

## MEETING OF THE BOARD OF GOVERNORS - HYBRID

MEETING NUMBER FIVE HUNDRED AND TWENTY-EIGHT OF THE BOARD OF GOVERNORS OF ALGONQUIN COLLEGE TO BE HELD ON MONDAY, APRIL 25, 2022 FROM 4:00 PM – 5:45 PM  
IN ROOM T102 ABC, OTTAWA CAMPUS OR BY ZOOM WEBINAR

**VIRTUAL ATTENDANCE – Register in Advance:**

[https://algonquincollege.zoom.us/webinar/register/WN\\_R0XqPmUzSRSDRZitRShWgA](https://algonquincollege.zoom.us/webinar/register/WN_R0XqPmUzSRSDRZitRShWgA)

**IN-PERSON ATTENDANCE:** Ottawa Campus, Room T102 ABC

AGENDA		Presenter	Time
INDIGENOUS TEACHINGS: <i>Bringing Our Minds Together</i>		Ron McLester	10 m. 4:00-4:10
<b>0.</b>	<b>Celebrating Student Success – Changemaker Award</b>		
	Recreation and Leisure Services - Community Development	Chris Janzen	10 m. 4:10-4:20
<b>1.</b>	<b>CONSTITUTION OF THE MEETING AND APPROVAL OF THE AGENDA</b>	Jay McLaren	1 m.
<b>2.</b>	<b>DECLARATIONS OF CONFLICT OF INTEREST</b>	Jay McLaren	1 m.
<b>3.</b>	<b>APPROVAL OF PREVIOUS MEETING MINUTES AND CONSENT AGENDA ITEMS</b>		
	3.1 Minutes of the Board of Governors’ meeting of February 28, 2022	Jay McLaren	1 m.
	3.2 Program Title Modification: Broadcasting – Radio, Ontario College Diploma	Cyril McKelvie	0
	3.3 Program Title Modification: Broadcasting – Television, Ontario College Diploma	Cyril McKelvie	0
<b>4.</b>	<b>COMMITTEE REPORTS</b>		
	4.1 Board Executive Committee Report (verbal)	Jay McLaren	5 m. 4:25-4:30
	4.2 Academic and Students Affairs Committee Report <b>For Approval:</b> Program Proposals: Apprenticeship Ontario College Certificate Programs <b>For Information:</b> Appendix A: 2021-22 Sexual Assault/Sexual Violence Annual Report Appendix B: Enrolment Update	Cyril McKelvie	10 m. 4:30-4:40
	4.3 Audit and Risk Management Committee Reports <b>For Approvals:</b> Appendix A: Investment Policy for College Operating Funds – Annual Review and Amendments: <i>The policy is available for review on the <a href="#">College website</a></i> Appendix B: Investment Policy for College Endowment Funds – Annual	Ikram Zouari	5 m. 4:40-4:45

	Review and Amendments : <i>The policy is available for review on the <a href="#">College website</a></i>		
	4.4 Governance Committee Report <b>For Approvals:</b> Appendix A: Transmittal External Governor Reappointment <b>For Information:</b> Appendix B: BGI-01 Responsibilities of the Board Compliance Report Card	Jamie McCracken	5 m. 4:45-4:50
<b>5.</b>	<b>BUSINESS ARISING FROM THE MINUTES</b>		
	Business Arising from the Minutes will be IN CAMERA - R3 Project Update		
<b>6.</b>	<b>NEW BUSINESS</b>		
	6.1 Proposed Board Governance Policy - Delegation of Contract Signing Authority Appendix A: Draft BG II-06 Delegation of Contract Signing Authority Policy Appendix B: Delegation of Signing Authority Matrix	Duane McNair Paul Gardner	20 m. 4:50-5:10
	6.2 The Indigenous Route Naming Initiative	Duane McNair Ron McLester Ryan Southwood	20 m. 5:10-5:30
<b>7.</b>	<b>DECISION ITEMS AND REPORTS</b>		
	There are no items and reports		
<b>8.</b>	<b>ITEMS FOR INFORMATION</b>		
	8.1 Report from the Board Chair	Jay McLaren	5 m. 5:30-5:35
	8.2 Report from the President	Claude Brulé	5 m. 5:35-5:40
	8.3 Board of Governors Management Summary Report	Executive Team	0
	8.4 2021-22 Board of Governors Workplan	Jay McLaren	0
	8.5 Confirmation of Mandatory Government Remittances	Grant Perry	0
<b>9.</b>	<b>UPCOMING EVENTS</b>		
	• Generative Discussion: Truth & Reconciliation New Three-Year Plan (hybrid)	Date May 11, 2022	
	• Pembroke Campus Convocation	June 3, 2022	
	• Board of Governors Meeting & Annual General Meeting (hybrid)	June 6, 2022	
	• Perth Campus Convocation	June 9, 2022	
	• Ottawa Campus Spring Convocation	June 21-24, 2022	
	• President's End of Year Dinner – For Board of Governors (in-person)	June 10, 2022	
	• 2022 New Governors Orientation Part 1 (hybrid)	August 18, 2022	
	• 2022 New Governors Orientation Part 2 (hybrid)	September 11, 2022	
	• 2022 Fall Board of Governors Retreat (hybrid)	September 11 & 12, 2022	
<b>10.</b>	<b>REGULAR MEETING ADJOURNMENT</b>		
	<b>INDIGENOUS CLOSING</b>	Ron McLester	5 m. 5:40-5:45



