

APPROVED

BOARD OF GOVERNORS MEETING MINUTES

MINUTES OF THE MEETING NUMBER FIVE HUNDRED AND TWENTY TWO OF THE BOARD OF GOVERNORS OF ALGONQUIN COLLEGE, HELD ON MONDAY, FEBRUARY 22, 2021 AT 4:00 PM, BY ZOOM WEBINAR VIDEO/TELECONFERENCE.

<p><u>Present:</u></p> <p>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</p> <p><u>Algonquin College Executive Team:</u></p> <p>Chris Janzen, Senior Vice President, Academic Diane McCutcheon, Vice President, Human Resources Duane McNair, Vice President, Finance & Administration Laura Stanbra, Vice President, Student Services Mark Savenkoff, Vice President, Advancement Ron Deganadus McLester, Vice President, Truth, Reconciliation and Indigenization Tracy McDougall, Director, Communications & President’s Office</p>	<p><u>Presenters/Guests:</u></p> <p>Charlene Miller, Manager, Private College Partnerships Emily Woods, Director, Director, Financial Planning Ernest Mulvey, Director, International Education Centre Grant Perry, Chief Financial Officer Krista Pearson, Registrar Patrick Devey, Associate Vice-President, Global, Online and Corporate Learning, Academic Services</p> <p><u>Changemaker Awards:</u></p> <p>Cindy Harrison, Chair, Police & Public Safety Jill Reeves, Coordinator, Police Foundations Lucia Mara Guder (student), Police Foundations, Ontario College Diploma</p> <p><u>External Guest(s):</u></p> <p>Martin Aquilina, Chief Operating Officer and International Business Lawyer, HazloLaw Professional Corporation Clark Lonergan, Partner/Senior Vice President, BDO Canada Ltd. Doris Zheng, Senior Analyst, Corporate Financial Recovery Strategies, BDO Canada Ltd.</p> <p><u>Recorder:</u></p> <p>Victoria Tiqui-Sanford, Executive Assistant, Board of Governors</p>
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WELCOME REMARKS

Governor McLaren, Board Chair welcomed members and observers to the meeting at 4:01 p.m.

0. Celebrating Student Success – Changemaker Award: *Sharing Information and Creating Networking Opportunities About the Student Experience as a Newcomer to Canada*

C. Janzen, Senior Vice President, Academic, provided members with an overview of the presentation by student Lucia Mara Guder regarding her experience as a new comer to Canada and also as student attending the Police Foundations program. He introduced C. Harrison, Chair, Police & Public Safety, and J. Reeves, Coordinator, Police Foundations. Through an Instagram social media platform account, student Lucia Mara Guder developed an information sharing site of her experiences as new comer to Canada and life as a student at Algonquin College. Posts on the account address everything from lifestyle and culture to employment networking to navigating college services to city transportation, making both large and small aspects of daily life in Canada easier for students. One of her videos about the Police Foundations program on the account was viewed 6,000 times. The Changemaker award recognizes how remarkably effective she has been in making the transition to life in Canada easier and more joyful for other newcomer students.

Questions from members were answered. Members commended Ms. Guder for being a great promoter for the College.

Board Chair McLaren and President and CEO Brulé congratulated Ms. Guder and thanked her for all the work and leadership she has displayed through this initiative. Chair McLaren informed Ms. Guder that she will receive a Changemaker Award certificate in the coming days.

Governor Wilson joined the meeting at 4:09 p.m.

Governor Dhawan joined the meeting at 4:12 p.m.

1. CONSTITUTION OF THE MEETING & APPROVAL OF THE AGENDA

Governor McLaren, Chair Board of Governors, constituted the meeting at 4:19 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 & S. Barkhouse

THAT the Board of Governors approves the meeting agenda of February 22, 2021.

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 December 7, 2020

Approval of the Board of Governors Meeting minutes of December 7, 2020.

RESOLUTION

MOVED & SECONDED: C. McKelvie & J. McCracken

THAT the Board of Governors approves the December 7, 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 February 11, 2021 Board Executive Committee meeting. Meeting highlights included an update on Lieutenant Governor in Council public appointments; the Committee selected Human Resources Strategy as the topic for the next Generative Discussion with the Board and Algonquin College Executive Team scheduled for March 9, 2021; and the Committee reviewed the March 27, 2021 Board Retreat agenda.

