Board Office will collect all evaluation and submit to Governor Lawrence.

6) 2020-21 Board of Governors Workplan

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

3.5 Appendix A

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.

4.2.4 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 an Ontario resident living in the community served by the regional campus, 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, 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;

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

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 t~~The Chair of the Board who shall be ex-officio (voting) member~~.~~, and ~~T~~the President of the College shall be an ex-officio (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.~~Each Audit and Risk Management Committee member shall be appointed by the Board for a two-year term subject to an annual review, removal, and renewal by the Board. 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~~ ex-officio (voting) members of the Governance Committee. 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~~ two-year term subject to an annual review, removal, and renewal by the Board. The Board shall fill a vacancy on the Governance Committee by appointing a new member to the Committee.

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~~ at least five members of the Board of Governors, and shall optimally~~, including~~

include the Academic Staff Governor and 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 Academic and Student Affairs ~~c~~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.~~ Each Academic and Student Affairs Committee member shall be appointed for a two-year term subject to an annual review, removal, and renewal by the Board. 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 22nd day of February, 2021

Jay McLaren
Chair, Board of Governors

Claude Brulé
Secretary, Board of Governors

ALGONQUIN COLLEGE BOARD OF GOVERNORS

ACADEMIC AND STUDENT AFFAIRS COMMITTEE TERMS OF REFERENCE

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.

Responsibilities

The Academic and Student Affairs Committee shall ensure the College's commitment to quality education and student experience through continuous improvement. The Academic and Student Affairs Committee's focus is on ensuring appropriate policies and processes exist and that they achieve the necessary outcomes. It is not an operational committee, and as such, the Committee's specific governance responsibilities are:

1. To ensure due diligence with regard to approval of new programs and program suspensions/cancellations. This will include compliance with all Ministry binding directives and recommended best practice, plus related Algonquin College Board policies. This scope will include all Ontario College credentials and degree programs entering the intermediate stage of proposal development as per the College's Program Review Committee (PRC) process. In addition, exceptional circumstances such as significant impacts on school or campus, to come to the Academic and Student Affairs Committee for a discussion in a timely manner in advance of any public announcement.
2. To receive Program Evaluation Committee reports and implementation plans in response to recommendations associated with Ministerial Renewal of Consent processes.
3. To ensure organization-wide quality assurance policies and processes are in place and effective. Relevant measures such as key performance indicators (KPIs), graduation rates, employment rates and others, will be reported to the Committee.
4. To receive Program Quality Review status updates inclusive of follow-up reports.
5. To ensure the effectiveness of the College's Program Advisory Committee.
6. To provide strategic direction to enhance the student experience and guide the alignment of College and Students Association priorities. Appropriate reports such as the Ombudsman's Annual Report, as well as Student Affairs related policy creation and policy reviews will be reported to the Committee.
7. To make recommendations to the Board of Governors with respect to the above matters.

Membership

The Academic and Student Affairs Committee shall be composed of ~~between three and five~~ at least five members of the Board of Governors, and shall optimally include the Academic Staff Governor and the Student Governor. ~~. It would be desirable for the~~

~~Student Governor representative to be a member of the committee~~. 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 Academic and Student Affairs ~~c~~Committee.

Term of Appointment

~~Each Academic and Student Affairs Committee member shall be appointed for a one-year term and the term may be extended (for one year at a time) while the member continues as a Governor of the College.~~Each Academic and Student Affairs Committee member shall be appointed for a two-year term subject to an annual review, removal, and renewal by the Board. The Board shall fill a vacancy on the Academic and Student Affairs Committee by appointing a new member to the Committee.

Chair

The Chair of the Academic and Student Affairs Committee shall be an external Board member and shall be a member of the Executive Committee. The Governance Committee of the Board of Governors will bring forward an annual recommendation for the Chair of the Academic and Student Affairs Committee.

Vice Chair

A Vice Chair of the Academic and Student Affairs Committee may be appointed if the committee members feels that there is a requirement. The Vice Chair shall be an external governor.

Vacancy

The Board shall fill a vacancy on the Academic and Student Affairs Committee by appointing a new member to the Committee.

Meetings

Any member of the Board is welcome to attend a meeting, with the approval of the Chair.

Frequency of Meeting

The Academic and Student Affairs Committee shall meet a minimum of three times each year, or more often as is deemed necessary.

Calling Meetings

Any member of the Academic and Student Affairs Committee may call a meeting of the Academic and Student Affairs Committee.

First Approved: December 9, 2013

Revised and Approved: June 8, 2015

Revised: February 2017
Revised: Governance Committee meeting March 28, 2018
Approved: Board of Governors meeting April 16, 2018

3.5 Appendix C

ALGONQUIN COLLEGE BOARD OF GOVERNORS
GOVERNANCE COMMITTEE TERMS OF REFERENCE

The Governance Committee, a standing committee of the Board of Governors (the Board), was established to assist the governors in carrying on the affairs of the College in connection with matters relating to governance (Article 16 of Bylaw 1 of the Board of Governors).

Responsibilities

1. To review and assess Board governance practices and make recommendations to the Board regarding ways in which governance practices can be improved and enhanced by proposing policies to the Board for deliberation and appropriate action.
2. To recommend measures to be employed in assessing the governance performance and the contributions of Board members.
3. To act as the nomination committee for vacancies in the Board and to develop selection criteria and profiles based on the skills matrix for the nomination of Board members.
4. To be responsible for the annual nomination of the Chair, Vice Chair, Secretary (if other than the President), Treasurer (if other than the Vice President, Administration), any other Officers as the Board may determine to be appointed annually, the Chair of the Audit Committee, the Governance Committee, and the Chair of any other standing committees which the Board may constitute which require the annual appointment of a Chair.
5. To oversee and assess the Board's orientation, and the need for professional development activities, and make recommendations for action to the Board, as appropriate.
6. To perform other tasks related to governance performance as assigned by the Board or as deemed necessary by the Governance Committee.

Membership

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-~~ex-officio (voting) members of the Governance Committee. The Chair of the Governance Committee shall be an external governor and ~~A~~a majority of members of the five members of the Governance Committee shall be external governors.

Term of Appointment

~~Each Governance Committee member shall be appointed for a one- year term and the term may be extended (for one year at a time) while the member continues as a Governor of the College.~~
Each Governance Committee member shall be appointed for a two-year term subject to an annual review, removal, and renewal by the Board. The Board shall fill a vacancy on the Governance Committee by appointing a new member to the Committee.

Chair
The Chair of the Governance Committee shall be an external governor.

Vice Chair

A Vice Chair of the Governance Committee may be appointed if the committee members feels that there is a requirement and the Vice Chair shall be an external governor.

Vacancy
The Board shall fill a vacancy on the Governance Committee by appointing a new member to the Committee.

Meetings
Any member of the Board is welcome to attend a meeting, with the approval of the Chair.

Frequency of Meeting

The Governance Committee shall meet a minimum of three times each year, or more often as is deemed necessary.

Calling Meetings

Any member of the Governance Committee may call a meeting of the Governance Committee.

First approved:	January 14, 2008
Revised and approved:	May 14, 2012
Revised and approved:	March 7, 2016
Approved at Governance Committee:	April 26, 2017
Approved at Board of Governors Meeting:	June 12, 2017
Revised at Governance Committee Meeting:	March 28, 2018
Approved at Board of Governors Meeting:	April 16, 2018
Revised at Governance Committee Meeting:	May 13, 2019
Approved at Board of Governors Meeting:	June 10, 2019

ALGONQUIN COLLEGE

President/Board of Governors

Agenda Item No: 6.1

Report title:	Third Quarter 2020-21 Financial Projection
Report to:	Board of Governors
Date:	February 22, 2021
Author/Presenter:	Grant Perry, Chief Financial Officer

1. RECOMMENDATION:

   THAT the Board of Governors accepts the Third Quarter 2020-21 Financial Projection for information.

2. PURPOSE / EXECUTIVE SUMMARY:

   The purpose of this report is to present the Third Quarter 2020-21 Financial Projection including a summary of funded positions, and to provide an updated compliance status of the Board Policy BGII-02: Financial Management.

3. BACKGROUND:

   When the annual budget is approved, some factors must be estimated because of unknown elements affecting the revenue and expenditure forecasts. The quarterly financial reporting process provides updated projections based on current information.

   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 returns a net surplus on Funded Activity/College Operations of $11 million. This maintains the College's commitment to balancing student tuition revenues and government-funded activities with associated operating expenditures.

   In March 2020, the Province of Ontario declared a state of emergency in response to the COVID-19 global pandemic. This event has significantly disrupted College operations and required management to re-cast the 2020-21 annual financial projections, and to align our operating expenditures with reduced revenues and cash reserve requirements.

4. DISCUSSION:

On March 12, 2020, Algonquin College closed its doors to in-person class instruction, switching all classes to a remote, online format for the remainder of the winter 2020 term and ordered all but essential employees to work from home.

The Third Quarter Financial Projection takes into consideration that the College's Fall 2020 term and Winter 2021 term will accommodate a limited in-class activity model with the majority of learning being delivered remotely. Overall, Q3 enrolment has increased by 1.8% from the First Quarter Financial Projection; however, this still represents an overall reduction of 14.1% from the Approved Annual Budget.

The Third Quarter Financial Projection maintains a projected $19 million deficit as presented to the Board of Governors in the First and Second Quarter Financial Projection Reports.

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 decision to maintain a predominately remote delivery format for the winter 2021 Term. This extension of remote delivery adversely affects food sales, parking revenues, student residence occupancy, and other revenue sources. This unfavourable variance is offset by the projected increase in enrolment, operational spending decreases, and an overall decrease in the expenditures within Strategic Investment Priorities projects. Details of the report are provided in Appendix A: Third Quarter 2020-21 Financial Projections.

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.**	☒	**CONNECTED** **Goal Four** **Become an integral partner to our alumni and employers.**	☒
QUALITY AND INNOVATION **Goal Two** **Lead the college system in co-op and experiential learning.**	☒	**SUSTAINABLE** **Goal Five** **Enhance Algonquin's global impact and community social responsibility.**	☒
Goal Three **Attain national standing in quality, impact and innovation within each school and service.**	☒	**PEOPLE** **Goal Six** **Be recognized by our employees and the community as an exceptional place to work.**	☒

6. STUDENT IMPACT:

Students will benefit from additional investments in technology infrastructure, renovations and adaptations to learning spaces, maintenance of existing learning spaces, and investment in new program development, academic equipment, and new facilities. The College is working to ensure that all students services for which students are charged ancillary fees are accessible to students throughout their studies. Additionally, the College allocated $1 million in additional student aid to help ensure student success during the pandemic.

7. FINANCIAL IMPACT:

The Third Quarter 2020-21 Financial Projection reports projects a deficit of approximately $19 million. 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.

8. HUMAN RESOURCES IMPACT:

The 2020-21 Approved Annual Budget provides required funding for all existing full-time permanent staff complement positions and other than permanent positions. Due to the significant revenue reductions caused by the global pandemic, the Third Quarter 2020-21 Financial Projection reflects savings due to forced delays in filling vacant positions, employee layoffs and the non-renewal of some employee contracts, as well as austerity measures with operating expenditures. These savings are partially offset by increased expenditures due to course conversion costs as a result of COVID-19, as well as other salary adjustments as the College adjusts to the financial impacts of COVID-19.

9. GOVERNMENT / REGULATORY / LEGAL IMPACT:

In compliance with the Ministry of Colleges and Universities' Business Plan Operating Procedure Directive, the 2020-21 Approved Annual Budget and the Third Quarter 2020-21 Financial Projection maintain a positive accumulated surplus position for the College.

10. COMMUNICATIONS:

All required communications will be administered through the Communications and External Relations Office.

11. CONCLUSION:

The Algonquin College Third Quarter 2020-21 Financial Projection identifies resources supporting the Strategic Plan and revised Business Plan of the College while complying with

Provincial government directives and ensuring the financial health of the College now and into the future during these unprecedented times. College management will be monitoring enrolments, revenues, and expenditures closely and providing financial projection updates throughout this fiscal year.

Respectfully submitted:

Duane McNair
Vice President, Finance and Administration

Approved for submission:

Claude Brulé
President and CEO

Appendices:

Appendix A: Third Quarter 2020-21 Financial Projection
Appendix B: Third Quarter 2020-21 Compliance Schedule

Financial Projection

THIRD QUARTER
2020-21

Board of Governors
February 22, 2021

ALGONQUIN COLLEGE

ALGONQUIN COLLEGE

Third Quarter 2020-21 Financial Projection

TABLE OF CONTENTS

Third Quarter Financial Projection Summary 3
Statement of Financial Position 4
Revenue Schedule 5
Revenue Schedule Variance Analysis 6
Expenditures Schedule 8
Expenditures Schedule Variance Analysis 9
Strategic Investment Priorities Schedule 11
Strategic Investment Priorities Schedule Variance Analysis 12
Internally Restricted Net Assets Schedule 13
Summary of Funded Positions 14
Financial Sustainability Metrics – Annual Surplus 16
Financial Sustainability Metrics – Liquidity 17
Financial Sustainability Metrics – Operating 18
Financial Sustainability Metrics – Debt 19
Financial Sustainability Metrics – Accumulated Surplus 20

ALGONQUIN COLLEGE

Third Quarter 2020-21 Financial Projection
SUMMARY
(all figures in $ 000's)

	Approved Annual Budget	Q1 Year-End Projection	Q2 Year-End Projection	Q3 Year-End Projection	Q3 vs.Q1 Variance Favourable/ (Unfavourable)	Variance as % of Q1
Funded Activity/College Operations						
Revenue	$ 278,123	$ 243,578	$ 244,524	$ 245,085	$ 1,505	1%
Expenditures	267,103	256,839	256,444	256,260	579	0%
Net Contribution	11,020	(13,261)	(11,920)	(11,175)	2,084	-16%
Contracts & Other Non-Funded Activity						
Revenue	27,805	39,526	43,233	43,724	4,198	11%
Expenditures	28,181	37,441	41,140	41,363	(3,922)	-10%
Net Contribution	(376)	2,085	2,093	2,361	276	13%
Campus Services						
Revenue	40,888	23,049	15,671	14,995	(8,054)	-35%
Expenditures	33,398	21,826	19,589	18,792	3,034	14%
Net Contribution	7,490	1,223	(3,918)	(3,797)	(5,020)	-410%
International Education Centre						
Revenue	67,079	43,775	46,546	46,796	3,021	7%
Expenditures	48,442	33,605	35,100	34,152	(547)	-2%
Net Contribution	18,637	10,170	11,446	12,644	2,474	24%
Strategic Investment Priorities						
Revenue	41,545	41,545	43,051	41,503	(42)	0%
Expenditures	80,341	66,992	65,982	65,579	1,413	2%
Net Contribution	(38,796)	(25,447)	(22,931)	(24,076)	1,371	-5%
Non-Cash Revenue Adjustments						
Capital Grants recorded as Deferred Capital Contributions	(1,300)	(1,300)	(1,300)	(1,300)	-	0%
Amortization of Deferred Capital Contributions	7,900	8,000	8,000	8,000	-	0%
Non-Cash Expenditure Adjustments						
Expenditures to be Capitalized (Moved to Balance Sheet)	18,000	13,700	13,700	13,800	100	1%
Amortization Expense	(17,000)	(16,000)	(16,000)	(16,000)	-	0%
Change in Vacation, Sick Leave & Post-Employment Benefits	110	1,860	1,860	560	(1,300)	-70%
Net Contribution as per Public Sector Accounting Standards (PSAS)	**$ 5,685**	**$ (18,970)**	**$ (18,970)**	**$ (18,983)**	**$ (15)**	0%

ALGONQUIN COLLEGE

Third Quarter 2020-21 Financial Projection
STATEMENT OF FINANCIAL POSITION
(all figures in $ 000's)