President/Board of Governors

**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*

**DRAFT**

**BOARD OF GOVERNORS MEETING MINUTES**

MINUTES OF THE MEETING NUMBER FIVE HUNDRED AND TWENTY-SEVEN OF THE BOARD OF GOVERNORS OF ALGONQUIN COLLEGE, HELD ON MONDAY, FEBRUARY 28, 2022 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                  Cyan Shields                  Gabrielle Berard                  Ikram Zouari                  Jamie McCracken                  Jeff Darwin                  Rodney Wilson                  Sheilagh Dunn                  Stephen Tudor                  Steve Barkhouse                  Valerie Sayah</p> <p><b><u>Regrets:</u></b>                  Rebecca Wakelin</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>                  Emily Woods, Director, Corporate Planning                  Grant Perry, Chief Financial Officer                  Krista Pearson, Registrar &amp; Business Co-Lead of the R3 Project                  Lois Pollock, Chief Digital Officer &amp; Business Co-Lead of the R3 Project                  Ernest Mulvey, Director, International Education Centre                  Charlene Miller, Project Manager, Private College Partnerships</p> <p><b><u>Changemaker Awards:</u></b>                  Sandra Brancatelli, Chair, Information and Communications Technology, School of Advanced Technology                  Eric Marois, Dean, School of Advanced Technology</p> <p><b><u>Changemaker Presenters:</u></b>                  Katarzyna Gocal, Computer Programming</p>
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**WELCOME REMARKS**

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

R. McLester, Vice President, Truth, Reconciliation, and Indigenization opened the meeting with Indigenous Teachings.

**0. Celebrating Student Success – Changemaker Award: Women in Computing Science Club**

C. Janzen, Senior Vice President Academic introduced S. Brancatelli, Chair, Information and Communications Technology, School of Advanced Technology and E. Marois, Dean, School of Advanced Technology. S. Brancatelli informed members that student, Katarzyna (Kasia) Gocal came

to Canada from Poland in 2016, with a master's degree in Management and a diploma in Information Technology. During her to coop terms with Nokia, Kasia was awarded the prestigious Nokia Next Generation Tech Scholarship in recognition of her academic achievements. During her time at Algonquin College, Kasia realized that women made up a much smaller portion of students in the Computer Programming program and wanted to create a club that would provide extra support for this group. Under the auspices of the Students' Association, Kasia created the [Women in Computer Science \(WICS\)](#) group. She was determined to make a difference for women in computer-related programs by facilitating career-related events and workshops, group entries into local hackathons, guest speakers and academic supports such as group tutoring during exam periods. Although the club is focused on providing supports for women students, anyone is welcome to join and indeed many students of other genders are active members.

Board Chair McLaren, and President and CEO Brulé, congratulated and thanked Kasia for sharing her experience. Chair McLaren informed the her that she 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: S. Tudor & R. Wilson**

**THAT** the Board of Governors approves the meeting agenda of February 28, 2022.

**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 6, 2021**

Approval of the Board of Governors Meeting minutes of December 6, 2021.

### **RESOLUTION**

**MOVED & SECONDED: C. McKelvie & J. McCracken**

**THAT** the Board of Governors approves the December 6, 2021 meeting minutes.

**CARRIED.**

## **4. COMMITTEE REPORTS**

### **4.1 Board Executive Committee Report (verbal)**

Governor McLaren provided members with a verbal report of agenda items discussed at the February 15, 2022 Board Executive Committee meeting. Meeting highlights included:

- Next Generative Discussion Date: May 11, 2022
  - Topic: Truth & Reconciliation – New Three-Year Plan
- 2022 Spring Board Retreat (March 26, 2022) Planning update

Members accepted this report for information.

#### **4.2 Academic & Student Affairs Committee Report**

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

Program Proposal: Business Development and Sales, Ontario College Graduate Certificate

##### **RESOLUTION**

**MOVED & SECONDED: C. McKelvie & G. Berard**

**THAT** the Board of Governors approves of the Business Development and Sales, Ontario College Graduate Certificate program, effective Fall 2023.

**CARRIED.**

Program Proposal: Cloud Development and Operations, Ontario College Graduate Certificate

##### **RESOLUTION**

**MOVED & SECONDED: C. McKelvie & S. Dunn**

**THAT** the Board of Governors approves of the Cloud Development and Operations, Ontario College Graduate Certificate program, effective Fall 2023.

**CARRIED.**

Program Proposal: Computer Programming and Analysis, Ontario College Advanced Diploma

##### **RESOLUTION**

**MOVED & SECONDED: C. McKelvie & A. Lawrence**

**THAT** the Board of Governors approves of the Computer Programming and Analysis, Ontario College Advanced Diploma program effective Fall 2023.

