

APPROVED

BOARD OF GOVERNORS MEETING MINUTES

MINUTES OF THE MEETING NUMBER FIVE HUNDRED AND TWENTY-FOUR OF THE BOARD OF GOVERNORS OF ALGONQUIN COLLEGE, HELD ON MONDAY, JUNE 7, 2021 AT 4:00 PM, BY ZOOM WEBINAR VIDEO/TELECONFERENCE.

<p><u>Present:</u> 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 Stephen Tudor Steve Barkhouse Valerie Sayah Wayne Johnson</p> <p><u>Regrets:</u> Shivang Dhawan</p> <p><u>Recorder:</u> Victoria Tiqui-Sanford, Executive Assistant, Board of Governors</p> <p><u>Algonquin College Executive Team:</u> Chris Janzen, Senior Vice President, Academic Diane McCutcheon, Vice President, Human Resources Duane McNair, Vice President, Finance & Administration Laura Stanbra, Vice President, Student Services Mark Savenkoff, Vice President, Advancement Ron Deganadus McLester, Vice President, Truth, Reconciliation and Indigenization Tracy McDougall, Director, Communications & President’s Office</p>	<p><u>Presenters/Guests:</u> Alison Feather, Strategic Exercise to Restore Financial Sustainability, Project Manager Grant Perry, Chief Financial Officer Keltie Jones, Dean Pembroke Campus Lois Pollock, Executive Technical Lead – R3 Project Sam Wong, Senior Project Manager, R3 Yen Do, Acting, Chief Digital Officer</p> <p><u>Changemaker Awards:</u> Jane Trakalo, Dean, Faculty of Health, Public Safety and Community Studies, Academic Services Jill Reeves, Professor, Coordinator, & Academic Advisor, Police Foundations</p> <p><u>Student:</u> William Bourgault, Police Foundations, Ontario College Diploma</p> <p><u>External Guests:</u> Martin Aquilina, International Business Lawyer, HazloLaw</p> <p><u>Deloitte Team:</u> Nathalie Mejia, Stakeholder Engagement Consultant, Senior Consultant, Higher Education Transformation Eric McIntosh, Project Lead, Manager, Higher Education Transformation Mark Dinello, Engagement Partner, Partner, Higher Education Transformation Craig Robinson, National Director Higher Education</p>
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WELCOME REMARKS

Governor McLaren, Board Chair, welcomed members and observers to the meeting at 4:01 p.m. and welcomed Rebecca Wakelin & Cyan Shields, Governors elect whose terms of office will begin on September 1, 2021.

0. Celebrating Student Success – Changemaker Award: *Footwear 4 Kids Charity*

C. Janzen, Senior Vice President Academic informed Board members that Footwear 4 Kids Charity is about a new charitable project run entirely by volunteers and works in collaboration with the Caldwell Family Centre, who also helps provide clothing, bedding, and small household items to those in need. J. Reeves, Professor, Coordinator, and Academic Advisor, Police Foundations provided a brief overview of the project and introduced student presenter, W. Bourgault, Police Foundations, Ontario College Diploma. It all started when Bourgault was emptying his closet and had a few pairs of running shoes that he wanted to donate to families that were in need. After doing some research, the only option he found was a website where you could post items you wanted to give away for free. Soon after posting, he explained, “I was overwhelmed by private messages from newcomers to Canada and those who had lost their jobs due to COVID-19.” He chose one family to give the shoes to, but said he wanted to find a way to support the others as well, so he reached out to family and friends, and on Instagram, and the effort grew from there. Footwear 4 Kids now has 30 volunteers, including six family support workers, 22 volunteer drivers (to pick up and drop off goods), and four fellow Algonquin Police Foundations classmates.

Bourgault’s goals for Footwear 4 Kids for the future are to become a registered charity, to continue to grow their sponsors and supporters, and to pursue funding to offset mileage and gas costs. For those interested in donating, the following website was provided: footwear4k.com.