Members accepted this report for information.

3.3 Academic and Student Affairs Committee Report

Members accepted this report for information. Board of Governors approval of the Public College Private Partnership (PCPP) was requested in the IN CAMERA meeting under agenda item 10. Public College Private Partnership (PCPP).

Board of Governors approval was requested for the following:

Program Proposal: Artificial Intelligence Software Development, Ontario College Graduate Certificate

RESOLUTION

MOVED & SECONDED: C. McKelvie & J. McCracken

THAT the Board of Governors approves of the Artificial Intelligence Software Development, Ontario College Graduate Certificate program effective Fall 2022.

CARRIED.

Board of Governors approval of the 2021-22 Schedule of Tuition and Ancillary Fees was requested under agenda item 6.3 2021-22 Schedule of Tuition and Ancillary Fees.

Board of Governors approval of the amended Academic and Student Affairs Committee Terms of Reference was requested under agenda 3.5 Governance Committee Report.

3.4 Audit and Risk Management Committee Report

Members accepted this report for information. Board of Governors approval of the Public College Private Partnership (PCPP) was requested in the IN CAMERA meeting under agenda item 10. Public College Private Partnership (PCPP).

Board of Governors approval was requested for the following:

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

RESOLUTION

MOVED & SECONDED: S. Barkhouse & J. Darwin

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.

Board of Governors approval of the Second Quarter 2020-21 Financial Projection was requested under agenda item 6.1 Second Quarter 2020-21 Financial Projection. Board of Governors approvals were requested for the following:

Investment Policy for College Operating Funds – Annual Review and Amendments

RESOLUTION

MOVED & SECONDED: S. Barkhouse & C. McKelvie

THAT the Board of Governors approves of the Investment Policy for College Operating Funds without amendment.

CARRIED.

Investment Policy for College Endowment Funds – Annual Review and Amendments

RESOLUTION

MOVED & SECONDED: S. Barkhouse & G. Beck

THAT the Board of Governors approves of the Investment Policy for College Endowment Funds without amendment.

CARRIED.

3.5 Governance Committee Report

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

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

RESOLUTION

MOVED & SECONDED: A. Lawrence & J. McCracken

THAT the Board of Governors approves of the amendments to Bylaw 1, Section 17.2 as presented;
And

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

And

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

CARRIED.

4. BUSINESS ARISING FROM THE MINUTES

There was no business arising from the minutes.

5. NEW BUSINESS

There was no new business.

6. DECISION ITEMS & REPORTS

6.1 Third Quarter 2020-21 Financial Projection

G. Perry, Chief Financial Officer presented the Third Quarter 2020-21 Financial Projection. The Third Quarter projection maintains a \$19M deficit as presented in the First and Second quarter projections. 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 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. Overall, Third Quarter enrolment has

increased by 1.8% from the First Quarter Financial Projection, an increase of 1.4% in domestic enrolments and 3.9% increase in international enrolments. The projected COVID-19 expenditures have increased from \$3M (First Quarter) to \$5M (Third Quarter), and was projected at \$3.7M. Additional expenditures have been incurred for software, purchase of Information Technology equipment for employees and students, and an increase in demand for personal protective equipment. G. Perry provided details of the Internally Restricted Funds, budgeted balances as of March 31, 2021, and informed members that the College will continue to monitor pandemic related risks and adjust accordingly to the changing environment. The College community is focused on presenting the 2021-22 budget that will demonstrate progress towards the return to financial sustainability and stability.

RESOLUTION

MOVED & SECONDED: G. Beck & S. Barkhouse

THAT the Board of Governors approves the Third Quarter 2020-21 Financial Projection report as presented.

CARRIED.

6.2 2021-22 Budget Assumptions, Three-Year Pro Forma, First Draft Concepts of the 2021-23

Business Plan

D. McNair, Vice President, Finance and Administration provided an overview of the 2021-22 Budget Assumptions and Three-Year Pro Forma and introduced G. Perry and backup presenter E. Wood, Director, Director, Financial Planning to present. Presenters for the First Draft Concepts of the 2021-23 Business Plan are: L. Stanbra, Vice President, Student Services; R. McLester, Vice President, Truth, Reconciliation & Indigenization; and back up presenters, President C. Brulé; and Governor A. O'Bonsawin, Director - Indigenization, Indigenous Services and Partnerships.