**CARRIED.**

Policy SA16 Sexual Assault/Sexual Violence – Update

##### **RESOLUTION**

**MOVED & SECONDED: C. McKelvie & C. Shields**

**THAT** the Board of Governors approves the amendments to SA16 Sexual Assault/Sexual Violence Policy as presented.

**CARRIED.**

#### **4.3 Audit & Risk Management Committee Report**

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

- 5.1 R3 Project - Fiscal Year 2022-23 Budget Request
- 6.1 2022-24 Business Plan & 2022-23 Annual Budget (Budget portion)

#### **4.4 Governance Committee Report**

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

## **5. BUSINESS ARISING FROM THE MINUTES**

### **5.1 R3 Project Update and 2022-23 Budget Request**

Governor Zouari, Chair, Audit and Risk Management Committee informed members that the presentation and discussion during the meeting focused mainly on the progress of the project and the remediation plan currently in place to successfully deliver on the Familiarize phase technical requirement and internal business processes. Both Thesis and the College are diligently working to complete the outstanding deliverables before advancing to the next phase which provided Committee members with a level of comfort. The Committee endorsed the \$20 million expenditure requiring Board approval to continue the R3 Project implementation activities. L. Stanbra, Vice President, Student Services and R3 Project Executive Sponsor, informed members that in alignment with the major capital project governance, the R3 Project is seeking Board approval for the third year of the five year business transformation. She introduced presenters K. Pearson, Registrar & Business Co-Lead, R3 Project and L. Pollock, Chief Digital Officer & Business Co-Lead, R3 Project. L. Pollock presented the R3 Project 2022-23 fiscal year budget request. The financial overall project five-year cost projection is estimated to range from \$58 to \$78 million. The estimated budget expenditures include a 15% contingency and covers program-related expenses. The budget request for fiscal year 2022-23 in the amount of \$20 million includes a \$3 million contingency.

Questions from members were answered.

### **RESOLUTION**

#### **MOVED & SECONDED: I. Zouari & R. Wilson**

**THAT** the Algonquin College Board of Governors approves a \$20 million expenditure for fiscal year 2022-23, funded 60% from the in-year Strategic Investment Priorities budget and 40% from internally restricted net assets, to continue the implementation work for the R3 Project.

**CARRIED.**

### **5.2 Public College – Private Partnership Update**

E. Mulvey, Director, International Education Centre informed members that Algonquin College spent more than two years on this project and undergone significant due diligence to move the partnership forward. He thanked Algonquin College departments that played a major role in helping establish a strong public college – private partnership. C. Miller, Project Manager, Private College Partnerships announced to members that Algonquin College entered a partnership with CDI College in the greater Toronto area effective immediately to deliver Algonquin College programs. Members were presented with the Partnership Model, the 2022-23 Program Plan for specific CDI College campuses, and enrolment projections beginning Fall 2022.

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

## **6. NEW BUSINESS**

### **6.1 2022-24 Business Plan & 2022-23 Annual Budget**

C. Brulé, President & CEO informed members that the College's proposed Business Plan provides a balance of ambitions that are focused on the essentials necessary in restoring financial sustainability for the College. M. Savenkoff, Vice President, Advancement presented the 2022-24 Business Plan. The College will maintain its focus on being learner-driven and supporting its people; a core strategic pillar

and key to the College's mission which ensures the needs of its learners are embedded into every decision made by the College. The 2022-25 Strategic Plan Goals are to:

- 1) provide flexible, personalized, and lifelong learner experiences;
- 2) empower our people to foster a high-quality, innovative, learner-driven culture; and
- 3) create an equitable, diverse, and inclusive work environment.

The Algonquin College Executive Team presented the draft Business Plan and provided details of its nine business plan initiatives.

Questions from members were answered.

D. McNair, Vice President, Finance and Administration informed members that the College has the resources to deliver on the commitments of the 2022-23 Business Plan and the financial health of the College remain strong; six out of seven of the College's financial health indicators are projected to be better than its benchmark. Sufficient revenues have been budgeted to fund College operation, a portion of the strategic investment priorities or capital investments, and with draws from the reserve.

E. Woods, Director, Corporate Planning presented members with the 2022-23 Proposed Annual Budget. The 2022-23 Annual Budget Highlights included:

- \$5.9 million improvement in net contribution over the 2021-22 third quarter projection.
- 16.4% enrolment growth over the 2021-22 third quarter projection.
- Tuition fees remain at 2018-19 rates.
- Corridor funding model resulting in flat operating grant revenues.
- \$42M allocated for strategic investment priorities projects.

The proposed annual budget assumption has an 8.2% increase in domestic enrolment, 54% increase in international enrolment with 0% increase in tuition fee. Members were presented with two assumption scenarios:

- 1) Best Case – 8.2% increase in domestic enrolment; 64% increase in international enrolment; and 0% tuition fee increase.
- 2) Worst Case – 1.5% increase in domestic enrolment; 10% increase in international enrolment; and 0% tuition fee increase.

E. Woods provided members with the breakdown and the details of the 2022-23 Proposed Annual Budget. Internally Restricted Funds of up to \$14.2 million to be used to fund Strategic Investment Priorities and Operations. Major investments include:

- R3 (Student Information System);
- Infrastructure Renewal & Campus Accessibility;
- Salesforce Lightning Upgrade; and
- Pedestrian Bridge to Rapid Transit Station.

In the coming years, as the College continues to recover from the pandemic, plans to grow contributions to the College's reserves will ensure the College can continue investing in facilities, infrastructure and its future. The College will continue to monitor and to adjust to the environment throughout the fiscal year to maintain the flexibility in the budget to support learners and the community by focusing on the return of financial sustainability.

Questions from members were answered.