Questions from members were answered.

Board Chair McLaren and President and CEO Brulé congratulated Bourgault and thanked him for all the work and leadership through this initiative. Chair McLaren informed Bourgault that he will receive a Changemaker Award certificate in the coming days.

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: A. O’Bonsawin & V. Sayah

THAT the Board of Governors approves the meeting agenda of June 7, 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 April 19, 2021

Approval of the Board of Governors Meeting minutes of April 19, 2021.

RESOLUTION

MOVED & SECONDED: G. Beck & A. Lawrence

THAT the Board of Governors approves the April 19, 2021 meeting minutes.

CARRIED.

3.2 Board Executive Committee Report (verbal)

Governor McLaren provided members with a verbal report of agenda items discussed at the May 31, 2021 Board Executive Committee meeting. Meeting highlights included an update on the status update of the new 2022-25 Strategic Plan which was presented later in the agenda under 5.1 Algonquin College 2022-25 Strategic Plan. The next Board of Governors and Algonquin College Executive Team Generative Discussion will be held on October 20, 2021 a topic for this session is still being selected. The Committee also discussed the planning of the 2021 Fall Board Retreat. If in person, the retreat will be held locally at the Woodroffe Campus in room T102.

Members accepted this report for information.

3.3 Academic & Student Affairs Committee Report

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

Program Proposal: Bachelor of Applied Science (Building Conservation - Honours)

RESOLUTION

MOVED & SECONDED: C. McKelvie & J. McCracken

THAT the Board of Governors approves of the Bachelor of Applied Science (Building Conservation - Honours) effective Fall 2023.

CARRIED.

Program Proposal: Bachelor of Child and Youth Care, Honours

RESOLUTION

MOVED & SECONDED: C. McKelvie & W. Johnson

THAT the Board of Governors approves of the Bachelor of Child and Youth Care, Honours program effective Fall 2023.

CARRIED.

Board of Governors Bylaw 4 – Amendment

RESOLUTION

MOVED & SECONDED: C. McKelvie & S. Barkhouse

THAT the Board of Governors approves of the amended Board of Governors Bylaw 4.

CARRIED.

3.4 Audit & Risk Management Committee Report

Members accepted this report for information. Detailed presentations and Board of Governors approvals were requested separately later in the agenda for the following items:

- 5.3 Salesforce Stabilization Project – Investment Case, now called: Salesforce Lightning Upgrade – Investment Case;
- 5.5 Resolution of the Board of Governors to Liquidate and Dissolve Algonquin College – Saudi Arabia; and
- 6.2 2020-21 Draft Audited Financial Statements (approval was requested at the Annual General Meeting).

Governor Barkhouse informed members that the Auditors from BDO presented Committee members with the March 2021 Audit Results and Year-End Communication. The auditors provided details of their audit results and information of their audit findings. The audit focused on the risks specific to the College’s operations and significant financial statement areas. College management addressed all auditors’ findings in a timely manner. Committee members accepted this for information.

Governor Barkhouse informed members that the Committee also reviewed the following information items and a separate detailed presentation was provided:

- 5.4 Financial Sustainability Roadmap; and
- 6.1 Fourth Quarter 2020-21 Financial Report

3.5 Governance Committee Report

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

2021-22 BOG Officer Position and Committee Memberships

Governor Lawrence informed members that approval will be requested at the Annual General Meeting.

A. Lawrence thanked everyone and announced that she is stepping down from the Governance Chair position.

Governor Darwin joined the meeting at 4:30 p.m.

4. BUSINESS ARISING FROM THE MINUTES

There was no business arising from the minutes.

5. NEW BUSINESS

5.1 Algonquin College 2022-25 Strategic Plan

President Brulé introduced the following Deloitte team members who supported the development of the strategic plan and were in attendance for the presentation and approval of the Algonquin College 2022-25 Strategic Plan: Craig Robinson; Nathalie Mejia; Eric McIntosh; Mark Dinello; and he also gave recognition to members of the advisory team who provided their support and expertise during the development of the strategic plan.