APPENDIX A

	March 31, 2020 Year-End Actual	March 31, 2021 Approved Annual Budget	March 31, 2021 Q1 Projected	March 31, 2021 Q2 Projected	March 31, 2020 Q3 Projected	Q3 vs. Q1 Variance
ASSETS						
Current Assets						
Cash and Short Term Investments	$ 89,733	$ 82,678	$ 82,232	$ 82,106	$ 82,103	$ (129)
Accounts Receivable	28,956	25,000	27,500	27,500	27,500	-
Inventory	2,044	1,550	1,550	1,550	1,550	-
Prepaid Expenses	4,588	2,700	3,200	3,200	3,200	-
	125,321	**111,928**	**114,482**	**114,356**	**114,353**	**(129)**
Investments	33,105	40,000	32,000	32,000	32,000	-
Long Term Prepaid Asset	5,500	5,500	5,500	5,500	5,500	-
Endowment Assets	26,943	29,070	27,543	27,543	27,543	-
Capital Assets	295,527	294,513	293,227	293,227	293,327	100
TOTAL ASSETS	**$ 486,396**	**$ 481,011**	**$ 472,752**	**$ 472,626**	**$ 472,723**	**$ (29)**
LIABILITIES & NET ASSETS						
Current Liabilities						
Accounts Payable & Accrued Liabilities	$ 20,878	$ 32,000	$ 29,000	$ 29,000	$ 29,000	$ -
Accrued Salaries & Employee Deductions Payable	8,343	10,000	10,000	10,000	10,000	-
Deferred Revenue	45,092	42,000	42,000	42,000	42,000	-
Current Portion of Long Term Debt	3,502	3,718	3,718	3,718	3,718	-
	77,815	**87,718**	**84,718**	**84,718**	**84,718**	**-**
Long Term Debt	38,368	34,649	34,649	34,649	34,649	-
Vacation, Sick Leave & Post-Employment Benefits	20,248	19,018	18,388	18,388	19,688	1,300
Deferred Capital Contributions	159,717	152,022	153,017	153,017	153,017	-
Interest Rate Swaps	5,200	4,281	5,200	5,200	5,200	-
Net Assets						
Unrestricted	1,000	1,000	-	-	-	-
Investment in Capital Assets	93,940	104,123	101,843	101,843	101,943	100
Vacation, Sick Leave & Post-Employment Benefits	(20,248)	(19,018)	(18,388)	(18,388)	(19,688)	(1,300)
Internally Restricted	88,821	72,956	71,190	71,064	71,061	(129)
Endowment Fund	26,943	29,070	27,543	27,543	27,543	-
	190,456	**188,131**	**182,188**	**182,062**	**180,859**	**(1,329)**
Accumulated Remeasurement Losses	**(5,408)**	**(4,808)**	**(5,408)**	**(5,408)**	**(5,408)**	**-**
	185,048	**183,323**	**176,780**	**176,654**	**175,451**	**(1,329)**
TOTAL LIABILITIES & NET ASSETS	**$ 486,396**	**$ 481,011**	**$ 472,752**	**$ 472,626**	**$ 472,723**	**$ (29)**

ALGONQUIN COLLEGE

Third Quarter 2020-21 Financial Projection
REVENUE SCHEDULE

(all figures in $ 000's)

	Approved Annual Budget	Q1 Year-End Projection	Q2 Year-End Projection	Q3 Year-End Projection	Q3 vs.Q1 Variance Favourable/ (Unfavourable)
FUNDED ACTIVITY/COLLEGE OPERATIONS					
Grants					
Post Secondary Activity	$ 105,213	$ 105,436	$ 105,726	$ 105,625	$ 189
Apprentice	5,501	4,656	2,519	2,847	(1,809)
Flow-Through Student Aid	1,659	1,659	1,659	1,659	-
TOTAL GRANTS	**112,373**	**111,751**	**109,904**	**110,131**	**(1,620)**
Tuition Fees					
Full-Time Post Secondary	84,415	69,754	72,282	72,591	2,837
Part-Time	10,159	8,776	9,002	8,915	139
Adult Training	1,402	780	509	508	(272)
Student Technology Fees	8,552	7,966	7,817	7,744	(222)
TOTAL TUITION FEES	**104,528**	**87,276**	**89,610**	**89,758**	**2,482**
Contract Educational Services					
Corporate & Other Programs	6,491	6,091	5,865	6,349	258
TOTAL CONTRACT EDUCATIONAL SERVICES	**6,491**	**6,091**	**5,865**	**6,349**	**258**
Other					
Early Learning Centre	1,106	713	512	466	(247)
Student Ancillary Fees	6,626	5,363	4,976	5,110	(253)
Investment Income	1,165	1,165	1,165	1,165	-
Transfer from International Education Centre [1]	30,501	21,553	23,107	23,329	1,776
Miscellaneous	15,333	9,666	9,385	8,775	(891)
TOTAL OTHER	**54,731**	**38,460**	**39,145**	**38,847**	**385**
TOTAL FUNDED ACTIVITY/COLLEGE OPERATIONS	**278,123**	**243,578**	**244,524**	**245,085**	**1,505**
CONTRACTS & OTHER NON-FUNDED ACTIVITY	**27,805**	**39,526**	**43,233**	**43,724**	**4,198**
CAMPUS SERVICES	**40,888**	**23,049**	**15,671**	**14,995**	**(8,054)**
INTERNATIONAL EDUCATION CENTRE	**67,079**	**43,775**	**46,546**	**46,796**	**3,021**
STRATEGIC INVESTMENT PRIORITIES	**41,545**	**41,545**	**43,051**	**41,503**	**(42)**
TOTAL REVENUE	**$ 455,440**	**$ 391,473**	**$ 393,025**	**$ 392,103**	**$ 628**

ALGONQUIN COLLEGE

Third Quarter 2020-21 Financial Projection
REVENUE SCHEDULE
Variance Analysis (all figures in $ 000's)

Description	Variance Favourable/ (Unfavourable)	Comments
Apprentice	$ (1,809)	Unfavourable variance due to a 32% decline in enrolment for Apprenticeship programs.
Full-Time Post Secondary Tuition Fees	$ 2,837	Favourable variance due to 1.4% higher than projected enrolment from First Quarter Projection.
Adult Training	$ (272)	Unfavourable variance in Adult Training student tuition fees due to decrease in enrolment for Apprenticeship programs as well as other Adult Training programs.
Student IT & Mobile Computing Fees	$ (222)	Unfavourable variance due to lower than projected enrolments from the First Quarter Projection in AC Online, part-time enrolments in full-time programs and Continuing Education on campus.
Corporate & Other Programs	$ 258	Favourable variance due to reallocation of $235K from Miscellaneous revenue as well as an increase of $353K in revenue due to higher than anticipated enrolment in the collaborative programs. Increased revenue partially offset by a $379K reallcation of anticipated contract revenue within Truth, Reconciliation and Indigenization to Contract and Other Non-Funded Activity (noted below).
Student Ancillary Fees	$ (253)	Unfavourable variance due to the College's decision to reduce a portion of compulsory and non-essential ancillary fees as a result of program delivery adjustments when switching from on-campus activity to remote delivery of courses, such as the Student Experience Fee and the Leadership & Volunteerism Fee.
Transfer from International Education Centre	$ 1,776	Favourable variance due to increased International Fee Premiums allocated to Funded Activity as a result of a 3.9% increase in International student enrolment from the First Quarter Projection.
Miscellaneous	$ (891)	Unfavourable variance of $657K due to a decrease in revenue projections for Pembroke Campus ancillary services, and a $235K unfavourable variance due to reclassification of revenue from Miscellaneous Revenue to Corporate & Other Programs.
Contract and Other Non-Funded Activity	$ 4,198	Favourable variance mainly due to additional revenue associated with new contracts for the Indigenous YouthBuild project, Indigenous Tourism Incubator Program and COVID-19 Rapid Response Initiative contract (partially offset by additional expenditures).

ALGONQUIN COLLEGE

Third Quarter 2020-21 Financial Projection
REVENUE SCHEDULE
Variance Analysis (all figures in $ 000's)

Description	Variance Favourable/ (Unfavourable)	Comments
Campus Services	$ (8,054)	Unfavourable variance due to longer than expected delays in opening the Campus, which resulted in less Campus Services activities. The Food and Conference Services food sales revenue declined by $3.3M, which included the reduction in the mandatory meal plans due to decrease of residence occupancy. Residence revenue has declined by $3.2M due to the decrease in student residence room rentals (less than 45% estimated occupancy) as a result of the shift to mainly remote learning. Parking revenue has declined by $901K due to the significant decrease of demand for short and long term parking permits. Bookstore revenue declined by $387K due to lower sales of miscellaneous products (clothing, school supplies, and snacks) and as a result of decreased textbook sales which were partially offset by an increase in e-Text sales. Print Shop revenue declined by $263K due to decline in on-campus activity.
International Education Centre	$ 3,021	Favourable variance due to 3.9% higher than projected international student enrolment from First Quarter Projection.
Strategic Investment Priorities	$ (42)	See Strategic Investment Priorities Variances page for details.
Total Explained Variances	$ 547	
Other Minor Variances	$ 81	
Total Variance	$ 628	

ALGONQUIN COLLEGE

Third Quarter 2020-21 Financial Projection
EXPENDITURES SCHEDULE

(all figures in $ 000's)

	Approved Annual Budget	Q1 Year-End Projection	Q2 Year-End Projection	Q3 Year-End Projection	Q3 vs.Q1 Variance Favourable/ (Unfavourable)
FUNDED ACTIVITY/COLLEGE OPERATIONS					
TOTAL SALARIES & BENEFITS	$ 190,702	$ 185,706	$ 185,641	$ 188,264	$ (2,558)
Other Operating Costs					
Mandated Student Aid	5,898	5,898	5,898	5,898	-
Contingencies	5,255	4,255	4,255	3,255	1,000
Long Term Debt Interest	734	734	734	734	-
Contract Services	17,148	16,996	17,249	17,183	(187)
Instructional Supplies & Equipment	5,194	4,303	4,055	3,757	546
Information Technology	9,630	11,045	11,153	10,597	448
Marketing and Promotion	2,708	1,761	1,700	1,326	435
Building Maintenance & Utilities	13,125	12,135	12,144	12,126	9
Flow-Through Student Aid	1,659	1,659	1,659	1,659	-
Cost of Goods Sold	716	616	298	261	355
Other	14,334	11,731	11,658	11,200	531
TOTAL OTHER OPERATING	76,401	71,133	70,803	67,996	3,137
TOTAL FUNDED ACTIVITY/COLLEGE OPERATIONS	**267,103**	**256,839**	**256,444**	**256,260**	**579**
CONTRACTS & OTHER NON-FUNDED ACTIVITY	**28,181**	**37,441**	**41,140**	**41,363**	**(3,922)**
CAMPUS SERVICES	**33,398**	**21,826**	**19,589**	**18,792**	**3,034**
INTERNATIONAL EDUCATION CENTRE	**48,442**	**33,605**	**35,100**	**34,152**	**(547)**
STRATEGIC INVESTMENT PRIORITIES	**80,341**	**66,992**	**65,982**	**65,579**	**1,413**
TOTAL EXPENDITURES	**$ 457,465**	**$ 416,703**	**$ 418,255**	**$ 416,146**	**$ 557**

ALGONQUIN COLLEGE

Third Quarter 2020-21 Financial Projection
EXPENDITURES SCHEDULE
Variance Analysis (all figures in $ 000's)

Description	Variance Favourable/ (Unfavourable)	Comments
Salaries and Benefits	$ (2,558)	Unfavourable variance of $2.5M due to estimated additional costs resulting from COVID-19 course adaptation costs, small course section size requirements, and additional costs required to respond to current and future impacts of COVID to ensure financial sustainability.
Contingencies	$ 1,000	Favourable variance due to lower than projected general contingency requirements.
Instructional Supplies & Equipment	$ 546	Favourable variance due to decreases resulting from the shift to remote delivery of courses, decreased enrolment in certain programs, and a mandate to reduce discretionary spending to mitigate the financial impact of the pandemic.
Information Technology	$ 448	Favourable variance due to lower than projected software licensing costs.
Marketing and Promotion	$ 435	Favourable variance is the result of mitigation strategies to lessen the financial impact of the pandemic. Savings were also achieved with the shift to remote delivery of courses and fewer on-campus events.
Cost of Goods Sold	$ 355	Favourable variance is primarily due to a decrease in store operations and the cafeteria at the Pembroke Campus. These decreases are driven by the shift to remote delivery of courses resulting in reduced students and employees on the Pembroke campus.
Other Costs	$ 531	Favourable variance mainly due to the mandate to reduce discretionary spending to mitigate the financial impact of the pandemic and cost savings from working remotely.
Contract and Other Non-Funded Activity	$ (3,922)	Unfavourable variance is due to additional costs associated with new contracts for the Indigenous YouthBuild project, Indigenous Tourism Incubator Program and COVID-19 Rapid Response Initiative contract (all costs are offset by additional revenues).

Third Quarter 2020-21 Financial Projection
EXPENDITURES SCHEDULE
Variance Analysis (all figures in $ 000's)

Description	Variance Favourable/ (Unfavourable)	Comments
Campus Services	$ 3,034	Favourable variance due to decreased operating costs of Campus Services as a result of lower on-campus activities. Lower than projected cost of goods sold for computer hardware and textbook sales within the Bookstore offset by an increase in e-Text cost of goods sold. Food services is also projecting lower than budgeted food purchases as a result of the projected decrease in food sales.
International Education Centre	$ (547)	Unfavourable variance due to increased expenditures required to support a 3.9% increase in international student enrolment from the First Quarter projection.
Strategic Investment Priorities	$ 1,413	*See Strategic Investment Priorities Variances page for details.*
Total Explained Variances	$ 735	
Other Minor Variances	$ (178)	
Total Variance	$ 557	

ALGONQUIN COLLEGE

Third Quarter 2020-21 Financial Projection
STRATEGIC INVESTMENT PRIORITIES SCHEDULE
(all figures in $ 000's)

	Approved Annual Budget	Q1 Year-End Projection	Q2 Year-End Projection	Q3 Year-End Projection	Q3 vs.Q1 Variance Favourable/ (Unfavourable)
SOURCE OF FUNDS:					
Facilities Renewal Grant	$ 1,505	$ 1,505	$ 3,011	$ 4,000	$ 2,495
College Equipment Renewal Fund Grant	1,503	1,503	1,503	1,503	-
Apprenticeship Enhancement Fund Grant	1,000	1,000	1,000	1,000	-
Students' Association Contribution	37,537	37,537	37,537	35,000	(2,537)
TOTAL SOURCE OF FUNDS	**41,545**	**41,545**	**43,051**	**41,503**	**(42)**
EXPENDITURES:					
Major Capital Projects					
Solar Photovoltaic Plan	-	625	625	625	-
Student Information System	11,000	6,557	6,557	6,557	-
Athletics and Recreation Centre Enabling Work / Pedestrian Link	8,616	8,616	8,616	9,800	(1,184)
Athletics and Recreation Centre	37,337	37,337	37,337	34,800	2,537
Total Major Capital Projects	**56,953**	**53,135**	**53,135**	**51,782**	**1,353**
Other					
College Technologies	3,211	2,778	2,768	2,768	10
College Space & Infrastructure	9,294	5,339	4,784	5,871	(532)
New Program Initiatives	959	853	853	853	-
Academic & Other Equipment	1,440	618	618	618	-
Initiatives & Opportunities	8,441	3,269	3,324	3,437	(168)
Appropriations	100	-			-
Apprenticeship Enhancement Fund	1,000	1,000	1,000	1,000	-
Net Contribution Surplus Carryover	2,500	-	-	-	-
Adjustment for Anticipated Underspend	(3,557)	-	(500)	(750)	750
Total Other	**23,388**	**13,857**	**12,847**	**13,797**	**60**
TOTAL EXPENDITURES	**80,341**	**66,992**	**65,982**	**65,579**	**1,413**
TOTAL NET CONTRIBUTION	**$ (38,796)**	**$ (25,447)**	**$ (22,931)**	**$ (24,076)**	**$ 1,371**

ALGONQUIN COLLEGE

Third Quarter 2020-21 Financial Projection
STRATEGIC INVESTMENT PRIORITIES SCHEDULE
Variance Analysis (all figures in $000's)

Description	Variance Favourable/ (Unfavourable)	Comments
Revenue		
Facilities Renewal Grant	$ 2,495	Additional funding announced in December 2020 by the Ministry of Colleges and Universities to address deferred maintenance.
Students' Association Contribution	$ (2,537)	Lower than projected revenue from the Students' Association related to the Athletics and Recreation Centre as a result of refinement of in-year expected expenditures (offset by a decrease in expenditure as detailed below).
Expenditures		
Athletics and Recreation Centre Enabling Work / Pedestrian Link	$ (1,184)	Refinement of the project spending profile has resulted in the shift of spending from fiscal 2021-22 to the current fiscal year while maintaining overall, multi-year project budget.
Athletics and Recreation Centre	$ 2,537	Reflects revised anticipated in-year project expenditures (offset by a reduction in revenue). These costs will be deferred to 2021-22.
College Space & Infrastructure	$ (532)	Unfavourable variance due to increase in expenditures for deferred maintenance projects related to additional Facilities Renewal Grant funding as detailed above.
Initiatives & Opportunities	$ (168)	Unfavourable variance due to $100K in funding required for start up costs related to the Public College Private Partnership initiative as well as other minor variances.
Adjustment for Anticipated Underspend	$ 750	Based on historical trends, a provision has been added to account for anticipated underspending in Strategic Investment Priorities projects.
Total Explained Variances	$ 1,361	
Other Minor Variances	$ 10	
Total Variance	$ 1,371	

ALGONQUIN COLLEGE

Third Quarter 2020-21 Financial Projection
INTERNALLY RESTRICTED NET ASSETS SCHEDULE
(all figures in $ 000's)

APPENDIX A

	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	4,460	-	-
Employment Stabilization Funds	589	-	7	596
COVID-19 Response Contingency	5,000	5,000	-	-
	51,630	12,739	(19)	38,872
Contingency Reserve Fund	10,383	344	-	10,039
Reserve Funds:				
Future Capital Expansion	24,405	4,900	242	19,747
Net Proceeds from Sale of March Road Land	2,403	-	-	2,403
	26,808	4,900	242	22,150
TOTAL INTERNALLY RESTRICTED NET ASSETS*	**$ 88,821**	**$ 17,983**	**$ 223**	**$ 71,061**
TOTAL UNRESTRICTED NET ASSETS	**$ 1,000**	**$ 1,000**	**$ -**	**$ -**
Investment in Capital Assets	93,940	-	8,003	101,943
Vacation, Sick Leave & Post-Employment Benefits	(20,248)	-	560	(19,688)
Interest Rate Swaps	(5,408)	-	-	(5,408)
Endowment Fund	26,943	-	600	27,543
TOTAL NET ASSETS	**$ 185,048**	**$ 18,983**	**$ 9,386**	**$ 175,451**

* 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.