## **RESOLUTION**

### **MOVED & SECONDED: A. O'Bonsawin & G. Beck**

**THAT** the Board of Governors approves the 2022-24 draft Business Plan and the 2022-23 proposed Annual Budget with a projected net contribution surplus of \$3.0 million.

**CARRIED.**

## **7. DECISION ITEMS & REPORTS**

### **7.1 Third Quarter 2021-22 Financial Projection**

G. Perry, Chief Financial Officer presented the Third Quarter 2021-22 Financial Projection. The report projects a \$7.1 million improvement in contribution compared to the approved annual budget which projected a deficit of \$10 million. G. Perry provided details of the third quarter projection highlights:

1. Enrolment projection to increase by 1.4% over the approved annual budget;
2. Delays in launching the Public College – Public Partnership to 2022-23 has resulted in the elimination of enrolments from the current fiscal year; and
3. Changes to the reserves are projected to be better at year-end by \$8.4 million.

Results of these changes increased the bottom line by \$7.1 million to a third quarter projected deficit of \$2.9 million.

Internally Restricted Funds of \$22 million was used to fund Strategic Investment Priorities and Operations such as the R3 Project (Student Information system), Information Technology and Physical Infrastructure Renewal, Salesforce Lightning Upgrade, and most notably, the Athletics and Recreation Centre Enabling Works. The College will continue to monitor identified risks such as impacts of the pandemic, enrolment, and contract activities.

Members accepted this report for information.

## **8. ITEMS FOR INFORMATION**

### **8.1 Third Quarter 2021-22 Business Plan Update**

Members accepted this report for information.

### **8.2 Report from the Board Chair**

Governor McLaren referred members to the Report from the Chair for information.

### **8.3 Report from the President**

Governor McLaren referred members to the Report from President for information.

### **8.4 Board of Governors Management Summary Report**

Members accepted this report for information.

### **8.5 2021-22 Board of Governors Workplan**

Members accepted the Workplan for information.

### **8.6 Confirmation of Mandatory Government Remittances**

Members accepted this agenda item for information.



**9. UPCOMING EVENTS**

Board Chair McLaren informed members of upcoming events for information.

**REGULAR MEETING ADJOURNMENT**

There being no further business, the Regular meeting was adjourned at 6:27 p.m. and moved by Governor McLaren.

**Indigenous Closing**

R. McLester provided the Indigenous closing.

**10. IN CAMERA**

**RESOLUTION**

**MOVED: J. McLaren**

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

**CARRIED.**

An In Camera session was held beginning at 6:46 p.m. with Governors only.

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Jay McLaren, Chair

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Victoria Tiqui-Sanford, Recorder

## **APPENDIX A - Observers:**

Alanna McDonell, Director, Marketing and Recruitment  
Ben Bridgstock, Director, Student Support Services, Student Services  
Brent Brownlee, Director, Campus Services  
Cresdelle Zubrycki, Senior Financial Analyst, Financial Services  
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  
Enanna David, Student, Georgian C.  
Ian Lewer, Director, Philanthropy, Advancement  
Jamie Bramburger, Manager, Community and Student Affairs  
Janet Hunter, Communications Manager, Registrar's Office  
John Weerdenburg, External Observer  
Julie Beauchamp, Dean, School of Business and School of Hospitality  
Keltie Jones, Dean, Pembroke Campus  
Kina Simmonds, Executive Assistant, Communications, Marketing, External Relations  
Kristine Dawson, Associate Vice-President, Experiential Learning and Innovation  
Linda Nguyen, Senior Financial Analyst, Academic Operations & Planning  
Maggie Cusson, Dean, Academic Development  
Marina Spivak, Senior Financial Analyst, Financial Services  
Mark Leduc, Executive Director, Academic Operations and Planning, Academic Services  
Michael Qaqish, Manager, Government Relations and Special Advisor to the President, President's Office  
Michelle Tait Eburne, Manager, Business Relationship, ITS  
Patrick Devey, Associate Vice-President, Global, Online and Corporate Learning, Academic Services  
Paula ter Huurne, BELCD Field Placement Officer, School of Health and Community Studies  
Rebecca Volk, Manager, Center for Organizational Learning  
Robert McKenney, Professor, Media & Design  
Ryan Southwood, Executive Director, Facilities Management  
Sara-Lynne Levine, Communications Officer, Communications  
Shaideh Mogharrabin, Senior Planning Analyst, Corporate Budgeting  
Sherryl Fraser, Chair, Design studies  
Shianthi Algama, Financial Analyst, Finance and Administration  
Sue Mainse, Manager, Risk Management  
Tara Vicckies, Manager, Operational Accounting  
Teri Kinnunen, Manager, Corporate Budgeting, Financial Planning  
Wadhah Al-Monaifi, Coordinator, Student Learning Centre, Academic Manager

**Academic and Student Affairs Committee Meeting: March 22, 2022**

**3.2 Program Title Modification: Broadcasting – Radio, Ontario College Diploma**

“Broadcasting - Radio” has become much more than just “Radio”. As such, the title does not fully capture the types of technology applications currently present in the local, national and international environment. Canadians also use podcasting to obtain their entertainment and news. For some, podcasting is their preferred media.

Program titles are set by the Ministry of Colleges and Universities. Discussions are underway at the ministry level to modify the title. However, it has yet to be identified as a priority. Currently, some Ontario Colleges have added descriptors to their program titles which provide prospective students more clarity about what they will learn in the program.