President Brulé informed members that after presenting to the Executive of the Board in early Fall 2020, it was agreed that due to a number of factors, one being the COVID-19 pandemic and the uncertainty about the future, a shorter-term plan would be developed, one that focused on recovery from the pandemic, in order to thrive in a post-pandemic future. Goals for the 2022-2025 Strategic Plan are built around the strategic directions of Learner-driven and People, with the expectation that the foundational themes will inform and be integrated in all College activities. K. Jones, Dean, Pembroke Campus, provided further details on the following three Goals:

- Goal 1: Provide flexible, personalized, and lifelong learner experiences;
- Goal 2: Empower our people to foster a high-quality, innovative, learner-driven culture; and,
- Goal 3: Create an equitable, diverse, and inclusive work environment.

The new 2022-2025 Strategic Plan flows from the College's 2017-2022 50+5 Strategic Plan, and will take effect on 1 April 2022.

Following the Board of approval of the new strategic plan, the College will initiate its communication and its implementation plans.

Questions from members were answered.

RESOLUTION

MOVED & SECONDED: S. Tudor & A. O'Bonsawin

THAT the Board of Governors approves the Algonquin College 2022-2025 Strategic Plan.

CARRIED.

5.2 Transforming Indigenization Initiatives Update

R. McLester, Vice President, Truth, Reconciliation and Indigenization presented an update on Transforming Indigenization Initiatives. He provided details on is following presentation items:

- Creating a Foundation – Research and Promising Practices;
- Considering the Creation Story;
- A *Knew* Way to Understand Indigenization; and
- Small But Mighty Team – A Reflection on 2021.

R. McLester informed members that the Office of the Truth, Reconciliation, and Indigenization will continue to explore and acquire traditional Indigenization knowledge for the College community, and initiate a multi-model approach to create the new multi-year Indigenization Plan – *Standing Up the Tree*. Office of the Truth, Reconciliation, and Indigenization will invite College community members to express their interest in helping develop the plan.

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

5.3 Salesforce Lightning Upgrade – Investment Case

Governor Barkhouse provided a brief overview of the Salesforce Lightning Upgrade – Investment Case. The Audit & Risk Management Committee endorsed the Investment Case to proceed with the Salesforce Lightning Upgrade from the "Classic" to the "Lightning" version, and will request Board approval to proceed with the Salesforce Lightning Upgrade with an estimated multi-year cost up to

\$5.5 million. D. McNair, Vice President, Finance and Administration informed members that following the presentation of the Five-year Capital Investment Requirements Plan at the December 7, 2020 Board meeting, this investment case was developed. He introduced L. Pollock, Executive Technical Lead – R3 Project and Y. Do, Acting Chief Digital Officer who provided members with the following details in support of the investment case: Overview; Internal Environment; Options and Financial Analysis. Algonquin College has been using the Salesforce Customer Relationship Management platform since 2009 and the current “Classic” version will no longer be supported by the Vendor. The anticipated sunset date of the Classic version was February 2021, but was postponed due to the COVID-19 pandemic. L. Pollock emphasized that critical College business will be at risk if the platform is not upgraded. In summary, the upgrade will bring invaluable benefits to the College community and will improve the learner experience by delivering personalized messaging offering one-stop service for students.

Questions from members were answered.

RESOLUTION

MOVED & SECONDED: S. Barkhouse & R. Wilson

THAT the Board of Governors approve the expenditure of up to \$5.5 million over the fiscal years 2021-22 to 2023-24, to upgrade the College’s Salesforce Customer Relationship Management system from the “Classic” version to the current “Lightning” version with 50% of the funds drawn from College reserves and 50% from in-year Strategic Investment Priorities budgets.