G. Perry informed members that in the current year, the College will realize a deficit of approximately \$19 million resulting from the College's financial challenges due to the COVID-19 pandemic. In the last 12 months, the College has proactively made efforts to achieve financial sustainability by reducing capital and operational expenditures in order to maintain the \$10 million maximum deficit in the next fiscal year. The College anticipates that the majority of enrolment growth will come from international students in the short term with a modest growth from domestic students. It is anticipated that the tuition 10% reduction mandated in 2019-20 will be extended to the 2021-22 fiscal year. The College projects that enrolment growth will not reach pre-COVID-19 levels until 2023-24. He presented the preliminary 2021-22 Pro Forma Assumptions which included Salaries and Benefits; Operating Expenses, Strategic Investment Priorities capacity, and Contributions to the Reserves. Strategic Investments Priorities projects have been reduced this year to address only Ministry-funded projects, Board of Governors approved major capital projects, and other projects that are deemed essential in the next fiscal year. The College will continue to refine and confirm budget assumptions and estimates prior to its presentation of the final draft budget to the Audit and Risk Management Committee on March 30, and to the Board of Governors on April 19, 2021.

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

R. McLester and L. Stanbra presented the First Draft Concepts of the 2021-23 Business Plan. R. McLester informed members that Algonquin College has committed to weaving traditional Indigenous knowledge to the very fabric of the organization. In this transition, the College business planning will be more agile, reflective of the AC Way methodology. He proposed that the first year be flexible and

the second year more fluid. L. Stanbra informed members that emphasis will be on Information Technology in the next two years, in particular, the Student Information System. She presented the Targets of Distribution for the Run, Grow, and, and Transform Model noting that the overall efforts to run College business is 80%, 10% to grow the business, and 10% to transform. Members were reminded of the College's four Strategic Directions (People, Innovation and Quality, Sustainable, and Connected) with Learner Driven being in the epicenter of the strategic plan.

President Brulé addressed Governor Beck's question on the Targets of Distribution model. He informed members that it is a model to approximate the distribution of resources and how the College will apportion efforts in the coming year in order to recover from the pandemic.

Additional questions from members were answered. Members accepted this report for information.

6.3 2021-22 Schedule of Tuition and Ancillary Fees

L. Stanbra reminded members that the tuition and ancillary fee development is an annual process brought to the Board after many months of consultation. The proposed 2021-22 Tuition and Fees Schedules apply to the academic year beginning September 1, 2021 and ending August 31, 2022. K. Pearson, Registrar presented members with the preparation process of the 2021-22 Schedule of Tuition and Ancillary Fees. The Schedule of Fees is compliant with the Government of Ontario's Ministry of Colleges and Universities' Tuition and Ancillary Fees Minister's Binding Policy Directive and Tuition and Ancillary Fees Reporting Operating Procedure. There is no tuition increase for domestic students. The average domestic tuition rate will remain at \$1,361.29 per term in 2021-22. International tuition fees are comprised of the domestic tuition rate plus an international premium. It was proposed that an additional 1% will be applied to the international premium per term in 2021-22. On average, students will pay \$115.37 for program ancillary fees in 2021-22. This is a \$5.28 more compared to the average ancillary fee in 2020-21. Very few adjustments were made to the compulsory ancillary fees, most notably is the proposed Athletics and Recreation Fee of \$150.00 per term, formerly a Sports Fee at \$72.63 per term.

Questions from members were answered.

RESOLUTION

MOVED & SECONDED: G. Beck & J. McCracken

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

CARRIED.

7. ITEMS FOR INFORMATION

7.1 Third Quarter 2020-21 Business Plan Performance

Members accepted this agenda item for information.

7.2 Employee Engagement – Update

Members accepted this agenda item for information.

7.3 Report from the Board Chair

Governor McLaren provided highlights of the following from his report:

- 2021 Algonquin College Board of Governors Internal Election;
- 2020-21 Board Performance; and

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

Members accepted this agenda item for information.

7.4 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;
- Attended the City of Ottawa’s Virtual Economic Rebound Roundtable; and
- Committee of Presidents virtual meetings.