The Program Quality Review completed for the Broadcasting - Radio program identified the need to renew the curriculum and explore a revised title. The Broadcasting – Radio Program Advisory Committee has been consulted specific to program curriculum changes and the addition of new vocational learning outcomes to better reflect the technological advancements in the industry. The program has taken this opportunity to propose a title modification to Broadcasting – Radio and Podcasting.

On January 25, 2022, the voting members of the Broadcasting – Radio Advisory Committee unanimously endorsed the program title modification.

**Academic and Student Affairs Committee Meeting: March 22, 2022**

**3.3 Program Title Modification: Broadcasting – Television, Ontario College Diploma**

“Broadcasting - Television” has become much more than just “Television”. As such, the title does not fully capture the types of technology applications currently present in the local, national and international environment. Canadians also use streaming to obtain their entertainment and news. For some, streaming is their preferred media.

Program titles are set by the Ministry of Colleges and Universities. Discussions are underway at the ministry level to modify the title. However, it has yet to be identified as a priority. Currently, some Ontario Colleges have added descriptors to their program titles which provide prospective students more clarity about what they will learn in the program.

The Program Quality Review completed for the Broadcasting – Television Program identified the need to renew the curriculum and explore a revised title. The Broadcasting – Television Program Advisory Committee has been consulted specific to program curriculum changes and the addition of new vocational learning outcomes to better reflect the technological advancements in the industry. The program has taken this opportunity to propose a title modification to Broadcasting – Television and Streaming Video.

On January 26, 2022, the voting members of the Broadcasting – Television Advisory Committee unanimously endorsed the program title modification.

**DATE:** April 25, 2022

**TO:** Board of Governors

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

**SUBJECT:** **Academic & Student Affairs Committee (ASAC) meeting of March 22, 2022**

*Board members can review meeting materials from the March 22, 2022 meeting by accessing the Board of Governors 'Teams site' [Academic & Student Affairs Committee Meeting – March 22, 2022](#).*

**A. ITEMS REQUIRING BOARD OF GOVERNORS' APPROVAL & CONSENT AGENDA ITEMS**

1) [Program Title Modification: Broadcasting – Radio, Ontario College Diploma](#)

Broadcasting - Radio has become much more than just "Radio". As such, the title does not fully capture the types of technology applications currently present in the local, national and international environment. The Program Quality Review completed for the Broadcasting - Radio program identified the need to renew the curriculum and explore a revised title. The Broadcasting – Radio Program Advisory Committee has been consulted specific to program curriculum changes and the addition of new vocational learning outcomes to better reflect the technological advancements in the industry. The program has taken this opportunity to propose a title modification to Broadcasting – Radio and Podcasting.

2) [Program Title Modification: Broadcasting – Television, Ontario College Diploma](#)

Broadcasting - Television has become much more than just "Television". As such, the title does not fully capture the types of technology applications currently present in the local, national and international environment. The Program Quality Review completed for the Broadcasting – Television Program identified the need to renew the curriculum and explore a revised title. The Broadcasting – Television Program Advisory Committee has been consulted specific to program curriculum changes and the addition of new vocational learning outcomes to better reflect the technological advancements in the industry. The program has taken this opportunity to propose a title modification to Broadcasting – Television and Streaming Video.

**RESOLUTION**

**MOVED & SECONDED: A. Lawrence & A. O'Bonsawin**

**THAT** the Academic & Student Affairs Committee approves the meeting minutes of January 25, 2022 and Consent Agenda items 3.2 Program Title Modification: Broadcasting – Radio, Ontario College Diploma, and 3.3 Program Title Modification: Broadcasting – Television, Ontario College Diploma as presented.

**CARRIED.**

### 3) [Program Proposals: Apprenticeship Ontario College Certificate Programs](#)

Eleven apprenticeship programs offered by Algonquin are identified for conversion to Ontario College Certificate programs. The Committee of Presidents, with support from Colleges Ontario, has been advocating for ‘apprenticeship modernization’ for the last few years; one pillar of which is to grant Ontario College Certificates to all apprentices who complete their final in-school level. Where apprentices currently receive College-Approved Certificates, the Ontario College Certificate is meant to better recognize the in-school training apprentices receive and may also provide better access to future postsecondary education. Additionally, the conversion to Ontario College Certificates may put Ontario Colleges at a competitive advantage to other trainers, which cannot offer this credential.

#### **RESOLUTION**

#### **MOVED & SECONDED: C. Shields & A. O’Bonsawin**

**THAT** the Academic and Student Affairs Committee recommends to the Board of Governors the approval of the Apprenticeship Ontario College Certificate programs, effective Fall 2021.

**CARRIED.**

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

##### 1) Academic Affairs and Research Policies – Update

There are currently a total of 44 policies under the Academic Affairs banner of which 40 fall under the Executive Sponsorship of the Senior Vice President, Academic. Three of the policies fall under the Executive Sponsorship of the Vice President, Student Services and one under the Vice President, Finance and Administration. There are currently a total of seven policies under the Research banner all of which fall under the Executive Sponsorship of the Senior Vice President, Academic.

