

**APPROVED**

**BOARD OF GOVERNORS MEETING MINUTES**

MINUTES OF THE MEETING NUMBER FIVE HUNDRED AND EIGHTEEN OF THE BOARD OF GOVERNORS OF ALGONQUIN COLLEGE, HELD ON MONDAY, JUNE 8, 2020 AT 4:00 PM, BY ZOOM VIDEO/TELECONFERENCE:

**Register in advance for this meeting:**

[https://algonquincollege.zoom.us/meeting/register/tJYpd-mvrzsrG9ZBunjDndibf-zw\\_1lw8y75](https://algonquincollege.zoom.us/meeting/register/tJYpd-mvrzsrG9ZBunjDndibf-zw_1lw8y75)

<p><b><u>Present:</u></b>          Jim Brockbank, Board Chair          Claude Brulé, President &amp; CEO          Jim Robblee (Board Vice Chair)          Audrey Claire Lawrence          Cyril McKelvie          Enrico DeFrancesco          Gail Beck          Ikram Zouari          Jamie McCracken          Jay McLaren          Jeff Darwin          Kelly Sample          Krisha Stanton          Stephen Tudor          Steve Barkhouse          Valerie Sayah          Wayne Johnson</p> <p><b><u>Regrets:</u></b>          Yadwinder Singh</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>          Colin Bonang, Director, Risk Management          Grant Perry, Chief Financial Officer          Ryan Southwood, Associate Director -Facility Planning and Sustainability, Facilities Management</p> <p><b><u>Recorder:</u></b>          Victoria Tiqui-Sanford, Board Assistant</p>
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**WELCOME REMARKS**

Governor Brockbank, Board Chair welcomed members and observers to the meeting at 4:00 p.m.

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

Governor Brockbank constituted the meeting at 4:04 p.m. and asked whether any Governors wished to remove or add an item to the agenda. No items were removed or added.

**RESOLUTION**

**MOVED & SECONDED: V. Sayah & A. Lawrence**

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

**CARRIED.**

## **DECLARATION OF CONFLICT OF INTEREST**

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

## **2. APPROVAL OF PREVIOUS MEETING MINUTES AND THE CONSENT AGENDA**

### **3.1 Minutes of the Board of Governors' meeting of April 20, 2020**

Approval of the Board of Governors Meeting minutes of April 20, 2020.

#### **RESOLUTION**

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

**THAT** the Board of Governors approves the April 20, 2020 meeting minutes.

**CARRIED.**

### **3.2 Board Executive Committee Report**

Governor Brockbank informed members that at the May 28, 2020 Board Executive Committee meeting, the Committee focused on the 2020-21 Board Chair, Board Executive Committee Succession, and Committee memberships, and the President's 2019-20 Performance Review.

Members accepted this report for information.

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

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

Program Title Modification and Cooperative Education Delivery Option: Marketing Research and Business Intelligence, Ontario College Graduate Certificate

#### **RESOLUTION**

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

**THAT** the Board of Governors approves of a cooperative education delivery option for the Marketing Research and Business Intelligence, Ontario College Graduate Certificate program, effective Fall 2021.

**CARRIED.**

And

#### **RESOLUTION**

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

**THAT** the Board of Governors approves of the program title modification from Marketing Research and Business Intelligence, Ontario College Graduate Certificate to Marketing Research and Analysis, Ontario College Graduate Certificate, effective Fall 2021.

**CARRIED.**

Program Proposal: Drawing Foundations for Animation and Illustration, Ontario College Certificate

#### **RESOLUTION**

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

**THAT** the Board of Governors approves of the Drawing Foundations for Animation and Illustration, Ontario College Certificate effective Fall 2021.

**CARRIED.**

Program Proposal: Design Foundations, Ontario College Certificate

**RESOLUTION**

**MOVED & SECONDED: J. McLaren & K. Stanton**

**THAT** the Board of Governors approves of the Design Foundations, Ontario College Certificate effective Fall 2021.

**CARRIED.**

Program Proposal: Music, Media and Film Foundations, Ontario College Certificate

**RESOLUTION**

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

**THAT** the Board of Governors approves of the Music, Media and Film Foundations, Ontario College Certificate effective Fall 2021.