ALGONQUIN COLLEGE

Third Quarter 2020-21 Financial Projection
SUMMARY OF FUNDED POSITIONS

	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	-	3	3	-	9	8	1	19	18	1
Algonquin College In The Ottawa Valley	29	29	-	7	7	-	34	33	1	70	69	1
Algonquin Centre for Construction Excellence	66	61	5	3	3	-	11	11	-	80	75	5
Experiential Learning and Innovation	-	-	-	8	2	6	16	14	2	24	16	8
Faculty Of Arts Media & Design	137	131	6	8	8	-	35	33	2	180	172	8
Faculty Of Health, Public Safety & Comm. Studies	125	116	9	9	8	1	32	32	-	166	156	10
Global, Online and Corporate Learning	-	-	-	25	18	7	45	43	2	70	61	9
School of Advanced Technology	112	100	12	6	6	-	17	15	2	135	121	14
School Of Business	90	81	9	5	5	-	8	7	1	103	93	10
School Of Hospitality & Tourism	44	41	3	4	2	2	9	8	1	57	51	6
Senior Vice-President Academic	-	-	-	3	3	-	-	-	-	3	3	-
Academic Services Total	**618**	**573**	**45**	**89**	**73**	**16**	**230**	**218**	**12**	**937**	**864**	**73**
Advancement												
Advancement Operations	-	-	-	6	6	-	6	5	1	12	11	1
Advancement Total	**-**	**-**	**-**	**6**	**6**	**-**	**6**	**5**	**1**	**12**	**11**	**1**
Finance & Administration												
Campus Services	-	-	-	15	10	5	70	66	4	85	76	9
Facilities Management	-	-	-	11	10	1	36	31	5	47	41	6
Finance And Administrative Services	-	-	-	13	12	1	27	26	1	40	38	2
Information Technology Services	-	-	-	25	22	3	88	85	3	113	107	6
Risk Management	-	-	-	10	10	-	1	1	-	11	11	-
Vice-President Finance and Administration	-	-	-	2	2	-	-	-	-	2	2	-
Finance & Administration Total	**-**	**-**	**-**	**76**	**66**	**10**	**222**	**209**	**13**	**298**	**275**	**23**
Human Resources												
Labour Relations	-	-	-	14	14	-	-	-	-	14	14	-
People and Culture	1	1	-	12	12	-	3	3	-	16	16	-
Vice-President Human Resources			-	3	2	1	-	-	-	3	2	1
Human Resources Total	**1**	**1**	**-**	**29**	**28**	**1**	**3**	**3**	**-**	**33**	**32**	**1**

ALGONQUIN COLLEGE

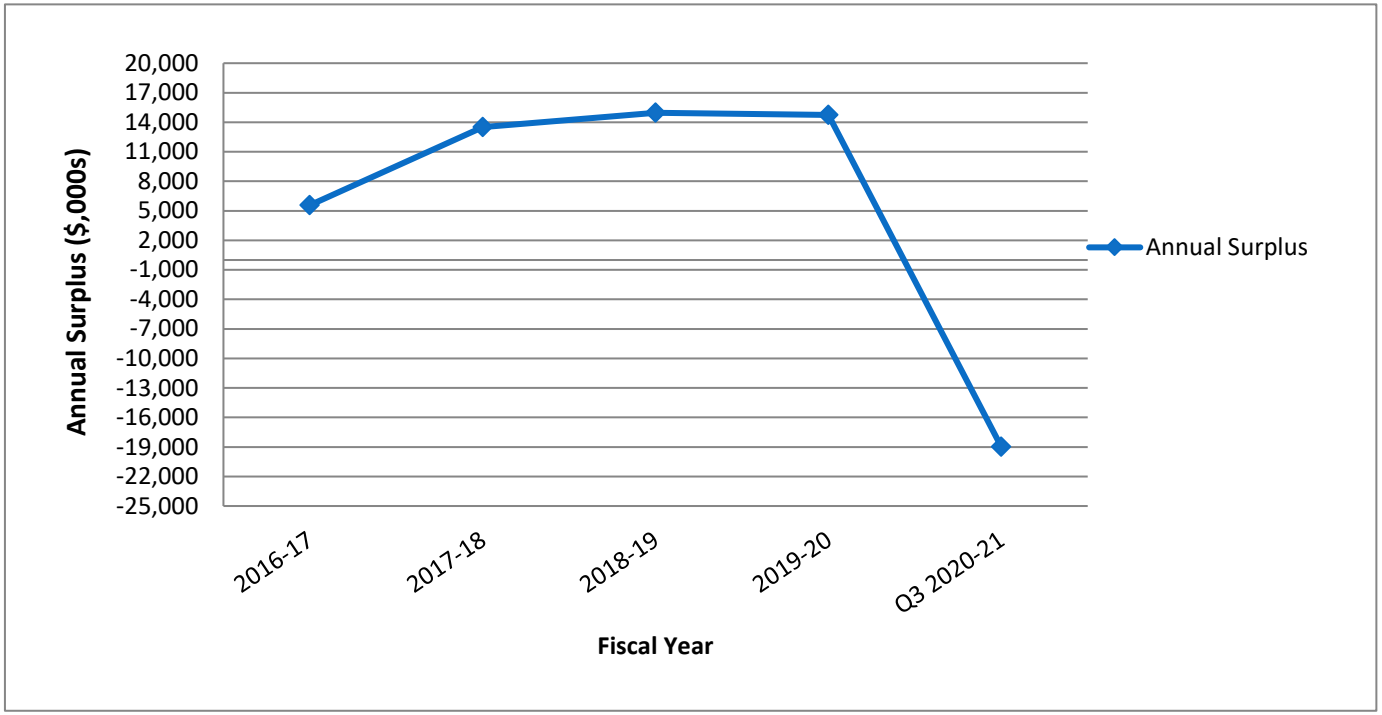
Third Quarter 2020-21 Financial Projection
SUMMARY OF FUNDED POSITIONS

	Academic			Administrative			Support			Total		
	Positions	Staffed	Vacant	Positions	Staffed	Vacant	Positions	Staffed	Vacant	Positions	Staffed	Vacant
President And Board Of Governors												
Communications	-	-	-	4	3	1	6	6	-	10	9	1
President and Board Of Governors	-	-	-	4	4	-	-		-	4	4	-
President And Board Of Governors Total	**-**	**-**	**-**	**8**	**7**	**1**	**6**	**6**	**-**	**14**	**13**	**1**
Student Services												
Business Improvement Office	-	-	-	5	2	3	-	-	-	5	2	3
Marketing & Recruitment	-	-	-	2	2	-	27	26	1	29	28	1
Registrar	-	-	-	9	9	-	66	63	3	75	72	3
Student Support Counselling And First Gen	20	19	1	11	11	-	43	42	1	74	72	2
Vice-President Student Services	-	-	-	2	2	-	-	-	-	2	2	-
Student Services Total	**20**	**19**	**1**	**29**	**26**	**3**	**136**	**131**	**5**	**185**	**176**	**9**
Truth, Reconciliation & Indigenization												
Indigenous Services And Partnerships	-	-	-	4	4	-	-	-	-	4	4	-
Truth, Reconciliation & Indigenization Total	**-**	**-**	**-**	**4**	**4**	**-**	**-**	**-**	**-**	**4**	**4**	**-**
College Totals	**639**	**593**	**46**	**241**	**210**	**31**	**603**	**572**	**31**	**1,483**	**1,375**	**108**
										100.00%	92.72% Total Staffed	7.28% Total Vacant

ALGONQUIN COLLEGE

Third Quarter 2020-21 Financial Projection
Financial Health Indicators

Operating Results: Annual Surplus

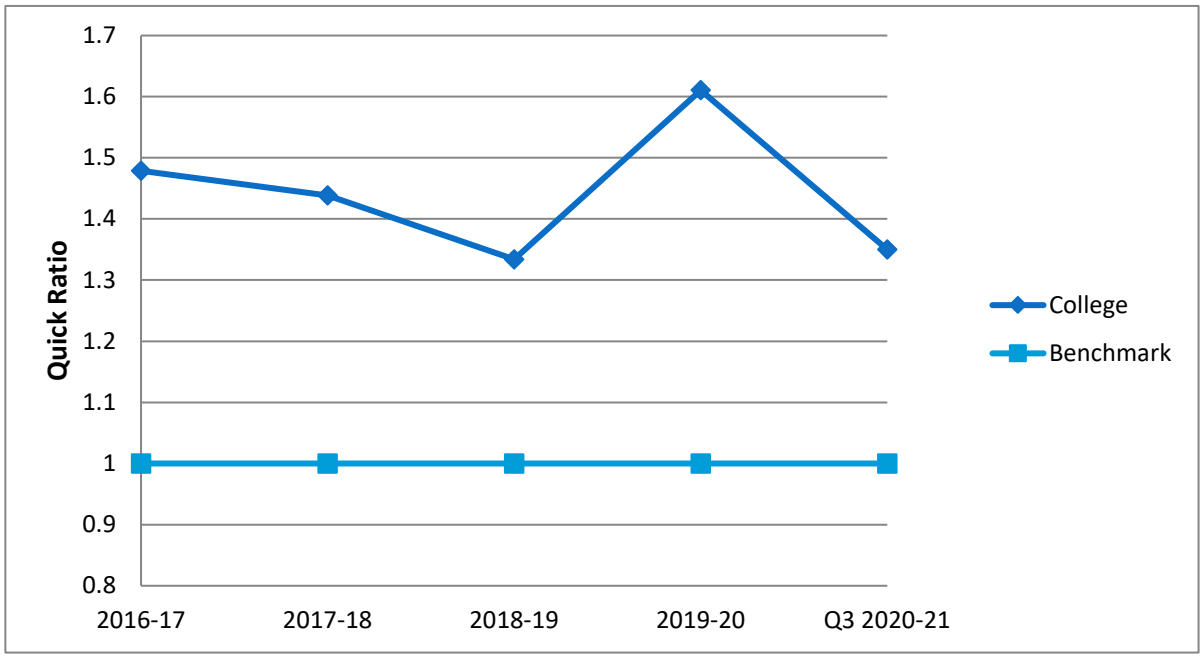


Objective:
Measures the excess of revenues over expenses in a given year.
Benchmark:
Must be greater than $0.
Rationale:
An annual deficit or declining surpluses may indicate a decline in an institution's financial health.

ALGONQUIN COLLEGE

Third Quarter 2020-21 Financial Projection
Financial Health Indicators

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).

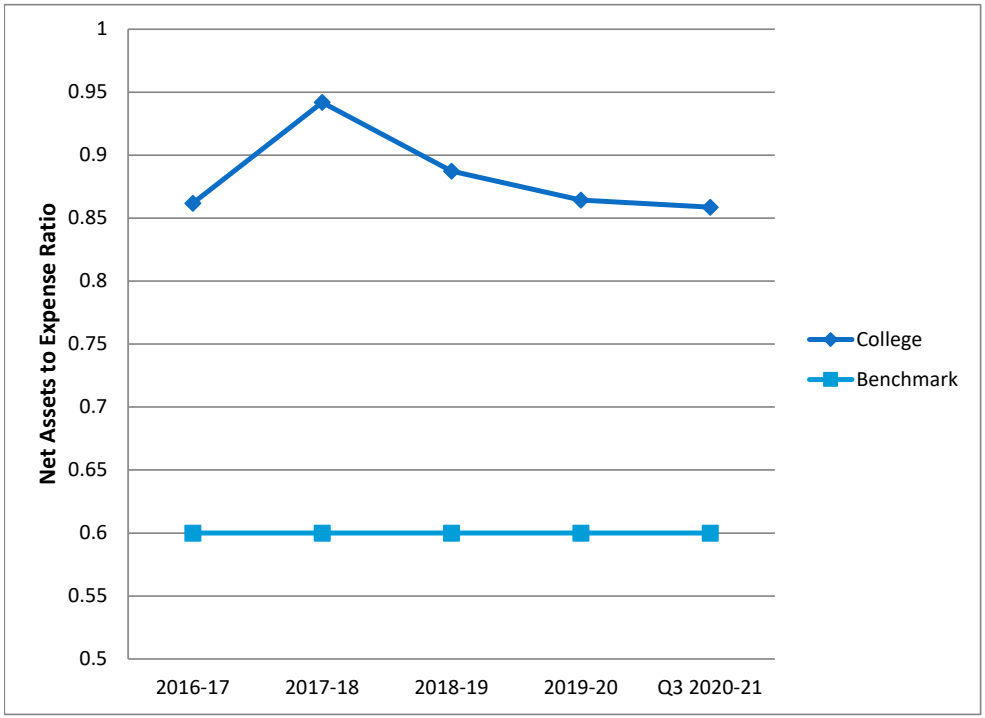
Benchmark:
A ratio of 1 or higher indicates that a college should be able to meet its short-term obligations.

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.

ALGONQUIN COLLEGE

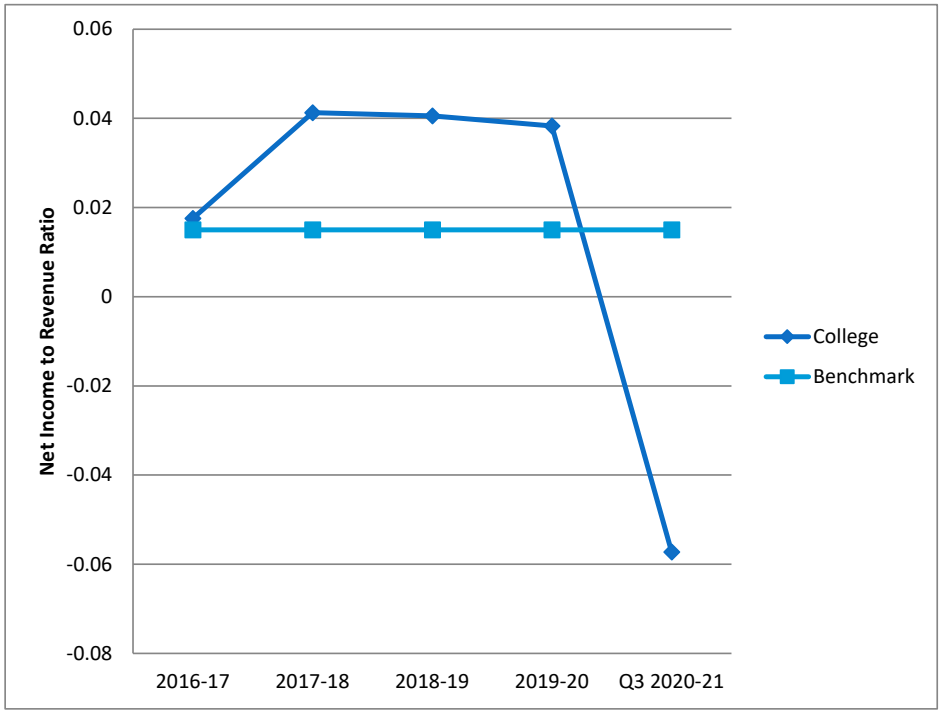
Third Quarter 2020-21 Financial Projection
Financial Health Indicators

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

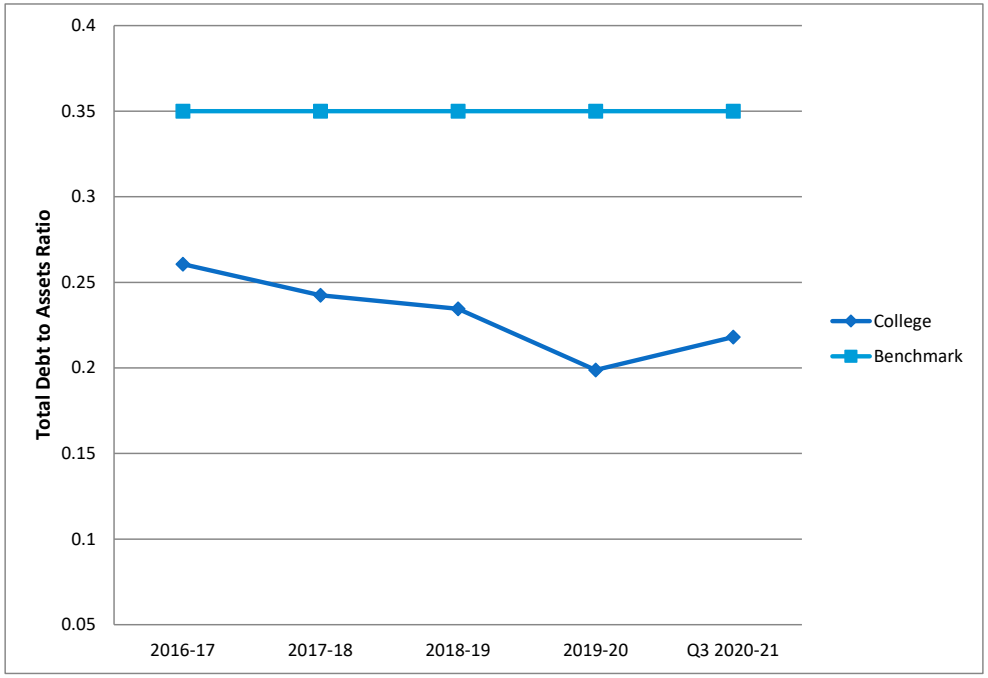


Objective:
This ratio measures the return an institution generates on each dollar of revenue.
Benchmark:
Less than 1.5% may be a concern because it may indicate that the college may not be able to recover from a deficit position in a reasonable period of time.
Rationale:
A surplus less than 1.5% of revenues indicates that small changes in expenses or revenues may result in annual deficits for the institution.