There are policies that have fallen outside of the five-year cyclical review framework and have been identified as requiring policy and procedure updates or revisions that are of a more robust nature. The status of the reviews for these policies are provided below:

- AA05 Advanced Standing – On track for ACET approval on April 13, 2022.
- AA13 Evaluation of Student Learning – On track for ACET approval on April 13, 2022.

##### 2) 2021-22 Preliminary Sexual Assault/Sexual Violence Annual Report to the Board

Members were referred to the 2021-22 Preliminary Sexual Assault/Sexual Violence Annual Report. A copy of the final 2020-21 Sexual Assault/Sexual Violence Annual Report will be provided to the Board of Governors at the April 25, 2021 meeting for information. The report is provided in Appendix A: 2021-22 Sexual Assault/Sexual Violence Annual Report to the Board.

##### 3) 2021-22 Student Success Initiatives

The report provided members with an update of some of the student success initiatives within the College. As a learner-driven institution, Algonquin College is committed to supporting student success. A fundamental theme of our strategic plan is that the time has come to transition from the traditional one-size-fits-all era of education to a new age, focused on personalized, experiential learning. Due to the rapid onset of the COVID-19 pandemic and implementation of the College’s

# MEMO

enhanced safety measures during the 2021-22 academic year, a variety of new initiatives in support of the College's commitment to providing an engaging, supportive learning experience for learners have been implemented. The majority of the initiatives outlined in this report are funded through department operating expenses. The balance of initiatives is funded by the College's Strategic Initiatives Project fund or government grants.

4) Enrolment Update Report

The report provided a status update on the Spring 2022 and Fall 2022 terms. Details of the Enrolment Update are provided in Appendix B: Enrolment Update.

5) 2021-22 Academic and Student Affairs Committee Workplan

Members were referred to the 2021-22 Academic and Students Affairs Committee Workplan for information.

Sexual Violence Prevention Working Group

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2021-2022

**Sexual  
Assault/Sexual  
Violence Prevention  
Annual Report**

April 1, 2022



## Introduction

In March 2015, the province of Ontario launched an action plan to stop sexual violence and harassment against women across the province. Sexual violence is defined as “any sexual act or act targeting a person’s sexuality, gender identity or gender expression, whether the act is physical or psychological in nature, that is committed, threatened or attempted against a person without the person’s consent. It includes sexual assault, sexual harassment, stalking, indecent exposure, voyeurism, and sexual exploitation” (Ministry of Colleges and Universities Sexual Violence and Harassment Action Plan Act – Supporting Survivors and Challenging Sexual Violence and Harassment, 2016, S.O. 2016, c. 2 – Bill 132). As part of this plan, all Ontario Colleges collaborated in the development of a common Sexual Assault / Sexual Violence Policy – SA16 at Algonquin College.

### ***The Ministry of Colleges and Universities Act that outlines the Board Report requirement:***

#### **Information Required for Minister**

Every college or university described in subsection (2) shall collect from its students and other persons, and provide to the Minister, such data and other information relating to the following as may be requested by the Minister, in the manner and form directed by the Minister:

1. The number of times supports, services and accommodation relating to sexual violence are requested and obtained by students enrolled at the college or university, and information about the supports, services, and accommodation.
2. Any initiatives and programs established by the college or university to promote awareness of the supports and services available to students.
3. The number of incidents and complaints of sexual violence reported by students, and information about such incidents and complaints.
4. The implementation and effectiveness of the policy.

## Annual Report to the Board of Governors

(7.1) Every college or university described in subsection (2) shall provide its Board of Governors with an annual report setting out, in respect of the preceding year, the information described in paragraphs 1, 2, 3 and 4 of subsection (7).

<https://www.ontario.ca/laws/statute/90m19>

***The number of times supports, services and accommodation relating to sexual violence are requested and obtained by students enrolled at the college, and information about the supports, services, and accommodation.***

	2018-19	2019-20	2020-21	2021-22*
Total number of students who presented at Counselling/Health Services seeking support, services or accommodations, due to sexual violence, sexual exploitation and/or stalking	23	27	11	20
Total number of students requesting accommodations	8	6	0	2

\*This is the first year that sexual violence data was split between instances that occurred in this reporting period, or previously.

**It is worth noting that the vast majority (10 of 20) of disclosure's related to off-campus incidents from more than 12 months ago (this is the first year that this data has been collected).** The significant drop in students seeking support is consistent with both the vastly reduced student numbers on all three campuses and in residence during the pandemic and with other health agencies' pandemic experience across the province.

During the pandemic the number of cases of sexual violence reported to Counselling Services has decreased significantly, and reflects the reduced student population on campus and in residence. It is anticipated as students return to the campuses and residence that this number will increase again, in line with pre-pandemic norms. As students return to campus in the Fall 2022 semester, there is an opportunity for sexual violence programming to ramp up with a view to reaching as many students as possible with messaging about consent, healthy relationships and supports that are available for survivors of sexual violence.