**CARRIED.**

Program Proposal: Human Services Foundations, Ontario College Certificate

**RESOLUTION**

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

**THAT** the Board of Governors approves of the Human Services Foundations, Ontario College Certificate effective Fall 2021.

**OPPOSED: Enrico DeFrancesco**

**CARRIED.**

**3.4 Audit and Risk Management Committee Report**

Members accepted this report for information. Agenda items discussed at the May 26, 2020 Audit and Risk Management Committee meeting will be presented later in the agenda.

**3.5 Governance Committee Report**

Members accepted this report for information. The 2020-21 Board of Governors Officers and Committee Membership Appointments will be presented later in the Annual General Meeting. Board of Governors approval was requested for the following:

BG I-07 Board Succession Planning Policy

**RESOLUTION**

**MOVED & SECONDED: G. Beck & J. McCracken**

**THAT** the Board of Governors approves BG I-07 Board Succession Planning Policy as presented.

**CARRIED.**

**3. BUSINESS ARISING FROM THE MINUTES**

**4.1 College Response to COVID-19 and Financial Risk Assessment**

President Brulé commended the entire College community for its efforts in managing the COVID-19 pandemic situation. He informed members that the College's top priorities continue to be: to ensure the safety and well-being of the College's employees and learners; and the continuity of the learning process, and seeing to student success, to the greatest extent possible during the period of the provincially declared emergency orders.

C. Bonang, Director, Risk Management presented members with an update since the last presentation at the April 20, 2020 Board of Governors meeting. The update focused on the current

implementation of recovery efforts. A flexible framework and recovery plan has been developed in order to be able to effectively respond to a phased approach to re-opening by the provincial government and to incorporate adjustments based on ongoing recommendations from Public Health Agencies, as well as College system influences from the Ministry of Colleges and Universities, College Employer Council and Colleges Ontario. The framework establishes an occupational health and safety approach and draws on customary processes for the development of a policy and guidelines for implementation. Both the occupational health and safety guidelines and the workplace recovery plan reflect the efforts identified as part of the academic continuity planning. The workplace recovery plan promoted continued work from home practices and remote service delivery, with only necessary onsite support for academic activity.

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

Questions from members were answered.

G. Perry, Chief Financial Officer informed members that impacts from the COVID-19 event pose a significant risk to the financial outlook for the College in the 2020-21 fiscal year, as well as future years as the College's Net Assets balance will reflect the long term financial costs of these events. Since the April 20, 2020 Board meeting, the College's Academic Continuity Plan has informed the direction that the College followed as it continued to offer high quality program offerings to learners through a variety of hybrid delivery modalities. This ongoing work has provided an opportunity to refine enrolment projections and two scenarios: Current Case and Worst Case. A projected overall enrolment has remained relatively aligned to the best case scenario presented at the April 20, 2020 Board meeting. The worst case scenario at this time considers the impacts of protracted delays to the reduction of physical distancing requirements and to reduced number of international students being able to travel as a result of the pandemic impacts and financial hardships.

Due to the evolving nature of the pandemic and accuracy of its projected trajectory, financial impacts on the College's net contribution for the 2020-21 fiscal year will be restated in the First Quarter Projection report at a special meeting of the Board of Governors on July 13, 2020.

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

Governor C. McKelvie joined the meeting at 4:50 p.m.

## **5. NEW BUSINESS**

### **5.1 Integrated College Development Planning (ICDP) Framework Principles**

D. McNair, Vice President, Finance and Administration provided a brief overview and introduced R. Southwood, Associate Director, Facilities Planning, and J. Tattersall, Executive Director, Facilities Management. Since 2014, the College has evolved and the ICDP Framework was updated to remain relevant. Facilities Management undertook a five-month process to renew the ICDP Framework Principles by interviewing key members of the Algonquin College Leadership Team and conducting engagement sessions at Ottawa, Perth and Pembroke campuses. Three approaches to updating the principles were considered:

- **Approach 1:** Maintain the current framework and update the principles to reflect consultations and add meaning.