Members accepted this agenda item for information.

7.5 Board of Governors Management Summary Report

Members accepted this agenda item for information.

7.6 2020-21 Board of Governors Workplan

Members accepted this agenda item for information.

7.7 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 Barkhouse & Beck

The regular meeting adjourned at 5:55 p.m.

Governor Johnson exited the meeting at 5:30 p.m.

10. IN CAMERA

RESOLUTION

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

THAT the Board of Governors moves into an IN CAMERA session.

CARRIED.

An In Camera session was held beginning at 6:06 p.m.

College staff presenters and external guests exited the meeting at 6:47 p.m.

11. MEETING WITHOUT MANAGEMENT

The meeting without management was held beginning 6:47 p.m.

12. IN CAMERA MEETING ADJOURNMENT



Jay McLaren, Chair



Victoria Tiqui-Sanford, Recorder

APPENDIX A: Observers:

Ahmed Waked, Associate Director Facilities Development, Facilities Management
Alison Feather, Project Manager, Finance and Administrative Services
Anna Labelle, Professor, School of Media and Design
Anne Kalil, Manager, Student Recruitment, Marking and Recruitment
Barb Nauth, Algonquin College Retiree
Ben Bridgstock, Director, Student Support Services, Student Services
Brett Thoms, Student/Journalist, School of Media and Design
Bryan Eburne, Manager, Fees, Curriculum and Reporting, Registrar's Office
Charlene Miller, Manager, Private College Partnerships, International Education Centre
Cindy Harrison, Acting Chair, Police & Public Safety Institute
Claire Ramsay, Manager, Workday Support
Colin Bonang, Director, Risk Management
Cory Haskins, Acting Chair Culinary Arts, School of Hospitality & Tourism
Cresdelle Zubrycki, Senior Financial Analyst, Financial Services
Dan Pihlainen, Chair, Media Studies, Faculty of Arts, Media and Design
Daphne Thomson, Executive Assistant to the Vice President, Human Resources
David Ferries, Professor, School of Business
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
Ernest Mulvey, Director, International Education Centre
Fatima Matar, Executive Support Clerk, Board of Governors
Grant Perry, Chief Financial Officer, Finance and Administrative Services
Ian Lewer, Director of Philanthropy, Advancement
Jamie Bramburger, Manager, Community and Student Affairs, Pembroke Campus
Jane Trakalo, Dean, Faculty of Health, Public Safety and Community Studies
Janet Hunter, Communications Manager, Registrar's Office
Jennifer Vanderburg, Library Technician, Library, Ottawa Campus
Jill Reeves, Program Coordinator, Police Foundations, Police and Public Safety Institute
Jodi Jaffray, Chair, Community Studies, Faculty of Health, Public Safety and Community Studies
John Weerdenburg (Governor in-waiting)
Julie Beauchamp, Dean, School of Business
Katherine Leyton, Communications Officer, Public Relations & Communications
Kathryn Leroux, Manager, Global, Online and Corporate Learning
Kellea Cole, Change Manager, Student Information System Implementation, Registrar's Office
Keltie Jones, Dean, Algonquin College, Pembroke
Krista Pearson, Registrar, Registrar's Office
Lois Pollock, Chief Digital Officer, ITS, Finance and Administration
Louise Boudreault, Professor, Nursing Studies
Lucia Guder, Student, Police Foundations, Police and Public Safety Institute
Maggie Cusson, Dean, Academic Development
Marina Spivak, Senior Financial Analyst, Financial Services
Mary Baxter, General Manager, Food and Conference Services
Michelle Tait Eburne, Business Relationship Manager, Information Technology Services

Nancy Druick, Manager of Philanthropy, Development and Fundraising
Patrick Devey, Associate Vice-President, Global, Online and Corporate Learning, Academic Services
Rebecca Volk, Manager, Centre for Organizational Learning
Robyn Heaton, Dean, Faculty of Arts, Media and Design
Ryan Southwood, Acting Executive Director, Facilities Management
Sandra Brancatelli, Chair, Information & Communications Technology
Sandra Larwill, Academic Chair, Academic Operations and Planning
Teri Kinnunen, Manager, Corporate Budgeting

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