ALGONQUIN COLLEGE

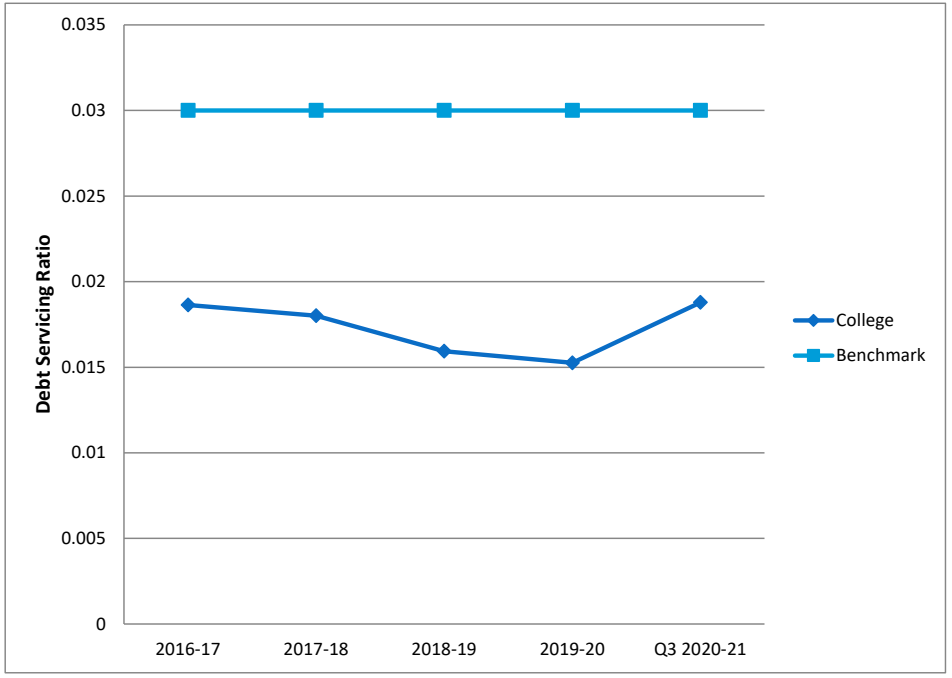
Third Quarter 2020-21 Financial Projection
Financial Health Indicators

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

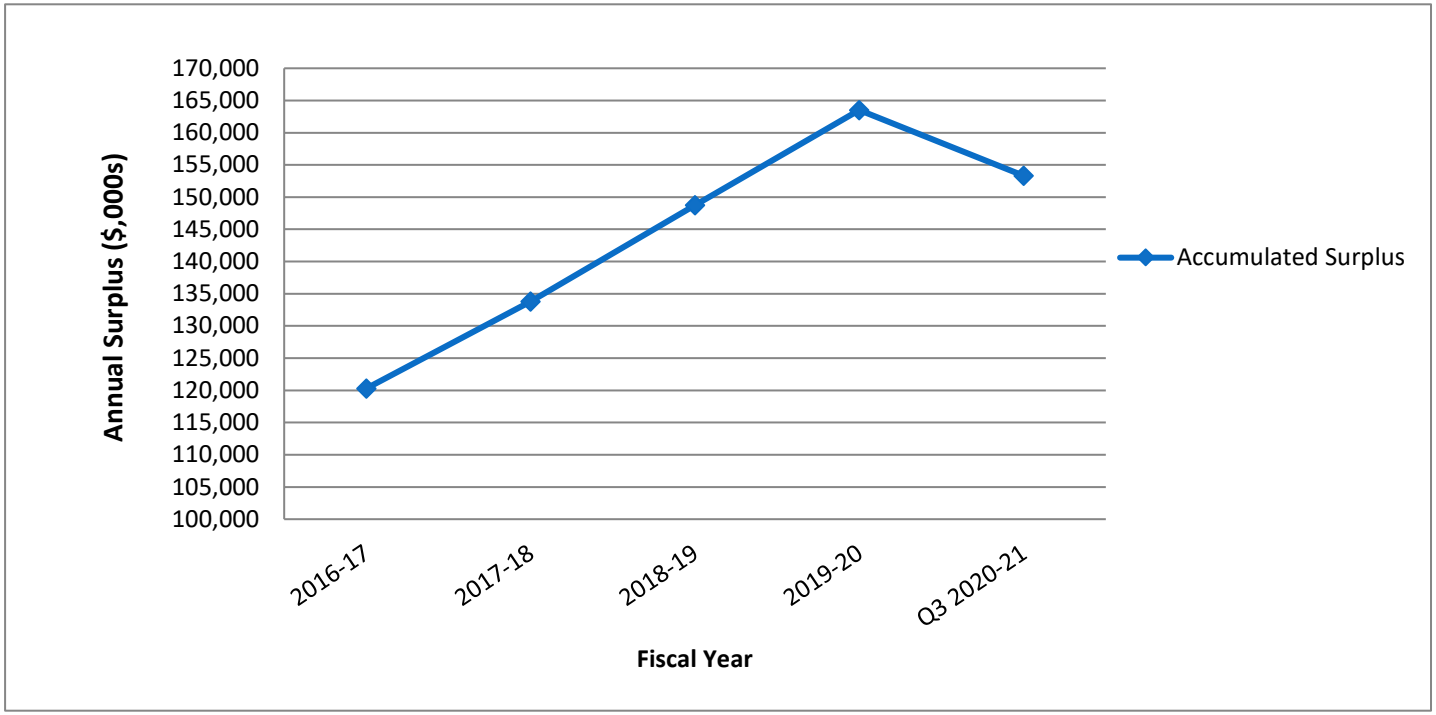


Objective:
This ratio measures the College's spending on servicing the debt portfolio .
Benchmark:
A ratio of 3% or lower, based on historical trend analysis and industry standard.
Rationale:
A ratio of greater than 3% may indicate a reduced or restricted cash flow as the College is spending less than 97% of revenues on core services.

ALGONQUIN COLLEGE

Third Quarter 2020-21 Financial Projection
Financial Health Indicators

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.

6.1 Appendix B

ANNUAL BUDGET AND QUARTERLY FINANCIAL PROJECTIONS COMPLIANCE SCHEDULE

	Source	Budget/Projection Requirement	Compliant (Y/N)
1	BGII-02 Board Financial Management Policy	1.2 The annual budget [and Quarterly Projections] … shall: 1.2.2 Have expenditures not exceeding revenues unless the Board has approved … to spend from reserve funds;	Y (Board approval date: July 13, 2020)
2	BGII-02 Board Financial Management Policy	1.2 The annual budget [and Quarterly Projections] … shall: 1.2.3 Have ancillary expenditures not exceeding ancillary revenues unless the Board has specifically directed otherwise.	Y (Board approval date: July 13, 2020)
3	BGII-02 Board Financial Management Policy	2.3 Quarterly projections of the annual budget shall be presented to the Board, ensuring the College's projected surplus or deficit are at least equal to or better than the Approved Budget.	N
4	BGII-02 Board Financial Management Policy	4.2 The President may not approve an unbudgeted expenditure or commitment that will result in the College's fiscal year-end total balance of unrestricted net assets plus internally restricted net assets being lower than budgeted without the approval of the Board.	Y
5	Strategic Plan 2017-2022	'Goal 5 - Enhance Algonquin's global impact and community social responsibility' -we must ensure we maintain strong financial health indicators	Y
6	President's Budget Overview - Annual Budget	President's Overview: 'We will be aggressively pursuing further opportunities in the non funded area which will provide funds for investment in all of the things that are currently not funded through government sources such as technology upgrades, infrastructure improvements, equipment for faculty and staff etc.' - we must ensure that our SIP expenditures (budgeted and projected) do not exceed the sum of: - Non-Funded Activities net contributions; and - Allocations from Internally Restricted Net Assets such that the ending balance of Internally Restricted Net Assets is at least equal to or greater than the balance approved by the Board in the Annual Budget (see #4 above).	N

ALGONQUIN COLLEGE

President/Board of Governors

Agenda Item No: 6.2

Report title:	2021-22 Budget Assumptions, Three-Year Pro Forma, First Draft Concepts of the 2021-23 Business Plan
Report to:	Board of Governors
Date:	February 22, 2021
Authors/Presenters:	Duane McNair, Vice President, Finance and Administration Laura Stanbra, Vice President, Student Services Grant Perry, Chief Financial Officer Ron McLester, Vice President, Truth, Reconciliation and Indigenization

1. RECOMMENDATION:

THAT the Board of Governors accepts the 2021-22 Budget Assumptions and the Draft Three-Year Pro Forma budget for information and that the Board is advised of key concepts in the development of the 2021-23 Business Plan.

2. PURPOSE / EXECUTIVE SUMMARY:

The purpose of this report is to provide the Board of Governors with a draft three-year pro forma budget for the period of 2021-22 to 2023-24, as well as insight into the development of the 2021-23 Business Plan.

3. BACKGROUND:

For the foreseeable future, the College will be facing a number of challenges:

- Continued response to and recovery from the COVID-19 pandemic impacts.
- Changing demographics of our student population.
- Impacts of the corridor funding model and the Strategic Mandate Agreement 3 (SMA3).
- 10% tuition reduction introduced in 2019-20 and the ongoing tuition freeze that is anticipated to extend to the 2021-22 fiscal year.
- Increasing operating costs.
- Growing deferred maintenance requirements for physical and technological infrastructure.

Each of the above noted challenges impact the College's operating budget. The College Budget Committee that is comprised of a cross-College team of Deans and Directors has worked collaboratively since the Spring of 2020 to develop estimates and assumptions supporting the draft three-year pro forma budget. Additionally, the College Leadership Team has worked with their respective areas to develop key elements of a multi-year business plan, informed by the challenges outlined above and balanced with opportunities the College proposes to undertake.

The final 2021-22 Annual Budget and Business Plan will be presented to the Board of Governors for approval at the April 19, 2021 meeting.

4. DISCUSSION:

Preliminary estimates for the three-year pro forma from fiscal year 2021-22 to fiscal year 2023-24 are presented in Appendix A: Draft Three-Year Pro Forma Budget.

The draft pro forma includes the following general assumptions:

- Fixed provincial operating funding is projected as per the terms of the Strategic Mandate Agreement (SMA3) and the corridor funding model.
- Salaries and benefits have been estimated based on current and projected collective agreements, the impacts of Bill 124-Protecting a Sustainable Public Sector for Future Generations Act 2019 and existing compensation practices.
- Increases have been projected at 0% to 1.5% for most other operating expenditures.
- Strategic Investment Priorities projections include major capital project investments previously approved by the Board of Governors, as well as major capital projects (Salesforce Lightning Upgrade and Accessibility for Ontarians with Disabilities Act (AODA) Compliance) which will be presented to the Board of Governors for approval. Also included in the pro forma is an allocation of funding for a number of strategic projects and initiatives.

The draft pro forma includes the following specific assumptions:

2021-22

- 4% total, full-time enrolment growth over the Second Quarter 2020-21 Projection, comprised of:
  - 2% increase in domestic student growth over the Second Quarter 2020-21 Projection.
  - 12% increase in international student growth over the Second Quarter 2020-21 Projection.
- 0% tuition fee increase for full-time tuition, as an updated tuition framework has not been released by the Ministry of Colleges and Universities.
- $0 increase to College operating grants.
- Salaries and benefit wage increases do not exceed public sector increases and are based on collective agreements and legislation.
- Other operating expenses have been increased at a rate consistent with inflation where necessary, however most operating expenses remained constant or have been reduced relative to the prior year.
- Strategic Investment Priorities capacity is estimated at $42 million, of which $29 million will fund Major Capital Projects.
- Contributions to reserves are suspended.
- Overall College contribution is budgeted at a $10 million deficit.

2022-23

- 3% total, full-time enrolment growth over the 2021-22 Pro Forma, comprised of:
  - 2% increase in domestic student growth over the 2021-22 Pro Forma.
  - 8% increase in international student growth over the 2021-22 Pro Forma.
- 3% tuition fee increase for full-time tuition. An updated tuition framework has not been released by the Ministry of Colleges and Universities, however we anticipate that an increase in tuition fees will be permitted in 2022-23.
- $0 increase to College operating grants.
- Salaries and benefit wage increases do not exceed public sector increases and are based on collective agreements and legislation.
- Other operating expenses have been increased at a rate consistent with inflation where necessary, however most operating expenses remained constant relative to the prior year.
- Strategic Investment Priorities capacity is estimated at $42.7 million.
- Contributions to reserves are suspended.
- Overall College contribution margin is $0.

2023-24

- 2% total, full-time enrolment growth over the 2022-23 Pro Forma, comprised of:
  - 1% increase in domestic student growth over the 2022-23 Pro Forma.
  - 6% increase in international student growth over the 2022-23 Pro Forma.
- 3% tuition fee increase for full-time tuition. An updated tuition framework has not been released by the Ministry of Colleges and Universities, however we anticipate that an increase in tuition fees will be permitted in 2023-24.
- $0 increase to College operating grants.
- Salaries and benefit wage increases do not exceed public sector increases and are based on collective agreements and legislation.
- Other operating expenses have been increased at a rate consistent with inflation where necessary, however most operating expenses remained constant relative to the prior year.
- Strategic Investment Priorities capacity is estimated at $40.1 million.
- Contributions to reserves resumes with $9.2 million in planned contributions.
- Overall College contribution margin is a $4.1 million surplus.

In previous years, the two-year Business Plan has been presented to the Board as a “firm” plan for the first year and a “flexible” plan for the second year. Given the uncertainty due to the COVID-19 pandemic, the 2020-21 Business Plan required restating, at a special July 2020 Board meeting. With the continued uncertainty of the Pandemic and the development of a 2022-25 Strategic Plan, it is suggested that the first year of the 2021-23 Business Plan be presented as “flexible” and the second year, as “fluid”. Quarterly reports to the Board of Governors on the Business Plan will provide appropriate oversight of Business Plan initiatives.

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.**	☒	**CONNECTED** **Goal Four** **Become an integral partner to our alumni and employers.**	☒
QUALITY AND INNOVATION **Goal Two** **Lead the college system in co-op and experiential learning.**	☒	**SUSTAINABLE** **Goal Five** **Enhance Algonquin's global impact and community social responsibility.**	☒
Goal Three **Attain national standing in quality, impact and innovation within each school and service.**	☒	**PEOPLE** **Goal Six** **Be recognized by our employees and the community as an exceptional place to work.**	☒

6. STUDENT IMPACT:

The pro forma includes sufficient resources to maintain adequate student service levels and academic program standards. Substantive initiatives in the 2021-23 Business Plan will focus on restoring student enrolment to pre-COVID-19 levels, enhancing the student experience from lessons learned during the pandemic and moving the College further in pursuit of the goal to be a learner-driven organization.

7. FINANCIAL IMPACT:

These budget assumptions and financial pro forma will result in the College projecting favourable financial health indicators for most of the indicators that are established with the Government of Ontario. Due to the deficit projected in 2021-22 and as the College continues to recover from the pandemic, the Net Income to Revenue ratio is expected to remain below the benchmark of 1.5% and the Annual Surplus is projected remain below the benchmark of $0 until 2022-23.

This financial pro forma includes projected drawdowns of internally restricted net assets to fund Board approved Strategic Investment Priorities including the Pedestrian Bridge to Rapid Transit and the Student Information System.

8. HUMAN RESOURCES IMPACT:

The financial pro forma and business plan will include sufficient resources to staff full-time and other-than-full-time complement positions to support College programs and services.

9. GOVERNMENT / REGULATORY / LEGAL IMPACT:

While the 2021-22 pro forma continues to show an overall deficit from the operations of the College, as we recover from the COVID-19 pandemic, the net assets portion of the pro forma is developed to achieve positive fiscal year-end balances for Unrestricted Net Assets plus Internally Restricted Net Assets. These positive fiscal year-end balances adhere to the Ministry's Business Plan Directive on Deficit Recovery plans and the College's Board Financial Management Policy.

10. COMMUNICATIONS:

The budget estimates will inform the development of the College's Annual Budget and Business Plan that will be presented to the Board of Governors for approval on April 19, 2021.

11. CONCLUSION:

These budget assumptions, financial pro forma and concepts for the 2021-23 Business Plan are projected based on the current information available to the College. Projected net contributions and reserves will be used to support the College's Strategic Plan, and the College's mission: To Transform Hopes and Dreams into Lifelong Success.