- **Approach 2:** Align the framework to the four capacity pillars.
- **Approach 3:** Start fresh with the framework to reflect current values and priorities.

Each approach was evaluated in terms of how effectively each framework could support the College’s key priorities. An ongoing communications campaign titled “Imagine 2030” has been initiated and executed by the Campus Services marketing and communications team since the fall and will continue until completion of the Master Campus Development Plan.

Members accepted this report for information.

## 6. DECISION ITEMS & REPORTS

### 6.1 2019-20 Draft Audited Financial Statements

D. McNair presented the 2019-20 Draft Audited Financial Statements. The Draft Audited Financial Statements of Algonquin College are prepared in the format required by the Ministry of Colleges and Universities that complies with financial reporting standards set by the Public Sector Accounting Board. The 2019-20 Financial Results highlights include:

- \$14.7M surplus in 2019-20 (\$14.9M : 2018-19)
- College “financial health” indicators are above benchmarks
- Increase in enrolment of 5% over 2018-19
- \$38M of investments in Strategic Investment Priorities Projects

Current assets have decreased by \$9 million primarily due to a decrease in cash holdings offset by moderate increases to short-term investments and accounts receivable. The decrease in cash is related to a reduction of accounts payable and accrued liabilities of \$16.5 million as compared to the previous year-end. Long-term assets have decreased by \$7.2 million primarily due to minimal capital asset additions in 2019-20, offset by \$8.9 million in annual depreciation expenditures.

Governor Brockbank, President Brulé, and Governor Sample congratulated the Finance Team for successfully completing the audit. The 2019-20 Draft Audited Financial Statements and related recommendations were approved at the Annual General Meeting.

Questions from members were answered.

### **RECOMMENDATIONS:**

- THAT** the Board of Governors approves the 2019-20 Draft Audited Financial Statements of Algonquin College (Appendix A: 2019-20 Draft Audited Financial Statements – Algonquin College),  
AND
- THAT** the Board of Governors approves the transfer of \$15,832,871 from unrestricted net assets to internally restricted net assets,  
AND
- THAT** the Board of Governors accepts for information, the 2019-20 Audited Financial Statements for 2364193 Ontario Inc. (Appendix B: 2019-20 Audited Financial Statements – 2364193 Ontario Inc.).

## **7. ITEMS FOR INFORMATION**

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

L. Stanbra, Vice President, Student Services provided members with a brief presentation for the Fourth Quarter 2019-20 Business Plan Performance. 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. The leadership team of the College navigate a balance of setting business plan objectives that deliver on aspirational strategic goals while balancing the operational needs and capacity at the College. The 2019-20 Business Plan had 40 individual initiatives and 34 were fully accomplished which equated to an overall 85% completion rate. Four initiatives are leveraged actions or 10% that required additional time to complete and will be completed in the 2021 academic or fiscal year. Only two initiatives (5%) of leveraged actions were not fully completed.

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

### **7.2 Annual Report 2019-20 and Progress against Strategic Plan 2017-22**

T. McDougall, Director, Communications and President's Office provided members with a brief presentation of the Annual Report 2019-20 and Progress against Strategic Plan 2017-22. This report charts the College's achievement of the operational outcomes established in the business plan for the year, including audited financial statements. The Annual Report creation and assembly provides a summary of the College's achievements and success for the past year. College staff from all areas of the College provide accountability on the business plan goals and highlight efforts supporting student and employee success.

Members commended the entire team responsible for producing the annual report for the exceptional work in putting the annual report together. Members accepted this report for information.