ABSTAINED: J. Darwin

CARRIED.

5.4 Financial Sustainability Roadmap

D. McNair informed members that over this past Fall and Winter 2020, the Strategic Exercise to Restore Financial Sustainability working group developed the Vision, Goals, and Objectives for eight key themes, and, Financial Sustainability Measures and Strategic Financial Conditions necessary to achieve the College’s long-term sustainability. A. Feather, Strategic Exercise to Restore Financial Sustainability Project Manager, informed members that the College has increased its activities and business units but many externally imposed factors have constrained the College’s ability to grow revenue in the same pace as the growth of expenses. The business operations of the College must be realigned to the new strategic direction that reflects post COVID-19 pandemic realities in order to assure financial sustainability. D. McNair provided in-depth details of the following eight Financial Sustainability Roadmap themes:

1. Revenue Growth;
2. Cost Containment;
3. Capital Asset Strategy;
4. Human Capital Strategy;
5. Portfolio Analysis;
6. Continuous Improvement;
7. Financial Management Policy Framework; and
8. Partnership Strategy.

In 2022, D. McNair will lead the project team in the development and refinement of key initiatives including: Clear scope and objectives; Implementation timelines; and Resource requirements.

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

5.5 Resolution of the Board of Governors to Liquidate and Dissolve Algonquin College – Saudi Arabia

G. Perry, Chief Financial Officer informed members that in 2013 Algonquin College set up a College in Saudi Arabia and entered into an agreement with the Colleges of Excellence Company in the Kingdom of Saudi Arabia for Algonquin College to deliver training. Effective September 6, 2016, Algonquin College terminated the agreement with Saudi Arabia and as part of the termination and exit out of Saudi Arabia, the College agreed to keep the entity up and running until the agreement expired in August 2018. As this entity of the College is no longer required and there are no assets or liabilities left in Saudi Arabia, it is being recommended that the Company be dissolved.

M. Aquilina from HazloLaw was in attendance to answer questions.

RESOLUTION

MOVED & SECONDED: S. Barkhouse & R. Wilson

THAT the Board of Governors approves:

- a) Algonquin College – Saudi Arabia (AC-SA) be liquidated and dissolved pursuant to the prescriptions of the laws of Saudi Arabia (including the Companies Act); and
- b) Each of Duane McNair and Grant Perry, are and they are hereby authorized to do all things and sign for and on behalf of the College and, as counsel may advise, of AC-SA, any and all documents necessary to procure the liquidation and dissolution of AC-SA including the Power of Attorney and Shareholders resolutions attached as Schedule “A”, as well as take all actions that may be necessary, desirable or useful to give full effect to these Resolutions.

CARRIED.

6. DECISION ITEMS & REPORTS

6.1 Fourth Quarter 2020-21 Financial Report

G. Perry, Chief Financial Officer presented the Fourth Quarter 2020-21 Financial Projection. The report is provided to present actual results compared to budgeted revenues and expenses supporting the Annual Business Plan and Strategic Plan. The fourth quarter report detailed an overall \$2.9 million surplus achieved, a \$21.9 million increase over the first quarter projection. Overall enrollment increased by approximately 2% over the first quarter projection which is attributed to an increase of 1% in domestic enrollments and 4% in international enrollments. The Internally Restricted Funds of \$16.3 million was used to fund Strategic Investment Priorities and Operations such as the Athletics and Recreation Centre, R3 Project (Student Information System), COVID-19 Reserve Fund, and Contingency Reserve Fund. This is a draw-down from the maximum \$19 million approved by the Board in the first quarter. The College will continue to strive for financial stability and will endeavor to reduce the projected \$10 million deficit approved by the Board at the April 19, 2021 Board meeting through refined projections and ongoing implementations of mitigation strategies.

E. Woods, Director, Corporate Planning was in attendance to help answer questions form members.

Members accepted this for information.

