

**APPROVED**

**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.

<p><b><u>Present:</u></b>                  Jay McLaren, Board Chair                  Claude Brulé, President &amp; 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</p> <p><b><u>Recorder:</u></b>                  Victoria Tiqui-Sanford, Executive Assistant, Board of Governors</p>	<p><b><u>Algonquin College Executive Team:</u></b>                  Chris Janzen, Senior Vice President, Academic                  Diane McCutcheon, Vice President, Human Resources                  Duane McNair, Vice President, Finance &amp; Administration                  Laura Stanbra, Vice President, Student Services                  Mark Savenkoff, Vice President, Advancement                  Ron Deganadus McLester, Vice President, Truth, Reconciliation and Indigenization                  Tracy McDougall, Director, Communications &amp; President’s Office</p> <p><b><u>Presenters/Guests:</u></b>                  Grant Perry, Chief Financial Officer                  Ernest Mulvey, Director, International Education Centre                  Charlene Miller, Manager, Private College Partnerships, International Education Centre</p> <p><b><u>Changemaker Awards:</u></b>                  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</p> <p><b><u>Students:</u></b>                  Suprojit Das                  Rohan Prajapati                  Yashaswini Reddy                  Mridul Khurana</p>
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**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.



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Jay McLaren, Chair



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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  
Kathryn 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

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Alex Forbes

D. Miller