Respectfully submitted:

Duane McNair
Vice President, Finance and Administration

Approved for submission:

Claude Brulé
President and CEO

Laura Stanbra
Vice President, Student Services

Appendices:

Appendix A: Draft Three-Year Pro Forma Budget

6.2 APPENDIX A

ALGONQUIN COLLEGE

DRAFT - THREE-YEAR PRO FORMA SUMMARY
(ALL figures in $ 000's)

	Annual Budget 2020-21	Q1 2020-21	Q3 2020-21	Pro Forma 2021-22	Pro Forma 2022-23	Pro Forma 2023-24
Funded Activity/College Operations						
Revenue	$ 278,123	$ 243,578	$ 245,085	$ 257,516	$ 270,819	$ 278,622
Expenditures	267,103	256,839	256,260	263,887	270,778	277,207
Net Contribution	11,020	(13,261)	(11,175)	(6,371)	41	1,415
Contract Activity & Other Non-Funded Activity						
Revenue	27,805	39,526	43,724	41,782	47,989	51,320
Expenditures	28,181	37,441	41,363	41,152	46,228	49,396
Net Contribution	(376)	2,085	2,361	630	1,761	1,925
Campus Services						
Revenue	40,888	23,049	14,995	15,439	27,028	34,274
Expenditures	33,398	21,826	18,792	16,792	23,946	28,372
Net Contribution	7,490	1,223	(3,797)	(1,353)	3,082	5,902
International Education Centre						
Revenue	67,079	43,775	46,796	55,343	59,075	62,765
Expenditures	48,442	33,605	34,152	39,635	41,682	43,210
Net Contribution	18,637	10,170	12,644	15,708	17,393	19,555
Strategic Investment Priorities						
Revenue	41,545	41,545	41,503	8,700	6,500	6,500
Expenditures	80,341	66,992	65,579	42,200	42,756	40,115
Net Contribution	(38,796)	(25,447)	(24,076)	(33,500)	(36,256)	(33,615)
Non-Cash Revenue Adjustments						
Capital Grants recorded as Deferred Capital Contributions	(1,300)	(1,300)	(1,300)	(1,200)	(1,200)	(1,200)
Amortization of Deferred Capital Contributions	7,900	8,000	8,000	8,000	8,000	8,000
Non-Cash Expenditure Adjustments						
Expenditures to be Capitalized	18,000	13,700	13,800	23,976	23,069	18,015
Amortization Expense	(17,000)	(16,000)	(16,000)	(16,000)	(16,000)	(16,000)
Change in Vacation, Sick Leave & Post-Employment Benefits	110	1,860	560	110	110	110
Net Contribution as per Public Sector Accounting Standards (PSAS)	**$ 5,685**	**$ (18,970)**	**$ (18,983)**	**$ (10,000)**	**$ (0)**	**$ 4,106**

ALGONQUIN COLLEGE

President/Board of Governors

Agenda Item No: 6.3

Report title:	Proposed 2021-22 Schedule of Tuition and Ancillary Fees
Report to:	Board of Governors
Date:	February 22, 2021
Author/Presenter:	Laura Stanbra, Vice President, Student Services Krista Pearson, Registrar

1. RECOMMENDATION:

   THAT the Board of Governors approves the proposed 2021-22 Schedule of Tuition and Ancillary Fees.

2. PURPOSE / EXECUTIVE SUMMARY:

   The purpose of this report is to review the Proposed 2021-22 Tuition and Ancillary Fees Schedules as established in accordance with the Ministry of Colleges and Universities' Binding Policy Directive on Tuition and Ancillary Fees. Please refer to Appendix A: Executive Summary of Fee Information.

3. BACKGROUND:

   Each year the Tuition and Fees Schedules for the upcoming academic year are presented to the Board of Governors. The proposed 2021-22 Tuition and Fees Schedules apply to the academic year beginning September 1, 2021 and ending August 31, 2022.

   On January 17, 2019 for the 2019-20 academic year and continuing onto the 2020-21 academic year, the Government of Ontario announced a reduction of 10% from the 2018-19 tuition rate. Following this announcement, the Ministry of Colleges and Universities released a new Tuition Fee Framework effective September 1, 2019 to August 31, 2021. The Tuition Fee Framework for 2021-22 has not yet been released by the Ministry of Colleges and Universities. Requests for a release date have been sought from the Ministry, however, the Ministry is not currently able to provide an anticipated date. Consequently, the Schedule of Tuition and Ancillary Fees may be subject to change upon receipt of Ministry direction.

   Principles of the tuition fee framework for establishing 2021-22 schedule of fees include:

   a) A continued freeze on tuition fees for the 2021-22 academic year at 2019-20 tuition rates as outlined in Appendix B: Proposed 2021-22 Schedule of Fees.

b) As per Ministry guidelines, High Demand domestic enrolment must be not be greater than 15.0% of the College's post-secondary domestic enrolment. Graduate Certificate and Degree Programs are excluded from this calculation as outlined in Appendix C: Draft 2021-22 High Demand Program Calculation.

The draft 2021-22 Tuition and Fees Schedules were developed in consultation with Academic Operations and Planning, Academic Areas, Co-operative Education, the International Education Centre, the Students' Association, the City of Ottawa (Universal Bus Pass), Campus Services, Information Technology Services, Registrar's Office and Student Support Services.

The Draft 2021-22 Compulsory Ancillary Fees were initially presented to the Students' Association on March 16, 2020. Given the coronavirus pandemic, additional scrutiny and review was undertaken on the proposed ancillary fees followed by adjustments and then presented again to the Students' Association on November 23, 2020. On December 11, 2020, the Protocol Agreement, in alignment with Ministry of Colleges and University policy, was signed by the Students' Association and is included as Appendix D: Students' Association Approval of the 2021-22 Compulsory Ancillary Fees and detailed in Appendix E: Draft 2021-22 Compulsory Ancillary Fees.

The first draft the 2021-22 Schedule of Tuition and Ancillary Fees was reviewed and endorsed by the College Budget Committee on November 12, 2020. Subsequently, this initial draft 2021-22 Schedule of Tuition and Ancillary Fees was prepared for the Algonquin College Executive Team on December 2, 2020; the draft 2021-22 Schedule of Tuition and Ancillary Fees was approved by the Algonquin College Executive Team on December 16, 2020. On January 27, 2021 the Academic and Student Affairs Committee endorsed the recommendation that the draft 2021-22 Schedule of Tuition and Ancillary proceed to the Board of Governors.

4. DISCUSSION:

The preparation details for the proposed Tuition and Fees Schedules are summarized in Appendix A: Executive Summary of Fee Information for the Draft 2021-22 Tuition and Fee Schedules. All changes to fees have been highlighted in yellow in the enclosed fee tables in Appendix B: Proposed 2021-22 Schedule of Fees.

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.**	☒	**CONNECTED** **Goal Four** **Become an integral partner to our alumni and employers.**	☐

QUALITY AND INNOVATION **Goal Two** **Lead the college system in co-op and experiential learning.**	☐	**SUSTAINABLE** **Goal Five** **Enhance Algonquin's global impact and community social responsibility.**	☒
Goal Three **Attain national standing in quality, impact and innovation within each school and service.**	☐	**PEOPLE** **Goal Six** **Be recognized by our employees and the community as an exceptional place to work.**	☒

6. STUDENT IMPACT:

   Tuition fees support the overall health of College financial resources, which, in turn, contributes to the efficient delivery of programs and services for students. Every effort is made to securitize fees and maintain a balance of financial impact on students with the need to support program instruction. Student tuition fees contribute to the College's ability to continue to provide quality education.

   Algonquin College's Standard Tuition Fee is comparable to other Ontario Colleges. Since 2019-20, within the existing Tuition Fee Framework and application of a tuition fee freeze, the estimated variance is $75 per term between the highest provincial College annual tuition rate and the lowest. Algonquin College's Standard Tuition Fee is expected to stay within $20.00 of most of the Ontario Colleges, and within a $5.00 of thirteen of the twenty-four Colleges. In this way, Algonquin is competitive and comparable within the Ontario college system. For sample program fees and affordability context, please refer to Appendix F: Sample 2021-22 Fee Comparison of Four Programs and Appendix G: Sample 2021-22 Student Funding and Expenses.

7. FINANCIAL IMPACT:

   The Draft 2021-22 Tuition and Fees Schedules are in alignment with provincial practice and the College's budgetary planning. Tuition and Ancillary Fees augment the General Purpose Operating Grant from the province to support program delivery.

8. HUMAN RESOURCES IMPACT:

   The Draft Schedule of Tuition and Ancillary Fees does not have an impact on human resources.

9. GOVERNMENT / REGULATORY / LEGAL IMPACT:

   The Tuition and Fees Schedules have been prepared in compliance with the existing Government of Ontario's Ministry of Colleges and Universities Tuition Fee Framework as

articulated in the Tuition and Ancillary Fees Minister's Binding Policy Directive, and the Tuition and Ancillary Fees Reporting Operating Procedure. The Compulsory Ancillary Fees were reviewed and discussed with the Students' Association and subsequently approved by the College's Students' Association on December 11, 2020 as per the protocol agreement.

10. COMMUNICATIONS:

Preparation of the Tuition and Fees Schedules provides new students with the fee information for the 2021-22 admissions cycle and prior to the provincial confirmation deadline of May 1, 2021 in alignment with Ministry policy.

Fee information is communicated to students through the Algonquin College Student Information System (ACSIS) web-based student portal and the Algonquin College website. The Registrar's Office also uses personalized and targeted communications through digital signage, social media, and email to advise students of important fee information. The Tuition Fee Estimator on the Algonquin College website eases the ability for students to see all fees for financial and other planning pertaining to the program of study.

11. CONCLUSION:

The 2021-22 Tuition and Fees Schedules were established in a thorough and consultative process in compliance with Ministry policies. The goal is to continue to support the College in balancing affordable and market competitive fees for students while providing sustainable and high-quality resources for quality education.

Respectfully submitted:

Laura Stanbra
Vice President, Student Services

Approved for submission:

Claude Brulé
President and CEO

Appendices:

Appendix A: Executive Summary of Fee Information for the Draft 2021-22 Tuition and Fee Schedules
Appendix B: Proposed 2021-22 Schedule of Fees
Appendix C: Draft 2021-22 High Demand Program Calculation
Appendix D: Students' Association Approval of the 2021-22 Compulsory Ancillary Fees
Appendix E: Draft 2021-22 Compulsory Ancillary Fees
Appendix F: Sample 2021-22 Fee Comparison of Four Programs
Appendix G: Sample 2021-22 Student Funding and Expenses

ALGONQUIN COLLEGE

President/Board of Governors

Agenda Item No: 7.1

Report title:	Third Quarter 2020-21 Business Plan Performance
Report to:	Board of Governors
Date:	February 22, 2021
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 Third Quarter covers the period October 1 through to December 31, 2020, provided in Appendix A: Third 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.

Agenda Item No: 7.1

Exceptions Report

The Exceptions Report for the Second Quarter which covers the period October 1 through to December 31, 2020, is provided in Appendix A: Third Quarter 2020-21 Business Plan Exceptions Report.

4. DISCUSSION:

Nine of the 27 Business initiatives have a blue status, indicating they have been completed. Nine initiatives have a green status, indicating they are in progress to be completed on time. Two initiatives are currently coded as yellow, indicating the initiatives *are delayed* but forecast to be complete by fiscal year end. Four items are identified as orange status indicating they may be *at risk* of not being completed by fiscal year-end. There are three initiatives that moved to a red status, as they will not be completed by fiscal year-end. However, these three initiatives are forecasted to reach completion early in the 2021-22 fiscal year. Contingency action plans are implemented for all targets and initiatives that have a yellow, orange or red 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.**	☒	**CONNECTED** **Goal Four** **Become an integral partner to our alumni and employers.**	☒
QUALITY AND INNOVATION **Goal Two** **Lead the college system in co-op and experiential learning.**	☒	**SUSTAINABLE** **Goal Five** **Enhance Algonquin's global impact and community social responsibility.**	☒
Goal Three **Attain national standing in quality, impact and innovation within each school and service.**	☒	**PEOPLE** **Goal Six** **Be recognized by our employees and the community as an exceptional place to work.**	☒

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:

    As of the third quarter, 67 percent (two third) of the business plan initiatives have been completed or on track for originally anticipated completion. Seven percent of the business plan priorities are delayed but anticipated to be completed. Fifteen percent of business plan items are at risk of not being completed within this fiscal year, but are well underway. Eleven percent of initiatives have been confirmed as unable to be completed in time, but will be completed early in the new fiscal year. These results indicate that every effort is being made, within the most exceptionally uncertain and challenging year in the history of the College, to reach the re-stated business plan objectives 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: 2020-21 Third Quarter Business Plan Dashboard
Appendix B: 2020-21 Third Quarter Business Plan 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, 2021

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 Ontarion Colleges. (Customer)

Goal	ACET Sponsor	2020-21 Metric	Q3 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.	

CONNECTED

Become an integral partner to our alumni and employers			
Goal	**ACET Sponsor**	**2020-21 Metric**	**Q3 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**	Ottawa Campus of Care 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**	**Q3 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.	

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**	**Q3 Status**
Increase the number of Students Registered in Co-op			
8.0	**FA**	50% of eligible Co-op programs available for direct entry at time of application for Fall 2020 intake.	
Reduce the risk of failure of information technology infrastructure and software applications			
9.1	**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	
9.2	**SS**	Project plan for phased implementation of the Student Information System project approved by the Algonquin College Executive Team by March 31, 2021.	
Business Processes Improved, Time repurposed in hours, Non-personnel costs reinvested			
10.0	**SS**	Forty top-priority processes improved as determined by the Algonquin College Leadership Team, with the outcome of hours repurposed and non-personnel cost reinvested by March 31, 2021.	
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	

Sustainability

Pursue truth and reconciliation, social, environmental, and economic sustainability			
Goal	**ACET Sponsor**	**2020-21 Metric**	**Q3 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
Third Quarter Exceptions Report

	2017-22 Strategic Goals	2020-21 Metric	2020-21 Target	2020-21 Initiative/Leveraged Action	ACET Member	Status	Comments for Third Quarter
Learner Driven							
1.2	Establish Algonquin as the leader in personalized learning across all Ontario colleges	Improve overall student satisfaction	71%	Learner-driven Plan implementation of micro-credentials: 1.2) Operational processes necessary to support and maintain delivery of micro-credentials developed by March 31, 2021	C. Janzen		1.2) Will not reach target. Two part-time Business Analysts were hired and began December 14. Stakeholder consultations are currently underway, with the expectation of gathering business requirements by March 31, 2021. The Evaluation Team submitted its report on December 21, 2020. The target is expected to be reached by the end of May, 2021.
1.4	Athletics and Recreation Centre achieves substantial performance by March 31, 2021.			1.4) Athletics and Recreation Centre achieves substantial performance by March 31, 2021.	D. McNair		1.4) Will not reach target. Substantial Performance has been delayed to April 30, 2021 due to the timing of mechanical and electrical completion in the facility. This delay has been accepted by the client, the Algonquin Students' Association, and will not impact cost projections.
1.7	Establish Algonquin as the leader in personalized learning across all Ontario colleges	Improve overall student satisfaction	71%	1.7) 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, 2021.	C. Janzen		1.7) At Risk. Contract negotiations with the preferred partner are proceeding but delayed. It is anticipated that the agreement will receive Ministry approval by May 2021.

	2017-22 Strategic Goals	2020-21 Metric	2020-21 Target	2020-21 Initiative/Leveraged Action	ACET Member	Status	Comments for Third Quarter
Connected							
3	Become an integral partner to our alumni and employer	Improve Willingness to Recommend External Community (Perception)	-38	3) Ottawa Campus of Care shovel-ready and ready for design and development upon approval of government funding, by March 31, 2021.	C. Janzen		3) At risk. Negotiations are underway with the Provincial Government. The College is working with the partner to adjust project scope and advocate for financial support.
People							
6	Become an integral partner to our alumni and employer	Increase the strategic workforce planning forecasting focus of full-time and part-time staffing needs	50%	6) 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.	D. McCutcheon		6) Delayed. Plan developed for Taskforce to meet in January to determine scope and overall approach to develop planning strategy for academic services.
7	Become an integral partner to our alumni and employer	Create Culture of Employee Learning and Development through increased organizational training satisfaction metric	50%	7) 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.	D. McCutcheon		7) The governance model has been restated. The recommendation to create the cross-College Employee Learning and Development Standing committee was not approved at a December, 2020 Executive team meeting due to capacity of the Leadership Team. The initiative to provide upskilling and reskilling of our employees will continue on a modified scale under the direction of the Director, People and Culture in partnership with the Academic Development area. A modified framework will be presented to the Executive team by March 31, 2021.

	2017-22 Strategic Goals	2020-21 Metric	2020-21 Target	2020-21 Initiative/Leveraged Action	ACET Member	Status	Comments for Third Quarter
Innovation and Quality							
10	Become an integral partner to our alumni and employer	Business Processes Improved Time repurposed in hours Non-personnel costs reinvested	40 10,000 $20,000	10) Forty top-priority processes improved as determined by the Algonquin College Leadership Team, with the outcome of hours repurposed and non-personnel cost reinvested by March 31, 2021.	L. Stanbra		10) In progress; possibility of delay in reaching target for number of processes improved. Targets for time repurposed and non-personnel costs reinvested have been exceeded. Three processes are complete. Six processes that were expected to be completed by Q3 are delayed. Process improvement work continues. Status checks with process owners for the remaining 31 processes are ongoing.
Sustainability							
13	Increase value of new cash, gift-in-kind donations, and pledges	Increase value of new cash, gift-in-kind donations, and pledges	$2M	13) 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.	M. Savenkoff		13) At risk. To date, $844,265 has been raised, representing 42% of the $2M goal. The College has received donations from 463 donors as compared to 289 donors during this timeframe in 2019-20. Unexpected delays with select donors may result in identified major gift donations being fully realized in 2021-22.
15	Pursue truth, reconciliation, social environmental, and economic sustainability	Reduce greenhouse gas emissions measured in tonnes C02, scope 1&2 Emissions	11870	15) Commissioning of the new Solar Photovoltaic and battery energy storage system completed by March 31, 2021.	D. McNair		15) Will not reach target. The final connection of this new system to the Hydro Ottawa grid is delayed until Spring 2021 due to the pandemic-related delays at the utility and risks associated with completing the connection during the winter months.