6.2 2020-21 Draft Audited Financial Statements

G. Perry presented the 2020-21 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 2020-21 Financial Results highlights included:

- \$2.9 million surplus in 2020-21 (\$14.7 million: 2019-20);
- Enrolment was 4% less than 2019-20 enrolment levels;
- \$8.3 million in one-time funding received from the Ministry of Colleges and Universities' Support Fund for Post-Secondary Institutions;
- \$19.4 million invested in Strategic Investment Priorities projects; and
- Six of seven "financial health" indicators are above benchmark.

Current assets have increased by \$23 million primarily due to an increase in short-term investment holdings of \$9 million, transferred in from long-term investments, and an increase in accounts receivable of \$16.6 million. Long-term assets have decreased by \$7 million primarily due to a transfer of investments to short-term assets, and a decrease in Capital Assets balance reflecting depreciation expenses for the year, with minimal capital additions. There were several factors contributing to the surplus achieved, including one-time funding of \$8.3 million received from the Ministry of Colleges and Universities through a COVID Support Fund, a two per cent increase in enrolment over the Q1 Financial Projection, and cost savings achieved through reduced campus activities, and college-wide austerity measures implemented at the outset of the pandemic. Additionally, spending through some of the Strategic Investment Priorities Projects was less than budgeted, and there were savings realized in the current year because of minor delays in the delivery of construction projects.

Questions from members were answered.

Board approval for the 2020-21 Draft Audited Financial Statements was requested at the Annual General Meeting following the regular meeting.

7. ITEMS FOR INFORMATION

7.1 Fourth Quarter 2020-21 Business Plan Performance

L. Stanbra, Vice President, Student Services presented the Fourth Quarter 2020-21 Business Plan Performance. In 2020-21, there were 27 business initiatives and 22 (81%) were completed, four will be carried over in 2021-22, and one was not fully accomplished. Given the impact of the COVID-19 pandemic, the breadth and depth of the College's business operations and the highly dynamic nature of the College system, it is not unusual to have some business plan initiatives incomplete or delayed at the conclusion of the fiscal year.

Members accepted this report for information.

7.2 2020-21 Annual Report and Progress against Strategic Plan 2017-22

T. McDougall, Director, President's Office and Communications presented the 2020-21 Annual Report and Progress against Strategic Plan 2017-22. There are ten measures outlined in the Business Plan Scorecard and nine exceeded the target, and one with no specific target. The 2020 Winter to 2021

Fall terms retention exceeded the restated target by 3%. The year-over-year retention decreased by 1.3%, resulting in a lower than the anticipated impact on learner persistence due to the COVID-19 pandemic. The overall student satisfaction results exceeded the restated target by 7% attributed to the mitigation efforts made by College employees to lessen the impacts of the pandemic on the learners' overall College experience.

RESOLUTION

MOVED & SECONDED: S. Tudor & A. O'Bonsawin

THAT the Board of Governors approves the 2020-21 Algonquin College Annual Report.

CARRIED.

7.3 AC Way Update

Members accepted this update for information.

7.4 Freedom of Information and Protection of Privacy Act – 2020 Annual Report

Members accepted this report for information.

7.5 People Plan - Year Four Update

Members accepted this update for information.

7.6 Report from the Board Chair

Governor McLaren provided highlights of the following from his report:

- Virtual 2021 Spring Convocation – June 23, 2021;
- 2021 Fall Board Retreat – September 12 & 13, 2021; and
- 2021 Higher Education Summit – November 28 & 29, 2021 (in-person attendance to be confirmed by Colleges Ontario).

Governor McLaren thanked the following retiring Governors for their commitment, dedication, and for providing industry expertise to the Board of Governors and to the College: Wayne Johnson, Enrico DeFrancesco, and Shivang Dhawan.

Members accepted this report for information.

7.7 Report from the President

Members accepted this report for information.

7.8 Board of Governors Management Summary Report

Members accepted this agenda item for information.