### **RESOLUTION**

**MOVED & SECONDED: S. Tudor & A. Lawrence**

**THAT** the Board of Governors approves the 2019-20 Algonquin College Annual Report.

**CARRIED.**

### **7.3 Freedom of Information and Protection of Privacy Act 201-87 Annual Report**

The report provided members with a summary of the Freedom of Information activity for 2019 and the Year-End Statistical Report for the Information and Privacy Commissioner of Ontario - Statistical Report of Algonquin College.

Members accepted this report for information.

### **7.4 People Plan**

The report provided members with the progress Algonquin College has made on the 2017-22 People Plan.

Members accepted this report for information.

### **7.5 Report from the Board Chair**

Highlights from the report included:

- College Sector cancellations of the following events due to the COVID-19 pandemic :
  - 2020 Colleges and Institutes Canada (CICan) Conference (originally scheduled May 3 - 5, 2020)
  - Skills Ontario 2020 Competition (originally scheduled May 4 - 6, 2020)
  - Polytechnics Canada Annual General Meeting and Conference (originally scheduled May 14-15, 2020)
- Postponed events due to the COVID-19 pandemic:
  - President's Year-End Dinner
  - 2020 Spring Convocation Ceremonies
- Recognition of Retiring Governors

Members accepted this report for information.

### **7.6 Report from the President**

Highlights from the report included:

- Virtual meetings with key external contacts and community leaders;
- David Conley – Online Showcase – April 27, 2020;
- Virtual Ministerial Advisory Council consultation; and
- Highlights from the Committee of Presidents meeting – COVID-19 Coordination Calls.

President Brulé thanked retiring Governors for their commitment, dedication, and for providing industry expertise to the Board of Governors and to the College.

Members accepted this report for information.

### **7.7 Management Summary Report**

Members accepted this report for information.

### **7.8 2020-21 Board of Governors Workplan - Review for upcoming Academic Year**

Members accepted the 2020-21 Board of Governors Workplan for information.

## **8. UPCOMING EVENTS**

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

## **9. REGULAR MEETING ADJOURNMENT**

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

The regular meeting adjourned at 6:28 p.m.

## **ANNUAL GENERAL MEETING**

The Annual General Meeting of the Board of Governors began at 6:29 p.m. and adjourned at 6:37 p.m.

**10. IN CAMERA**

An In Camera session was held beginning at 6:47 p.m. with Board members only.



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Jim Brockbank, Chair



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Victoria Tiqui-Sanford, Recorder



## **APPENDIX A: Observers:**

Agnes Tamang, Student, Volunteer Centre and Navigators  
Alanna McDonell, Director of Marketing  
Andre O'Bonsawin, Director, Indigenization  
Annette Bouzi, Local President, OPSEU Local 415 (Academic union)  
Aruna Dilawri, Talent and Performance Advisor  
Carmen Hust, Full-Time Professor, Nursing Studies  
Carolyn McCluskey, Senior Financial Analyst, Academic Operations and Planning  
Christopher Dore, Full-Time Professor, Marketing, Entrepreneurship and Office Studies  
Christopher Hahn, Dean, Perth Campus  
Claire Ramsay, Manager, Workday Support  
Colin Bonang, Director, Risk Management  
Cresdelle Zubrycki, Senior Financial Analyst, Finance and Administrative Services  
Cristy Montgomery, Manager, Academic Operations and Planning  
Dan Melone, Contractor  
Daniel Kelly, Clerk, Applied Science & Environmental Technology  
Daphne Thomson, Executive Assistant, Vice President, Human Resources  
David Gabie, Skilled Trades - Plumbing, Technical Services and Energy Conservation  
Debbie McGrath, Sales Associate, Retail Store Operations (Connections)  
Doreen Jans, Acting Manager, Financial Services  
Emily Woods, Director, Finance  
Eric Marois, Chair, Electrical, Civil and Building Science, Dean, Algonquin Centre for Construction Excellence  
Erin Langevin, Director, Labour Relations  
Ernest Mulvey, Director, International  
Fatima Matar, Acting Executive Assistant, Vice President Truth, Reconciliation, and Indigenization  
Fiona Murray, Manager, School of Advanced Technology  
Grant Perry, Chief Financial Officer  
Heba Teamah, Full-Time Professor, Electrical, Civil and Building Science  
Howard Rosenblum, Full-Time Professor, ICT, Applications & Programming  
Jacquie Kummel, Full-Time Professor, Nursing Studies  
Jacquie Miller, Postmedia Company  
Jamie Bramburger, Manager, Community and Student Affairs  
Janet Hunter, Communications Manager  
Jennifer Thurston, Supervisor, Enrolment and Student Financial Support  
Jennifer Vanderburg, Library Technician, Learning Resource Centre  
Jessica DeVries, Chair, Academic Development, Academic Development  
Jessica House, Manager, Business Process Review  
Jessica Scallen, Registered Educator, Early Childhood Education  
Jim Kyte, Dean, School Of Hospitality and Tourism, Academic Services  
Jim Panchuk, Part-Time Academic - Non-Teaching, Allied Health  
Joanne Guibord, Support Specialist, Comparator, Academic Manager  
Jodi Jaffray, Chair, Community Studies  
John Omura, Project Manager, Applied Research, Innovation and Entrepreneurship  
John Tattersall, Executive Director, Facilities Management  
John Weerdenburg (Governor in-waiting)  
Julia Fortey, Acting Associate Chair, Algonquin Centre for Construction Excellence