2020-21 Business Plan
Definition of Metrics

#	Goal	Metric	Definition
2017-22 Strategic Directions	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 Strategic Directions	**DEFINITION OF METRIC**	**True North**	**True North Owner**
2. CONNECTED			
Alumni Engagement	**Number and percentage of contactable alumni who are engaged in meaningful activities with Algonquin College.** 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. **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): • **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: • **Philanthropi**c: 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
#	**Goal**	**Metric**	**Definition**
2017-22 Strategic Directions	**DEFINITION OF METRIC**	**True North**	**True North Owner**

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			
Employee Engagement	Percentage of engaged employees as measured in the employee engagement survey (AON Hewitt)	**100%**	HR
Willingness to Recommend (Perception) External Community	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) 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.	**100 NPS Score**	Academic

#	Goal	Metric	Definition
2017-22 Strategic Directions	**DEFINITION OF METRIC**	**True North**	**True North Owner**
4. INNOVATION AND QUALITY			
# of Students Registered in Co-op	The sum of; • 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 questionaire, created based on the competencies from the Innovation and Entrepreneurship Mindset Framework, which indicates through a self assessed score the level of innovation and entreprneurship 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
5. SUSTAINABLE (Financial, Enviromental, Social)			
Maintain cash reserves of March 31, 2020 for future College investments	Operating revenues less operating expenditures on a modified cash flow basis. *Under a modified cash flow basis the following cash outflows are treated as expenditures: • principal portion of debt service payments • contributions to reserves • purchases of assets that will be capitalized on the balance sheet The following cash inflows are treated as revenues: • capital grants that will be recorded as deferred capital contribution on the balance sheet The following items are excluded from the calculation: • depreciation expense, amortization of deferred capital contributions, change in vacation liability, impact of capitalizing assets and capital grants *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	**$100M**	Finance & Admin

#	Goal	Metric	Definition
2017-22 Strategic Directions	**DEFINITION OF METRIC**	**True North**	**True North Owner**
Greenhouse Gas Emissions	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: • 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. 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.	**0**	Finance & Admin
Indigenization & TRC	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. Participant engagement: meaningful engagement of interested individuals from students, college staff members (support staff, faculty and administrators) and college community stakeholders groups. • 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

ALGONQUIN COLLEGE

President/Board of Governors

Agenda Item No: 7.2

Report title:	Employee Engagement Update
Report to:	Board of Governors
Date:	February 22, 2021
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 enhancing the employee experience through a focus on diversity and inclusion, employee learning and the launch of an engagement pulse survey.

3. BACKGROUND:

   Algonquin College values both the dignity and uniqueness of the individual, as well as equity, diversity and inclusion in our community. Human Resources continues to champion these values across the college to ensure that our work environment is a place where all employees can feel safe, supported, respected and empowered. Employees can further be engaged by focusing on inclusion and diversity, and implementing programs that sustain culture change.

   With the COVID-19 pandemic extending into 2021, the College is committed to maintain employee engagement as a key priority. Diversity, inclusion and employee learning will continue to be a key driver for engagement. With the adoption of virtual technology and alternate delivery formats, Human Resources will aim to reach wider audiences and continue to provide engaging and impactful employee experiences.

4. DISCUSSION:

   Through February 1 to 5, 2021, Human Resources led a cross-college community event called *Taking a Stand: Disrupting Black and Indigenous Racism*. During the week, the college hosted two virtual sessions per day open to learners, employees, alumni and board members. The sessions represented a diversity of voices and issues that focused on exploring race and racism, becoming actively anti-racist, and celebrating Black and Indigenous culture. During this event, Human Resources also focused on fundraising for student bursaries and awards that support Black and Indigenous learners.

The event was led by the employee Inclusion and Diversity Circle, Student Support Services and the Students' Association. Details of delivered sessions are provided in Appendix A: Taking a Stand Events Calendar.

In addition to the focus on diversity and inclusion, Human Resources also launched a Pulse Survey in January to seek feedback on the College's response to the COVID-19 pandemic, remote working, psychological health and resources. To support the data collection process, the college has partnered with Metrics@Work, that was previously engaged on the 2019 Employee Engagement Survey. The results from this survey will provide insights on multiple fronts for the development of an action plan including employee preferences for remote working, and the future of work once there is a return to campus.

Employee learning remains a priority for Human Resources. The Centre for Organizational Learning planned, designed and delivered over 25 unique learning sessions from January 1, 2021 to June, 2021 through the Employee Learning Catalogue. To support these learning experiences, the Centre for Organizational Learning has leveraged the Employee Learning Platform to enable on-demand remote access to programs as well as adopting the Salesforce platform to track service requests and quality.

New digital programs launched in February include:

- Building Relationships: Learning about Truth and Reconciliation;
- Information Security Awareness and Training; and
- General Department Orientation for new employees.

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.**	☐	**CONNECTED** **Goal Four** **Become an integral partner to our alumni and employers.**	☒
QUALITY AND INNOVATION **Goal Two** **Lead the college system in co-op and experiential learning.**	☐	**SUSTAINABLE** **Goal Five** **Enhance Algonquin's global impact and community social responsibility.**	☒
Goal Three **Attain national standing in quality, impact and innovation within each school and service.**	☐	**PEOPLE** **Goal Six** **Be recognized by our employees and the community as an exceptional place to work.**	☒

6. STUDENT IMPACT:

These initiatives flow directly from the College's People Plan objective to foster an engaged, competent, and capable workforce. Engaged employees who are supported to be successful in their roles and have their contributions valued, have a positive impact on students and their College experience. Employees' perceptions of diversity practices in their organizations are directly related to engagement at work[1].

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, addressed through learning opportunities.

7. FINANCIAL IMPACT:

The learning opportunities, and the diversity and inclusion activities offered in 2020-21 were included in the People Plan strategic investment priority budget allocation. The College continues to meet its commitments outlined in the
Equity, Diversity & Inclusion Blueprint.

8. HUMAN RESOURCES IMPACT:

Human Resources will participate in the *Strategic Exercise to Restore Financial Sustainability (SERFS)* which will focus on building a framework of themes and actions to advance sustainability over the short, medium and long term. This exercise will be a key input into the refresh of the People Plan.

9. GOVERNMENT / REGULATORY / LEGAL IMPACT:

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

10. COMMUNICATIONS:

Continuing our culture of transparency and support for College employees, the communications are multi-faceted. Communication channels include myAC, Good Morning Algonquin updates, directed emails, invitations to share opportunities through internal networks (word-of-mouth), and memos cascaded though the organization.

[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

Agenda Item No: 7.2

11. CONCLUSION:

The engagement of College employees remains the key ingredient of achieving the College's 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: Taking a Stand Events Calendar

ALGONQUIN COLLEGE

Register for Taking a Stand: Disrupting Black & Indigenous Racism – A Week of Learning

For full details, please visit - http://www.algonquincollege.com/diversity/taking-a-stand/

	Monday February 1st	Tuesday February 2nd	Wednesday February 3rd	Thursday February 4th	Friday February 5th
Morning Session	**Ceremonial Opening** **9:45-11:00am** At 9:45 am on February 1st, join the entire Algonquin College Community for an artistic performance powerful call to action on racism with Leadership from Algonquin College, The City of Ottawa and the Federal Government. **Livestreamed on Youtube**	**Entrepreneurship as a Form of Self-Determination with Justin "Jah'kota" Holness** **11:00-12:00** Providing context and empowerment for the Indigenous and Black communities from the perspective of an Afro- Indigenized entrepreneur. **Register Here**	**Hair, Culture, & Identity** **10:00-11:00** This specific session is to explore the cultural importance of hair, and its place as an artefact of oppression for Black and Indigenous people. Speakers will include Makeda Cosper, Director at Impact Black Global, Elaine Kicknosway, an Algonquin elder and knowledge keeper, and Theland Kicknosway an activist, a role model, and an educator who weaves his culture into all that he does. **Register Here**	**A Fireside Chat on Finding Your Voice with Waubgeshig Rice** **10:00-11:00** This is an informal and intimate conversation between Waubgeshig Rice, author and journalist, and Julie McCann, coordinator of the journalism program at Algonquin College that will explore the role culture and lived experiences play in creative work. **Register Here** **limited space**	**How Disrupting the Hiring Process Can Increase Representation with Jason Murray President BIPOC Executive Search Inc.** **9:00-10:00** This session provides attendees with insights and best practices when working to attract diverse candidates, thereby increasing the likelihood of more diverse hires. **Register Here**
Lunch Hour 12:00-1:00pm		***Empowering Belonging: Inclusive Mindfulness.*** In these interactive sessions with Meghan Wills, attendees are invited to explore mindfulness practices in an Afro-Caribbean Black only space**.** **Register Here** **Indigenous-only Wellness Session:** This session with Jackie Tenute, Indigenous Counsellor, is space for students and employees to gather and participate in healing and learning. **Register Here**	***Mind-blowing Sensuality: Honoring Connection.*** In these interactive sessions with Meghan Wills, attendees are invited to explore mindfulness practices in an Afro-Caribbean Black only space. **Register Here** **Indigenous-only Wellness Session:** This session with Jackie Tenute, Indigenous Counsellor, is space for students and employees to gather and participate in healing and learning. **Register Here**	***Cultivating Radical Self-Love.*** In these interactive sessions with Meghan Wills, attendees are invited to explore mindfulness practices in an Afro-Caribbean Black only space. **Register Here** **Indigenous-only Wellness Session:** This session with Jackie Tenute, Indigenous Counsellor, is space for students and employees to gather and participate in healing and learning. **Register Here**	***Claiming YOU: Release, Thrive and Shine.*** In these interactive sessions with Meghan Wills, attendees are invited to explore mindfulness practices in an Afro-Caribbean Black only space. **Register Here** **Indigenous-only Wellness Session:** This session with Jackie Tenute, Indigenous Counsellor, is space for students and employees to gather and participate in healing and learning. **Register Here**
Afternoon Session	**White Fragility: What to Know and How to Combat It with Future Ancestors** **2:00-3:30pm** This session will discuss the definition, history and impact of white fragility. **Register Here**	**Keynote Address – Desmond Cole** **1:00-2:30pm** *Details to follow* **Register Here**	***Student's Association Book Club*** ***Author to be Announced!***	**Creating Safer Classrooms for Black and Indigenous Learners** **3:00-4:00pm** This discussion will explore the role all students play in creating safer classrooms. **Register Here**	**Twin Flames** **2:00-3:00pm** Twin Flames take listeners on a musical journey across Canada and the Arctic, echoing the voices of their ancestors and depicting life on the land. **Livestreamed on Youtube**

Questions? Email diversity@algonquincollege.com

Agenda item: 7.3

Report from the Chair
Board of Governors Meeting
February 22, 2021

2021 Algonquin College Board of Governors Internal Election

The Call for Nominations for Academic Staff representative, and Student representative opened on Monday, February 1, 2021 and closed on Friday, February 12 at noon. Qualified candidates from each constituent group will be campaigning from February 16 to March 9. Voting will be held on March 10 at 9:00 a.m. to March 11, 12:00 noon. Results of the election will be announced College-wide on March 12.

2021-22 Governor Reappointments, Board Committee Memberships, and Board Committee Chair and Vice Chair Positions

The 2021-22 Governor Reappointments, Board Committee Memberships, and Board Committee Chair and Vice Chair Positions memo went out on February 8, 2021 to Board members. In accordance with the Board By-Laws, we are reaching out to Governors who's first term of office come to an end August 31, 2021 to express their interest for a reappointment. We are also seeking Governors who are interested in serving in a number of Board Committee member positions, as well as Board Committee Chair and Vice Chair positions beginning September 1, 2021.

2020-21 Board Performance

The Board Governance Committee will coordinate the annual evaluation of the Board, and the governor self-appraisal process. The online evaluation tools will be circulated in early April by the Board Office. These tools allow Governors to evaluate their own effectiveness, and the effectiveness of the Board as a whole. Governors are encouraged to complete these surveys promptly, to allow the Governance Committee to review and discuss the results. The results will be shared with all Board members before the end of the academic year.

2020-21 Board Meeting Dates

The Board meeting dates from September 2020 to June 2021 are posted on the Board's public website. The following remaining Board meetings will be held virtually until further notice:

- 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

- 2021 Spring Board Retreat: Saturday, March 27, 2021 (Virtual).
- Board of Governors End of Year Dinner – (June 2021 Postponed until further notice)

Agenda item: 7.4

Report from the President
Board of Governors Meeting

February 22, 2021

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

- Member of Parliament, Anita Vandenbeld
- Minister of Labour, Training and Skills Development, Monte McNaughton
- Member of Provincial Parliament, Jeremy Roberts
- Chief Operating Officer of The Perley and Rideau Veterans' Health Centre, Akos Hoffer;
- Chief Operating Officer of Ottawa Community Housing, Stéphane Giguère;
- President and Chief Executive Officer of The Ottawa Hospital, Cameron Love;
- President and Chief Executive Officer of Queensway Carleton Hospital, Andrew Falconer;
- President and CEO of La Cité, Lise Bourgeois;
- President and Vice Chancellor of the University of Ottawa, Jacques Frémont
- President and Vice Chancellor of Carleton University, Benoit-Antoine Bacon
- President and CEO of Georgian College, MaryLynn West-Moines
- Board members, Polytechnics CanadaBoard members, College Employer Council; and
- Ottawa Mayor, Jim Watson.

On December 08, 2020, and January 26, 2021, President Brulé attended an Ottawa Community Loan Fund Board Meeting. The Ottawa Community Loan Fund (OCLF) is an incorporated non-profit charitable organization working for financial empowerment in the ottawa area.

On December 9, 2020, President Brulé virtually attended the Perley and Rideau Veterans' Health Centre and Ottawa Community Housing meeting with Executives of the Perley and Rideau Veterans' Health Centre; Chief Operating Officer of Ottawa Community Housing, Stéphane Giguère; Director Corporate Communications, Ottawa Community Housing, Melany Chretien, Senior Consultant, Urban Equation, Steve Dulmage; and, Manager, Executive Operations, Wendy McColgan.

President Brulé hosted a funding announcement on December 11, 2020 with Member of Provincial Parliament, Jeremy Roberts regarding the Facilities Renewal Program and College Equipment and Renewal Fund.

On December 11, 2020, President Brulé and Board Chair, Jay McLaren virtually attended the Mayor's Breakfast with guest speaker Vera Etches. President Brulé and Board Chair McLaren also attended the January 28 Mayor's Breakfast with Ambassador Bruce Heyman and the Honourable Perrin Beatty.

On December 14, 2020, President Brulé and the Algonquin College Executive Team participated in a strategic plan kick off meeting with the Board of Governors and external consultant, Deloitte.

Algonquin College welcomed Minister of Labour, Training and Skills Development Monte McNaughton to Algonquin College on December 15, 2020 for a funding announcement in support of the manufacturing sector. Minister McNaughton was joined by Members of Provincial Parliament Lisa MacLeod and Jeremy Roberts.

On January 13, 2021 and February 04, 2021, President Brulé met with Member of Provincial Parliament, Jeremy Roberts to discuss the Ottawa Campus of Care and budget considerations.

On January 14, 2021, President Brulé attended a virtual generative discussion on Strategic Exercise to Restore Financial Sustainability with the Algonquin College Board of Governors and the Algonquin College Executive Team.

On January 15, 2021 President Brulé held an introductory meeting with Director of Land Acquisition, Schelegel Villages, Mike Schmidt, and CEO of Schlegel Villages, James Schlegel to discuss their partnership with The Ottawa Hospital and a long-term care opportunity at the Riverside site.

On January 18, 2021 President Brulé met with Richard Lee, from Algonquin's Alumni and Friends Network to discuss a mental health partnership for Algonquin College Alumni.

On January 18, 2021, President Brulé had a discussion with Director, Postsecondary Accountability, Ministery of Colleges and Universities, Ivonne Mellozzi to discuss program approvals and associated delays. President Brulé also participated in a pre-budget consultation discussion with Member of Parliament, Anita Vandenbeld.

On January 19, 2021, President Brulé attended a webinar with the Canadian Chamber of Commerce including the Honorable Perrin Beatty; Chair of the Industry Strategy Council and Vice-Chairman of Fiera Holdings Inc., Monique Leroux; President and CEO of AGT Foods, Murad Al-Katib; and Co-founder and CEO of Cabot Links, Ben Cowan-Dewar to learn more about the COVID-19 impact on business. This special event provided important insights and recommendations on structuring our economic recovery to benefit all Canadians — long after the current pandemic has passed.