7.9 2021-22 Board of Governors Meeting Schedules and Workplan

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 and seconded by Governors McCracken and O'Bonsawin at 7:15 p.m.
The regular meeting adjourned at 7:15 p.m.

The Annual General Meeting began at 7:15 p.m.

10. IN CAMERA

An In Camera session was held for Governors only at 7:35 p.m.

11. MEETING WITHOUT MANAGEMENT

12. IN CAMERA MEETING ADJOURNMENT

Jay McLaren, Chair

Victoria Tiqui-Sanford, Recorder

APPENDIX A - Observers:

Alanna McDonnell, Director of Marketing, Student Services
Anna Labelle, Professor, Design Studies
Annette Bouzi, Professor, Business Administration and Service Courses, School of Business
Barb Nauth, Algonquin College Retiree
Ben Bridgstock, Director, Student Support Services, Student Services
Brett Thoms, Student/Journalist, School of Media and Design
Christine Trauttmansdorff, Consultant, Willow Green Group
Christopher Hahn, Dean, Perth Campus
Cindy Harrison, Acting Chair, Police & Public Safety Institute
Colin Bonang, Director, Risk Management
Cristina Holguin-Pando, Director, Applied Research, Innovation and Entrepreneurship
Cyan Shields, Student, Computer Systems Technician Program
Dan Pihlainen, Chair, Media Studies, Faculty of Arts, Media and Design
David Soltis, Director, People Culture, Human Resources
Doreen Jans, Manager, Financial Planning, 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
Gail Lafleur, Manager, Mamidosewin Centre
Guy Ashby, CRM Technical Lead, Enterprise Applications - Salesforce
Ian Lewer, Director of Philanthropy, Advancement
Jamie Bramburger, Manager, Community and Student Affairs, Pembroke Campus
Janet Hunter, Communications Manager, Registrar's Office
Jennifer Thurston, Supervisor, Enrolment and Student Financial Support
Jeremy Morse, Student/Journalist, School of Media and Design
Jessica Devries, Chair, Academic Development
Jessica Traynor, Executive Assistant to Vice President, Advancement
John Ellis, Manager, Learning Resource Centre, Student Support Services
John Weerdenburg, (Governor in-waiting)
Katherine Leyton, Communications Officer
Kelli Doucet, Financial Services Supervisor, Financial Services
Kina Simmonds, Administrative Assistant, Finance & Administrative Services
Krista Pearson, Registrar, Registrar's Office
Larry Fisher, Manager, Facilities and Operations, Pembroke Campus
Lisbet Paulovich, Manager, IT Application Development, IT Service Delivery
Louise Boudreault, Professor, Nursing Studies
Lynn Cummings, Professor, Academic Development, Chair's Office
Marina Spivak, Senior Financial Analyst, Financial Services
Mark Leduc, Executive Director, Academic Operations and Planning, Academic Services
Maureen Castella, Senior Manager, Total Compensation, Employee and Labour Relations
Michael Qaqish, Manager, Government Relations and Special Advisor to the President, President's Office
Michelle Tait Eburne, Manager, Business Relationship Management, ITS Delivery
Nathaniel Parant, Activity and Events Representative, Mamidosewin Centre
Patrick Devey, Associate Vice-President, Global, Online and Corporate Learning, Academic Services

Rebecca Volk, Manager, Centre for Organizational Learning
Rebecca Wakelin, Professor, Learning and Teaching Services
Robyn Heaton, Dean, Faculty of Arts, Media and Design
Ryan Southwood, Acting Executive Director, Facilities Management
Sandra Larwill, Academic Chair, Academic Operations and Planning
Susan Mainse, Manager, Risk Management
Teri Kinnunen, Manager, Corporate Budgeting, Financial Planning
Wadhah Al-monaifi, Coordinator, Student Learning Centre, Academic Manager
Zachary Deorksen, Support Analyst, Financial Services