Julie Beauchamp, Dean, School of Business  
Katherine Root, Chair, Marketing, Entrepreneurship & Office Studies, School of Business  
Kellea Cole, Change Manager  
Kelly Doucet, Financial Services Supervisor  
Keltie Jones, Dean, Algonquin College, Pembroke  
Kina Simmonds, Administrative Assistant, Finance and Administrative Services  
Krista Pearson, Registrar  
Linda Nguyen, Budget Officer, School of Business, School of Business  
Lisa Inderwick, Prospect Researcher and Data Analyst, Development and Fundraising  
Lois Pollock, Chief Digital Officer  
Louise Boudreault, Full-Time Professor, Nursing Studies  
Lynn Cummings, Full-Time Professor, Academic Development, Chair's Office  
Maggie Cusson, Dean, Academic Development  
Marina Spivak, Senior Financial Analyst, Financial Services  
Mark Leduc, Executive Director, Academic Operations and Planning  
Michael Qaqish, Manager, Government Relations and Special Advisor to the President  
Michelle Tait Eburne, Manager, Digital Strategy  
Nathan Sassi, Corporate Business Administrator, Corporate Budgeting  
Paul Gardener, Senior Manager, Internal Control, Risk Management  
Paula Benbow, Full-Time Professor, Allied Health  
Rebecca Volk, Manager, Centre for Organizational Learning  
Richard Hagemeyer, Partial Load Professor, School of Advanced Technology  
Robyn Heaton, Dean, Faculty, Arts, Media and Design  
Rodney Hudgin, Business Administrator, Business Operations - Innovation and Strategy  
Rodney Wilson (Governor in-waiting)  
Ryan Southwood, Acting Executive Director, Facilities Management  
Sandra Brancatelli, Chair, Information and Communications Technology  
Sandra Larwill, Acting Leadership and Organizational Learning Manager, Centre for Organizational Learning  
Sarah Aikin-Ayre, Business Administrator, Innovation and Strategy  
Shannon Findlay, Program Quality Assurance Associate, Academic Development  
Sheri Levine, Communications Officer, Communications  
Shivang Dhawan, Student Governor Elect 2020-21  
Stefano Bianco, Project Coordinator, College Marketing  
Susan Mainse, Manager, Risk Management  
Tamara O'Connor, Support Services Officer  
Tamra Alexander, Full-Time Professor, Financial, Accounting, and Legal Studies  
Teri Kinnunen, Manager, Corporate Budgeting  
Yusuf Khan (Governor in-waiting)