On January 21, 2021 President Brulé attended the Ontario Colleges Administrative Staff Association (OCASA) awards celebration and winter update from the Committee of Presidents. Two awards were presented to Algonquin College employees: The Doug Light Lifetime Achievement Award was awarded to Diane McCutcheon, Vice President, Human Resources, and The Emerging Leader Award was awarded to Penny Dockrill, Manager, Talent and HR Programs, People and Culture.

On February 01, 2021, President Brulé met with the Presidents of Northern College, Sault College and Lambton College along with their Vice-Presidents Academic, as part of the Multi-College Collaborative Model, an inter-college collaboration arrangement that was originally initiated as part of the Strategic Mandate Agreement 2.

On February 05, 2021, President Brulé attended a webinar hosted by Larry Rosia, President of Saskatchewan Polytechnic and Chair of Polytechnics Canada on the polytechnic role in pandemic recovery.

On February 9, 2021, President Brulé attended the City of Ottawa's Virtual Economic Rebound Roundtable to provide the Mayor and his team with insight into the priorities, opportunities and

challenges ofa post-secondary institution as it relates to the economic impacts of the COVID-19 pandemic. This was an opportunity for collaboration and shared advocacy to advance Ottawa's economic rebound efforts.

On February 11, 2021 President Brulé participated as a panelist for a Canadian Club of Ottawa event on lessons learned from the 2020 virtual experience as the city experienced an unprecedented shift to online and remote learning. Other panelists included Sarah Watts-Rynard, CEO Polytechnics Canada, Benoit-Antoine Bacon, President and Vice Chancellor of Carleton University and Camille Taylor-Williams, Director of Education for the Ottawa-Carleton District School Board. Introductory remarks were provided by Hon. Ross Romano, Minister of Colleges and Universities.

On February 12, 2021, President Brulé met with Graham Bird and Associates, and the Building Trades Council to discuss a high level update as well as a discussion about training programs/partnership opportunities for the new Civic Campus Development of The Ottawa Hospital.

Committee of Presidents Meeting – COVID-19 Virtual Coordination Meetings

The Committee of Presidents continued to meet virtually for COVID-19 system-wide response coordination and planning – meetings are no longer on a bi-weekly schedule but rather on an as-required basis. Topics of discussion included:

- Impact of province-wide lockdown measures and subsequent transition to the Re-opening Framework
- Mandatory quarantine measures impact on International students traveling to Canada
- Personal Support Worker rapid training proposal from College system to Ministry of Health
- Vaccination rollout and potential role for colleges

President Brulé also attended the Committee of Presidents Strategic Planning Retreat on January 25, 2021 as well as a meeting on February 10 that included members of the College Employer Council to discuss upcoming collective agreement bargaining matters.

On December 16, 2020 and January 7, 2021, President Brulé met with a Colleges Ontario sub-committee (Fiscal Sustainability Working Group) to discuss an engagement strategy with Ministers and Members of Provincial Parliament.

ALGONQUIN COLLEGE

President/Board of Governors

BOARD MANAGEMENT SUMMARY REPORT
February 22, 2021

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: November 3, 2020 to January 1, 2021	
LEARNER DRIVEN Goal 1: Establish Algonquin as the leader in personalized learning across all Ontario colleges.	
Summary Report from:	**Activity**
Academic	• The School of Hospitality and Tourism, in partnership with Egg Farmers of Ontario, launched a new Quick Fire Challenge for Culinary and Baking students from October 20 to November 13, 2020. Sixteen students submitted a short video of themselves creating dishes using Ontario eggs. Students Kate Wolf and Ali Estime were declared the winners. • School of Business professor Jordan Smith's interactive lecture videos were used as exemplars in the Algonquin College Teaching Expo hosted by Learning and Teaching Services. These videos utilized H5P technology, an interactive web-based platform to increase the quality of student work by incentivizing and gamifying the learning process. This helped by engaging students prior to doing their assignments and by increasing the quality of student work. • AC Online recorded 1,928 full-time online enrolments during Fall 2020, a record number representing an increase of 22.8% (1,570 enrolments) over last Fall 2019. • AC Online • Fall 2020 Dual Credit data: 83% retention, 97% success and 79% of students registered were of the primary target population based on criteria as set by our funding body – the School, College, Work Initiative. This data represents 282 students (35% more students than Fall 2019). • Academic Development, in collaboration with Information Technology Services, launched a new application, the Program Lifecycle Management System (PLMS, pronounced "plums"), built on the Salesforce platform, to centrally manage major program lifecycle processes. The first module supports new program development, with future modules supporting program quality reviews, program modifications, and program suspensions and cancellations. • Algonquin College's International student readiness plan (self-isolation program) was approved by the Government of Ontario. Algonquin College International students not already in Canada, who have an approved study permit, are now travelling to Canada. As at January 1, 2021, Algonquin College received over 300 international students. A Pembroke Campus committee provided support to International students attending the Pembroke Campus in the

	Winter term to ensure they have a "soft landing" following their isolation period in Ottawa. As many as 18 International students, mostly from India, are enrolled in the Environmental Management and Assessment program. This is the largest single cohort of international students to enroll at the Pembroke Campus.
Communications, Marketing and External Relations	• Communications launched a Social Media campaign for Algonquin College's Virtual Fall Open House as the primary source for advertising the two-day event. • A variety of Social Media posts were created to push applicants (and their parents) towards registration.In total, 20 posts were created advertising the event, as well as highlighting specific activities that participants could attend while the event was taking place. • The end of December 2020 saw a variety of changes come due to the rising number of confirmed COVID-19 cases in the Ottawa region. Communications released six communiqués between November and December to employees and students to cover academics-related and pandemic measures related information. • Communications fielded nearly three dozen questions over the final two weeks of December in relation to the 2021 Winter Term, and how the new government regulations would impact students via direct messaging, emails from the President, social media posts summarizing our own communications, and messaging from Ottawa Public Health. • A total of 17 social media posts were made regarding academic updates, with a total reach of 29,000 unique views.
Finance and Administration	• Residence Services: Although activities are reduced at the Ottawa Campus, the Residence Life team continues to deliver virtual events to engage learners. Events Calendar - Algonquin College Residence. • Food and Conference Services have devoted to a safe delivery of food in the Residence and on Campus while maintaining a variety of menu choices. Special Food Features | Food & Conference Services (algonquincollege.com)
Human Resources	• Work continues on the design and curation of learner-centered modules for various programs to help support the continuous professional learning and development of employees in their work flow. Specific programs include *Building Relationships: Learning about Truth and Reconciliation* (fully online) and *Information Security Awareness* (fully online), and the *Algonquin Leadership in Education Institute* (hybrid). Specific courses include *Courageous Conversations* (hybrid) and *Interpersonal Communications and Relationship Building* (hybrid).
Student Services	• The Marketing and Student Recruitment department's personalized marketing engagment communications amounted to 358,000 emails sent during the reporting timeframe, with a successful 47% open rate (industry comparison ~25%), and a 15% clickthrough (industry comparison ~4%). Operational email communications (referencing application information, financial aid, awards, etc.) had 110,725 email launches with a 73.7% open rate and a 22.2% clickthrough rate.

	• There were 67,907 sessions on the Library website, representing an increase of almost 21% over the same period the previous year (56,233 sessions). • Project Lighthouse, The Umbrella Project and Counselling Services collaborated on seven virtual events for students regarding mental health, sexual health and safety, and substance use during the reporting period;approximately 3,578 students viewed these events. • Health Promotion held 21 virtual activities and events regarding general health, mental health, nutrition and sleep hygiene. There were 791 live attendees while many more accessed the information afterwards through the Health Services website. • The Registrar's Office call centre continues to serve remotely, email and self-serve through the web and student portal. Compared to last year during the same reporting period, calls increased by 8% (from 20,162 to 21,710), and emails increased by 66% from 4,705 to 7,811. Improvements in automation, self-serve options, and web calls-to-action has positively contributed to student service during remote delivery. • The Registrar's Office processed 1,235 credit transfer requests, compared to 1,427 for the same period last year. This represents a 13% decrease, attributable to reduced intake and overall enrolment, due to the COVID-19 pandemic. • The Registrar's Office processed 395 international student applications with an average turnaround time of 4.2 days, compared with 947 applications and an average turnaround time of 12.4 days during the same period last year. This represents a 42% decrease in applications processed. The decrease in volume is attributed to a 17.8% reduction in applications received due to the COVID-19 pandemic and related travel restrictions. • As a result of the opt-out provision (resulting from remote delivery) due to the COVID-19 pandemic, over 8,500 U-Pass (bus pass) opt-out applications were received by the Registrar's Office for the academic year. By comparison, prior to the pandemic, approximately 1,000 requests were received annually.
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	• Canada's Minister of Innovation, Science and Industry, the Honourable Navdeep Bains, highlighted the Canadian Partnership for Research in Immunotherapy Manufacturing Excellence (CanPRIME), a partnership between The Ottawa Hospital, Algonquin College, the University of Ottawa, Mitacs, and Turnstone Biologics. The five-year $2.2 million partnership is a unique training program bolstering Canada's capacity to manufacture vaccines, as well as viral

	immunotherapies for cancer and other emerging bio therapeutics. https://www.eurekalert.org/pub_releases/2020-11/toh-vab112320.php • The Victimology Research Centre has connected with the Bachelor of Public Safety program to support their Work Integrated Learning students throughout the Winter 2021 term. These students were unable to complete co-operative education positions in the community due to the COVID-19 pandemic, and will be able to work remotely with the Victimology Research Centre team to fulfil the requirements of their program. • The School of Hospitality and Tourism were able to add new industry relevant aspects to Culinary programs by operating a curbside pickup offering for Restaurant International and Savoir Faire. This initiative helped ensure the achievement of learning outcomes for all students in the restaurant's service and preparation operations, as well as providing an opportunity to adapt the goods sold to match industry changes. • Due to the impact of the COVID-19 Pandemic on the legal profession in the National Capital Region, the School of Business developed and received Law Society approval for a virtual/simulated field placement, to begin in January 2021. This will allow those students who have not been placed with a host to achieve the Paralegal Education Program Accreditation Policy competencies for the field placement in virtual firms supervised by Law Society Office licensees. • The AC Online Design Team collaborated with the Early Childhood Education on-campus team, coordinators, faculty and the Chair to develop a simulation experience for Placement I - for the Early Childhood Education program. The response from students and the field supervisors was very positive. • The Faculty of Arts, Media and Design worked with AC Makerspace to deliver virtual, yet interactive, workshop for College mentors from the "We Saved You a Seat" program and Grade eight Mentees from the Ottawa Carleton District School Board and the Ottawa Catholic School Board.
Communications, Marketing and External Relations	• Throughout December, Algonquin College announced a variety of programs aimed at supporting Indigenous Youth during the COVID-19 pandemic. Communications highlighted these employment skills programs across a variety of earned media, including CTV and CBC, and used social media as the primary way to advertise the media hits. A total of 12 social media posts were created surrounding these initiatives, with a total reach of over 35,000 unique views. • Government Relations organized a funding announcement on December 11, 2020 with Member of Provincial Parliament, Jeremy Roberts regarding the Facilities Renewal Program and College Equipment and Renewal Fund. • Government Relations arranged a meeting with the Local Employment Office to discuss the rollout of the Labour Market Plan for Ottawa.
Finance and Administration	• For the last five years, it has been a priority for Academic Development and the broader academic area to have a solution to centralize management of review and approval process for programs including program development, program quality review, and program modifications. Information Technology Services was engaged to develop a

	Program Lifecycle Management System (PLMS) and in November 2020, Information Technology Services, in collaboration with Academic Development, was able to complete a critical milestone: go-live of the New Program Development (the process in which new program of study ideas are submitted, reviewed and approved).
Human Resources	• Support was provided for ongoing remote course offering: *Ethical Upstander Training for Inclusion Leaders* which included online troubleshooting, providing clarity in online activity instructions and updating content resources.
Student Services	• On November 9, 2020, the Sexual Violence Prevention and Harm Reduction Coordinator participated in a skills sharing event as co-chair of the Sexual Violence Prevention Committee of the Canadian Association of College and University Student Services (CACUSS.) The purpose of this event was to share knowledge and skills in educating and supporting students regarding sexual violence during the COVID-19 pandemic. The event included educators from Canada and the United States. • The Dean's Honour Letters have been automated, enabling students to view and print the letters from the student portal (ACSIS). Within one week of the live launch, 3,180 students had viewed and/or printed their letters. • An automated process to receive continuing education graduation applications has enabled tracking on requests and processing. During the reporting period, 259 graduation applications were completed, and 130 new graduation requests were received.
CONNECTED Goal 4: Become an integral partner to our alumni and employers.	
Summary Report from:	**Activity**
Academic	• The School of Business created a LinkedIn page to facilitate communication and networking between students, industry, and alumni. • AC Online collaborated with an external placement agency for the Autism and Behavioural Science program to enhance the student experience in their placement course. Video conferencing was used to engage with the facility staff which turned out to be very successful and was thought to be very close to a face-to-face experience. • The Service Learning in Design Engineering initiative was an enabling Partner for the Future of Good Summit #BuildBackBetter held November 25-26, 2020. The summit brought together over 1,500 impact-focused leaders from across Canada and around the globe. • Sean Conway, the first recipient of an Honorary Degree from the Pembroke Campus, was appointed to the Order of Ontario. Conway served 28 years in the Ontario legislature as the Member of Provincial Parliament for Renfrew-

	Nipissing-Pembroke. In the David Peterson government, he served as Minister of Education and Minister of Colleges and Universities.
Advancement	• The College has engaged 5,114 alumni to date, exceeding its goal of 4,100 for 2020-21. • Advancement Services implemented a new email marketing system to allow the College to communicate with external stakeholders, including alumni and donors, on a mass scale. • The Alumni & Friends Network Advisory Committee met on November 4, 2020. President Claude Brulé attended the meeting to share College achievements and answer questions from alumni volunteers. • Progress was made on Advancement's one-year pilot initiative with the School of Media Studies & Design, including: meetings with the teams of Media Studies professors Dan Pihlainen and Sheryl Fraser; and students from the Remote Broadcast program interviewed three Alumni of Distinction recipients as part of an educational project. • Alumni sessions were held during the AC Virtual Open House on November 17 and 18, 2020, and Alumni Relations supported and attended the Tie into Business Networking event on November 26, 2020. The event was attended by 29 alumni. • The virtual Alumni of Distinction Awards event took place on December 3, 2020. The event had 142 attendees. The awards were designed and produced by alumnus Matthew Jerabek, Applied Research, Innovation and Entrepreneurship; the musician was a proud former Algonquin College student; and the catering and wine for recipients was provided by Cathy Dewar, Restaurant International, and the School of Hospitality and Tourism.
Communications, Marketing and External Relations	• Communications provided social media coverage for the Alumni of Distinction Awards with 11 new posts, highlighting the host, the winners, and the food/gift baskets sent out. Social media posts received a total reach of 19,278 unique individuals. • Communications coordinated earned media opportunities around multiple Alumni of Distinction nominees, including our Alumni of Distinction Volunteer of the Year on CTV News for Giving Tuesday.
Human Resources	• Two new employees were identified as Algonquin College Alumni and referred to the Alumni & Friends Network (Advancement). • **2021 Multicultural Calendar**: Human Resources launched this virtual calendar which lists national, cultural and religious dates of importance. The accessible reference supports creating a culture of inclusion at the College. Bringing awareness to dates to honour and celebrate with employees and colleagues from the many cultures and religions found on Algonquin College campuses, and to be used for the thoughtful scheduling of meetings or events.
Student Services	• The Marketing and Student Recruitment department launched new templates for the Algonquin College website to allow page owners to more freely customize their pages with the newest web design trends and features.

	• The Marketing and Student Recruitment department launched the Alumni Spotlight series to build digital content with a focus on local employers and alumni. The first video featured 2019-20 Daytime Emmy winning alumni from Atomic Studios for their Netflix animation of "The Last Kids on Earth." • The Marketing and Student Recruiment deparment partnered with Department of Advancement to offer an alumni panel at the fall Virtual Open House held on November 17, 2020. • The first installment of Masterclass Virtual Edition occurred on November 10, 2020, hosted by the AC Hub events team. The theme was Digital Marketing. The events continued to highlight Algonquin College Alumni. The events connected students with local talent, creating opportunities for industry leaders to share insights and expertise with learners. In partnership with the Alumni and Friends Network, the AC Hub invited four Digital Marketing experts to host a masterclass. There were 28 learners in attendace at this event. • On November 10, 2020, the AC Way team hosted the Ottawa Lean Community of Practice; the topic was, "How to faciliate a virtual rapid improvement event." This session received a Net Promoter Score of +90. There were 54 attendees.
SUSTAINABLE Goal 5: Enhance Algonquin's global impact and community social responsibility.	
Summary Report from:	**Activity**
Academic	• The School of Hospitality and Tourism and the Students' Association Food Cupboard began a joint venture to provide food to students with financial challenges. The School developed a digital coupon system which is distributed electronically by the Food Cupboard team to students in need. Students are then able to visit Savor Faire to redeem the voucher for food. • Algonquin College's Makerspace partnered with the Ottawa Catholic School Board to support their Student Entrepreneurship Program. Participating schools each piloted a Shopify store where they sold a combined 318 custom ornaments for a total of $3,180 in only nine days. The ornaments were designed by grade five and six students and manufactured at Algonquin College. • On November 21, 2020, a student-led forum entitled JEDI (Justice, Equity, Diversity and Inclusion) gave students an opportunity to reflect on their experiences on campus and in our community, and to begin discussions on how we might create a more welcoming and inclusive environment for everyone. College staff were invited to the first part of the Forum, with guest speaker, Yasir Naqvi, former Attorney General for the province of Ontario. The event was facilitated by the JEDI students.