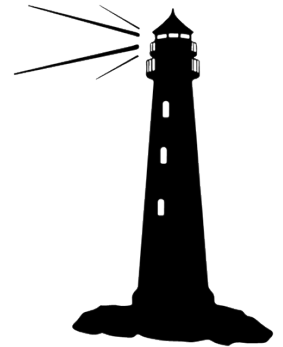
Supports and services accessed by students on campus included Counselling Services, Health Services, the Wellness and Equity Centre and Security Services and a number of off-campus partners, including:

- Ottawa Rape Crisis Centre
- Sexual Assault Support Centre of Ottawa
- Sexual Assault and Partner Abuse Program (available 24/7)
- The Ottawa Hospital-Civic Campus
- Renfrew Victoria Hospital
- Lanark County Sexual Assault and Domestic Violence Program
- Ontario Provincial Police (OPP) and Ottawa Police Services (OPS)

**Any initiatives and programs established by the college to promote awareness of the supports and services available to students.**

## Sexual Violence Prevention Efforts

In January 2017, Algonquin College hired an expert in sexual health and sexual violence prevention as a ‘Sexual Violence Prevention and Harm Reduction Coordinator’. Since January 2017, this individual has been responsible for leading a wide range of activities, campaigns and events on all three of Algonquin’s campuses through Project Lighthouse. Project Lighthouse is Algonquin College’s sexual violence prevention project, aiming to shine a light on sexual violence and promote healthy relationships. Activities offered by Project Lighthouse in this reporting period have included:



- Providing leadership to both student employees and placement students.
- Liaising with institutional leads at colleges and universities across the province, sharing best practice information, ideas, and expertise; and
- Developing new materials for students and employees, including booklets, swag, podcasts, and videos.

## Online Programming

Due to COVID-19 all programming continued in a digital format and was delivered online in the reporting period.

	2020-2021	2021-2022
Number of sessions facilitated by Project Lighthouse during the reporting period	104	102
Number of events	55	45
Number of training sessions	7	20
Number of Facebook/Instagram Live events	38	40
Number of classroom presentations	2	8
Number of groups run	N/A	40
Number of students participating in outreach efforts	55,694	12,602*

\*The drop in participation year over year is related to a drop off in students watching videos compared to the year before, where the initial interest was very high, but has since plummeted.

## Activities Included

### **Social Media Initiatives**

Project Lighthouse participated in a social media campaign called 'Just Got Weird' with students online through geo-fencing at all four post-secondary campus in Ottawa. This allowed the project to reach over **258,332** people that interacted with the messaging. The second initiative, two radio appearances on XM satellite radio promoting Project Lighthouse and Healthy Sexuality, were heard by an estimated **20,000** people.

### **Peer to Peer Support**

This year Project Lighthouse launched "The Beacon" which is a peer to peer drop in space for students speak to fellow students who can offer support and connect students with useful resources. Students can chat with a trained Algonquin College student peer about mental health, sexual health and sexual violence, and substance use. Support is offered in a one-on-one or drop-in service, and is non-judgmental, confidential, and is an accessible virtual space. To date 14 students have accessed these supports. A physical drop in space is ready for students once they return to campus. A launch party is being planned for The Beacon just before mid-term break week 2022.

### **Maximizing Internal Partnerships**

The College sought opportunities to maximize existing internal partnerships with the Students Association, the Residence, the Mamidosewin Centre, Counselling Services, Health Services, and the International Education Centre. This was achieved by coordinating each semester's programming through the Mental Health Steering Committee and delivering programming in collaboration with these College partners.

### **Participation in Orientation Activities**

Project Lighthouse participated in "AC Day 1" activities, Campus Village events, and the "Get to Know the College Services" events.

### **Honoring and Action Events**

Project Lighthouse lead and coordinated the College's "December 6th Day of Remembrance" and "Action on Violence Against Women" events, as well as through "Ask an Expert" social media series, and "Glitter and Gab" sessions in which participants across the country were mailed crafting materials to create a shared virtual forum through which to have open and honest conversations about sexual health and consent.

## Project Lighthouse Program Evaluation

In 2021, the Project Lighthouse Team completed an evaluation of the project in order to address the following questions:

- A) Are the program activities effective at reaching the target population?
- B) Are the program activities achieving the intended reactions from Algonquin College students?
- C) Are the program activities effective at raising awareness of gender-based violence, consent, and healthy relationships among Algonquin College students?

This evaluation was completed using a mix of instruments, including an online survey of students, qualitative interview, and literature and media review.

The findings for question A were that the program has effective reach with socialization and engagement, with enjoyable activities for education and awareness. The reach barriers were a clash of programming with class schedules and lack of multiple timeslots. The interview highlighted a lack of awareness of program activities, and the literature and media review found misconceptions among students regarding sexual assault and consent.

The findings for question B were that the materials were understandable in the Project Lighthouse session, and 81% of students thought about the topics that were discussed in the session. The interview highlighted that students are engaged and learning various topics with a fun and positive implementation of activities and online training, and the literature and media review found that sustaining students' engagement and interest is challenging.

The findings for question C were that the program increased awareness of consent and health sexual relationships among students, supporting education, open discussion, and proactivity regarding sexual health. There was a reported increase of awareness and support within campus, particularly regarding sexual violence. The interview highlighted that students understand Project Lighthouse's message of consent, and the review of literature found that a knowledge of policies decreases sexual violence on campus.

Overall, 78% of students reported that they planned to discuss the Project Lighthouse activities and sessions with friends, family or colleagues. There was high participation of minority groups in project lighthouse activities, and approximately 68% of participants in activities were between the ages of 17-29, meaning the program has effective reach. The materials in Project Lighthouse were understandable and participants reflected on the contents of the sessions. The program is generating positive changes and awareness on campus.