	• Six future nurses from the Pembroke Campus Practical Nursing and Bachelor of Science in Nursing programs volunteered to be part of a flu clinic held in collaboration with the Deep River and District Hospital. • Algonquin College finalized a contract for and began implementation of the design and delivery of a Master Trainer training program in Iraq as part of the Government of Canada funded, Bolstering Reconstruction in Iraq, through the Development, Growth and Employment (BRIDGE) project currently being implemented by World University Service of Canada in partnership with Canadian Leaders in International Consulting. Algonquin's role in the BRIDGE project is to provide innovative, remote delivered training to a cohort of Iraqi Technical and Vocational Education and Training (TVET) instructors and officials from the Iraqi Ministry of Labour and Social Affairs and to provide follow-on coaching and mentoring as the training participants replicate and roll out training across Iraqi TVET institutions. The International Education Centre, Learning and Teaching Services, and Algonquin College-Kuwait are working collaboratively to deliver this project including a training needs analysis, development of curriculum and learning materials, and provision of training through a combination of synchronous and asynchronous online delivery in Arabic with the training program to focus on improved competency based education and training across Iraq and enhanced employment outcomes for Iraqi youth and women. • On December 9, 2020, Colleges and Institutes Canada (CICan) awarded Algonquin College a contract to collaborate on a pilot elder care educational course in China. The initiative, which is supported with funding through the CanExport – Associations program administered by Global Affairs Canada, will be a partnership with China's Senior Service Informatic Innovation Research Centre to deliver a pilot education course that introduces Canadian Colleges' expertise in elder care education to China. The collaborative education pilot course aims to not only help practitioners and educators in China's elder care sector learn new skills, but also hopes to demonstrate the quality of elder care education and training provided by Canadian colleges, while building the "Canada Brand" and gaining insight into further business and potential partnership opportunities for Canadian colleges. • The President's Office and the School of Hospitality and Tourism held a press conference on November 23, 2020 to announce that, during the pandemic, the Event Management program continued the tradition of raising funds for local charities, while teaching students to plan and execute face-to-face, virtual and hybrid events. Total funds of $35, 965.65 were donated to four community groups: the Candlelighters, the Childhood Cancer Support, Ottawa River Keepers, and the Dave Smith Youth Treatment Centre. • In Spring 2018, Watersheds Canada partnered with the Muskrat Watershed Council and Algonquin College's Office of Applied Research to undertake the monumental task of planting 45,000 native trees and plants over three consecutive years along agricultural stream banks and shorelines in the Muskrat Watershed. The final 6,000 were

	planted during the week of November 2, 2020. The Pembroke Campus is proud of the Outdoor Adventure Naturalist students for assisting in the completion of this initiative.
Advancement	• In December 2020 alone, $242,064 was raised from a total of 181 donations—triple the total number of donations in December of the previous fiscal year. • With a $60,000 gift, the Leacross Foundation supported both the Engineering Fund to Support Remote Learning and the We Saved You A Seat (WSYAS) Program. Thanks to their generosity, 95 students will be supported in 2021. • On December 1, 2020, Advancement launched an email solicitation campaign as part of the annual Giving Tuesday global initiative. As a result of the initiative, 92 donors contributed $28,305 during this day of giving. • With a $7,500 gift pledged over three years, the Pamela George Financial Literacy Bursary was established to support full-time mature female BIPOC (Black, Indigenous & People of Colour) learners.

Communications, Marketing and External Relations	• Algonquin College implemented self-screening for access to all College Campuses through the Algonquin College Mobile Safety App (launched November 9, 2020). The Communications team developed an information campaign to spread awareness of the app and instructions on how to download the application. Information was advertised through three different venues:
	  ○ A blog post, with a step-by-step guide on how to find the app and directions on how to self screen.
	  ○ A series of Tweets and Instagram posts, informing students and staff that the application will be mandatory for any and all access to the College.
	  ○ An information video, which was hosted on Twitter, Facebook and Instagram.
	• The content gained over 43,000 unique views via 15 social media posts.
	• Communications provided both traditional and social media coverage to advertise the Algonquin College Victimology Research Centre Launch. The 5 social media posts earned a reach of more than 23,000 unique views.
	• Communications was also able to promote the Victimology Research Centre by obtaining media coverage with CTV Ottawa, CBC's All in a Day, iheartradio.ca and CFRA.

Human Resources	• Co-facilitated two Intercultural Development Inventory sessions for Student Support Services & Residential Life departments.
Indigenous Initiatives	• On November 30, 2020, Ron McLester, Vice President, Truth, Reconciliation, and Indigenization and Andre O'Bonsawin, Director, Indigenization, Indigenous Services and Partnerships, were panelists for Ottawa Tourism's webinar event "Let's Explore New Strategic Indigenous Partnerships". Indigenous entrepreneurs and community leaders learned about the economic and cultural value of Indigenous tourism within the city's destination and explore how strategic partnerships within this tourism space could help satisfy business objectives.

Student Services	• The Fall Virtual Open House held on November 17 and 18, 2020 surpassed 2019's Fall Open House registrations by 30%. The virtual event created an opportunity for prospects and influencers from all over Canada and the world to attend. This event featured live presentations, panels, and Q&A sessions delivered using Zoom technologies. A new tactic tested this year was Google Search Ads which yielded tremendous results. As college recruiters are unable to travel due to the COVID-19 pandemic, radio commercial placement was increased to include four stations in Ottawa and three radio stations in Kingston, Belleville and Cornwall. From November 17 to 18, 2020, the virtual event page received over 4,000 unique person page views. • The AC Hub Volunteer Centre hosted a launch event to announce and celebrate the partnership between Project In-Kind and Algonquin College. Students and employees were invited to hear from keynote speaker, David Schimpky, Director of Secretariat of the Canadian Commission for UNESCO (United Nations Educational, Scientific and Cultural Organization). Attendees were given an opportunity to share ideas and insight about the 17 United Nations Sustainable Development Goals (SDGs). There were 47 college community members in attendance. • The Financial Aid and Student Awards Office had 12,661 active Ontario Student Assistance Program applications as of January 18, 2021, with $121 million awarded. Of the Ontario Student Assistance Program funding, $72 million (59%) was in grant funding. Compared to data as of January 22, 2020, this is an 8% decrease in applications (from 13,810 to 12,661) and 1% increase in funding (from $119 million to $121 million). Proportion of grant funding increased from 51% to 59%.
PEOPLE Goal 6: Be recognized by our employees and the community as an exceptional place to work.	
Summary Report from:	**Activity:**
Academic	• On December 15, 2020, Algonquin College announced that Kate Ming-Sun was the first winner of the Making Algonquin Proud Award. This campus-wide award recognizes Pembroke Campus employees who demonstrate a commitment to helping others transform their hopes and dreams into lifelong success and embody the College's values of Caring, Learning, Integrity, and Respect, either through a history of outstanding service or a recent extraordinary act that supports our mission. • The Perth Campus officially marked its 50th Anniversary. The campus originally opened on December 15, 1970.
Communications, Marketing and External Relations	• The Events Team hosted two Town Hall Events in November and December for employees to ensure a continued, open dialogue with the Algonquin College Executive Team and to answer questions employees had in an open, transparent discussion forum.

	• The Events Team hosted a live Holiday Cheer Zoom Event for all staff that included live music, interactive games as well as an ugly holiday sweater contest as a way to bring employees together. • Developed written and video material in support of the Strategic Exercise to Restore Financial Sustainability (SERFS) project, with a focus on employee engagement • Wrote ten Algonquin College entries for the 2021 Canadian Council for the Advancement of Education (CCAE) Prix d'Excellence Awards.
Finance and Administration	• Campus Services is adapting to the reduced activity on campus. Efforts are being made to ensure costs are contained and service level expectations are being met. This has impacted many of our people.
Human Resources	• Diversity and Inclusion – Human Resources hosted a number of Inclusion Infusion sessions, including: o Five blogs published during November and December, reaching an audience of more than 100 employees. o Livestream November 13, 2020: **Building Belonging with Howard Ross**. 145 learners attended the session live, and the Net Promoter Score was 45. o Livestream December 3, 2020: **Can't Read Can't Write Here's My Book with Michael Jacques.** The live session was attended by 107 learners and the Net Promoter Score was 56. o Podcast December 5, 2020: Episode 5 - **A Vision of Accessibility in Ontario Colleges**. The series has reached 364 plays as of December 16, 2020. o Pride at Work Canada Webinar: Trans Inclusion in the Workplace available to all employees on November 18th and for review in the employee learning platform. o Intercultural Development Inventory Team Assessment and Action Plan: A two-hour team learning opportunity to explore the Intercultural Development Continuum, team strengths and weakness in working across differences, and planning to build intercultural competence. On December 2, 2020, the Student Support Services management team under Director, Ben Bridgstock completed this session. o On November 18, 2020, The Talent Specialist & Inclusion Specialist hosted an employment session with Internationally Trained New Canadian Women with Worldskills Canada. • Mental Health and Wellness: o The Wellness and Abilities Team partnered with Howatt HR for a virtual session conducted by Dr. Bill Howatt. The one-hour event included information on the differences between mental health and mental illness; and provided practical ideas to develop a personal mental fitness plan. Over 100 employees attended the virtual event. o The Wellness and Abilities team continues to host virtual Wellness sessions. The sessions are bi-weekly and are available for all staff to attend. Three sessions were held. o Hosted one Morneau Shepell online webinar (Worry Less, Enjoy More Life).

	The Psychological Health & Safety Task Force has completed their review of the Guarding Minds at Work Survey and has identified the two highest areas of concern within the College impacting Mental Health are Clear Leadership Expectations and Organizational Culture. The Task Force is now in the developmental stages of creating an action plan to engage in at least one activity across the College to address one of the factors. • Employee Engagement: ○ In follow-up to the 2019 Employee Engagement Survey, a college-wide Engagement Working Team, consisting of 13 cross-college employees from support staff, academic and administration developed preliminary recommendations on recruitment practices and development of career progression opportunities. These recommendations are slated to be presented to Algonquin College Executive Team in late January. • Centre for Organizational Learning: ○ The Centre for Organizational Learning offered two New Employee College Orientation sessions hosting 17 new employees. ○ Assisted in the delivery of 55 Professional Development workshops to 558 registrants. These workshops were offered in collaboration with: Financial Planning, Academic Operations and Planning, Human Resources, Learning & Teaching Services, and Academic Development. ○ Fourteen participants graduated from our first hybrid version (of asynchronous online and synchronous remote learning) of the Algonquin Leadership in Education Institute (ALEI) Program.
Student Services	• On November 4, 2020, the Health Services Physicians and Nurses received training on Autism Spectrum Disorder and Learning Disabilities by Dr. Susan Farrell, Psychologist with the Royal Ottawa. • On November 26, 2020, employees from across the college participated in a workshop on Bipolar Disorder by Dr. Benjamin Fortin-Langelier with the Royal Ottawa. There were 54 participants in attendance.
STUDENT & EMPLOYEE SUCCESSES:	**Activity**
Academic	• Students from the Social Innovation Lab appeared on CTV News Ottawa to discuss their work to brand and launch an online store for Wabano Centre's social enterprise Wabano Fine Chocolates. • Pembroke Campus: Graduates of the Practical Nursing program achieved 100% and of the Bachelor of Science in Nursing program achieved a 96.4% pass rate on the most recent College of Nurses of Ontario Nursing Registration Exams Report. • The Pembroke Campus held a United Way telethon in December that raised more than $3,000 for the campus workplace campaign. The overall United Way donation by the campus in 2020 was approximately $6,000.

	• Social Service Worker students at the Pembroke Campus collected donations for the *"Adopt a Family"* for Bernadette McCann House. Twenty-one students made a wonderful holiday season not only for a family of a mother and a two-year-old son, but also for four children from the Angel Tree, many people at The Grind Pembroke, as well as two baskets full of food for the Food Bank. This group raised $1,180 to spread much warmth, love, and kindness into our community. • Cameron Dubé, an instructor at the Pembroke Campus, received a County of Renfrew Warden's Community Award for his volunteer work on mountain biking trails in the community of Beachburg. • Perth Campus staff and faculty sponsored three Christmas Hampers for Perth students in need. • On November 18, 2020 Cathy Dewar organized a donation of bread and sweets for distribution to Pinecrest-Queensway Community Health Centres in Winthrop and Michele Heights elderly communities. • Alton Wu, Professor, Marketing and Management Studies, was awarded the degree of Executive Master of Business Administration with Specialty Stream in Human Resource Leadership from the University of Fredericton. • Ahmad Teymouri, Professor, Supply Chain Management, successfully defended his PhD thesis at the University of Ottawa. His research in Digital Transformation and Innovation focuses on Application of Revenue Management in Induction Capacity Allocation of Postal Services. • Paul Boudreau, Professor, Project Management, has published his third book. *"Silent Resistance: An Employee's Guide to Deceiving Artificial Intelligence"*, teaches readers to learn to manage their own data and discover techniques to avoid the obtrusive eye of artificial intelligence-based surveillance. • Juliana Andrea Rodriguez, Graduate, International Business Management, was recently awarded the International Business Plan Award by the Forum for International Trade Training (FITT). Juliana received the highest grade for submission of a completed business plan during the 2019 calendar year from among hundreds of candidates enrolled at FITT's educational partner training organizations. • Algonquin College Marketing Research & Business Intelligence professor, Scott Meis, was honoured with induction into the Canadian Tourism Hall of Fame. • Guy Seguin, Professor, Welding completed his Master's in Education at University of Prince Edward Island.
Advancement	• Barry Seller, Manager, Alumni Relations, received the Paul Webb Scholarship from The Canadian Council for the Advancement of Education (CCAE). These funds are allocated to a professional learning program offered by CCAE in 2021. He also received a certificate of completion on December 17, 2021, for The Leader in Me (ALEI 1) from the Algonquin College Centre for Organizational Learning.

Communications, Marketing and External Relations	• Two members of the Communications Team were nominated for Ottawa Faces Magazine People's Choice Awards:
	  ○ Chris Carroll, Social Media Manager
	  ○ Stephanie Walker, Executive Assistant

Human Resources	• The College welcomed David Soltis who joined Algonquin College as the Director, People and Culture. David will provide strategic leadership and functional direction in the areas of Organizational Learning, Change Management, Strategic Talent and Workforce planning and HR programs within an environment of continuous improvement and transformational change.
Indigenous Initiatives	• On December 14, 2020, the office of Truth, Reconciliation, and Indigenization welcomed Jeff Turner as the Senior Manager, Indigenous Partnership and Special Projects.
Student Services	• Jordan Wong (Business Improvement Coach) and Jessica House (Manager, Continuous Improvement) both received their Lean Black Belt Certifications. • Andre De Freitas joined the Registrar's Office as the Manager, Financial Aid and Student Awards (Acting). While new to Algonquin College, Andre has held previous positions within the Ontario post-secondary community. Andre holds a Master of Education from Nipissing University, as well as a Bachelor of Business Administration from University of Guelph-Humber.

7.6

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 2021-23 Business Plan (Deferred from Dec. to Feb. mtg)	D. McNair, L. Stanbra			X		
AC Way Update (Information): Deferred from Jun. 8, 2020 meeting to Oct. 26, 2020	L. Stanbra	X				X
AODA (Accessibility for Ontarians with Disabilities Act), Business case - Major Capital Project (Deferred from Feb to April meeting) as requested by R. Southwood)	D. McNair, R. Southwood				X	
Approval of the 2021-23 Business Plan & 2021-22 Annual Budget (Deferred from Feb. to Apr. 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 (Paused During COVID-19)	C. Janzen					
People Plan (Information item only October & June meetings) Employee Engagement Update (Information item for October) Defer to Feb. 22, 2021	D. McCutcheon	X People Plan		X Emp. Engage.		X
Public College Private Partnership (Deferred Approval from Dec. to Feb. IN CAMERA) Information Dec & Jun meeting	D. McNair	X	X	X Approval		X
Student Information System - Update (Contract Proposal Oct. 26 IN CAMERA) April for approval regular meeting	L. Stanbra	X			X	
Salesforce Lighting Upgrade - Business Case (Approval)	D. McNair					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. McLaren	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	

ROLE OF THE BOARD	RESPONSIBLE AREA /PERSON	26-Oct 2020	7-Dec 2020	22-Feb 2021	19-Apr 2021	7-Jun 2021
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
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		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
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. McLaren					
Board Generative Discussion - Session to be held as required	J. McLaren					
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. McLaren				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. McLaren					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	

ALGONQUIN COLLEGE

REMITTANCE DECLARATION

The Financial Officers of the Corporation confirm that, as of December 31, 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.

Grant Perry

Grant Perry
Chief Financial Officer
Algonquin College

Duane McNair
Vice President, Finance and Administration
Algonquin College