In order to have more comprehensive changes, more promotion of program and activities is needed. The creative and enjoyable programs are equally as important as the message. From this evaluation, Project Lighthouse may explore reducing reach barriers, such as class

schedule clash, with multiple time slots and more online programming, expand popular programs, enhance focus on sexual health and consent, and focus on targeted programming. Campaigns will further promote Project Lighthouse activities and will continue to integrate student feedback.

## Residence – Ottawa Campus

During the pandemic all Project Lighthouse events and programming have been available to all students on each campus and in residence. During this reporting period Project Lighthouse launched a new online Sexual Violence prevention training module, so far 341 students living in Residence have completed the module.

Residence specific events have included “Banging Brunch”, “Hot Drinks and Hot Topic’s”, “Sexual Health Awareness”, “Jeopardy”, and several “Glitter and Gab” craft-making sessions.

Residence campaigns and events were scheduled to coincide with high-risk periods of the year like Valentine’s Day, Canada Day, St Patrick’s Day, Halloween, Christmas and New Year’s Day.

## Women’s Campus Safety Fund

Algonquin College has received funding through the Campus Safety Fund for over 14 years. These funds can be used for programming, resources, equipment, and events, and employee salaries. During this reporting period, Algonquin College received \$154,957 from the provincial Campus Safety Fund. These funds to date have been allocated as follows:

- \$22,009 – for multiple events, promotions, prizes, supplies and guest speakers.
- \$6,578 – for contract services, for events, group facilitation etc.
- \$4,632 - to Security Services for an enhanced security emergency broadcast system, Campus Safety app.
- \$118,429 - in staff salaries for the Sexual Violence Prevention and Harm Reduction Coordinator and the Student peer staff.
- \$3,309 on miscellaneous costs.

***The number of incidents and complaints of sexual violence reported by students, and information about such incidents and complaints.***

Data collected between April 1, 2021, and March 31, 2022, by Security Services at all three Algonquin College campuses indicated the following:

	2018-19	2019-20	2020-21	2021-22*
Total number of formal complaints/reports of sexual assault reported	25	34	25	30
Incidents of sexual harassment reported within the total number reported	16	17	14	18
Incidents of stalking reported within the total number reported	2	2	2	0
Incidents of indecent exposure reported within the total number reported	1	1	1	3
Incidents if voyeurism reported within the total number reported	1	2	1	0
Incidents of sexual exploitation reported within the total number reported	0	1	0	1

\*This is the first year that sexual violence data was split between instances that occurred in this reporting period, or previously.

The data for 2021-22 paints a mixed picture, with reports of sexual assault and sexual harassment higher than the previous reporting period, and stalking and voyeurism both lower than the previous reporting period. The gradual return to campus and residence is key to the increase in sexual assault/harassment. **Digging into the data it becomes clear 23 of the sexual assault/harassment cases occurred off site, 9 occurred more than twelve months ago and 16 were not related to Algonquin college in any way**, which indicates Algonquins services are impacted by wider societal issues and that services are creating an environment where students feel safe disclosing historical incidents or incidents that are not related to Algonquin – which is a good thing because we can then offer support to these students.

It is worth noting that students can present both to Security Services and to Counselling Services for support and assistance, but not all students that report incidents to Security Services elect to attend Counselling Services, or vice versa. This explains the difference in the number of incidents reported to Security Services and Counselling Services.

Incidents reported by students to College services are typically a mixture of new incidents and historical incidents. Irrespective of when an incident occurred, supports are offered to the students in question.

Students seeking support were assisted through the College's Security Services, Health Services, and Counselling Services, and where appropriate, by community partners in Ottawa, Perth, and Pembroke.

### ***The implementation and effectiveness of the policy.***

## Sexual Assault/Sexual Violence Policy

The Sexual Assault/Sexual Violence Policy SA16 is an existing policy that was originally approved by the Algonquin College Executive Team (ACET) on April 25, 2015. The Academic and Student Affairs Committee were informed of the new policy via a detailed transmittal, prior to approval, at the committee meeting of March 26, 2015.

This policy was developed as part of a directive issued by the Provincial Government. Efforts to establish a policy was coordinated by Colleges Ontario in 2015, to ensure a consistent approach to sexual assault/sexual violence across all Ontario Colleges.

A provincial announcement on September 16, 2021 outlined regulatory amendments in an effort to create a safer environment for all students attending publicly assisted colleges and universities, as well as private career colleges. The changes require institutions to update their sexual violence and harassment policies in order to protect students from irrelevant questions during sexual violence investigations at institutions and ensure that they may safely bring forward complaints without fear of disciplinary action. Institutions are required to review the sexual violence prevention policies and amend them by March 1, 2022.

The Sexual Violence Working Group met on November 8, 2021 to discuss updates to the policy in response to a Provincial Announcement on September 16, 2021 in regards to regulatory amendments that will help create a safer environment for students attending all publicly assisted colleges and universities, as well as private career colleges. These changes will require institutions to update their sexual violence and harassment policies in order to shield students from irrelevant questions during sexual violence investigations at institutions and ensure that they can safely bring forward complaints without fear of disciplinary action.

Institutions are required to review their sexual violence policies and amend them by March 1, 2022 so that institutions' sexual violence policies will provide that:

- A complainant acting in good faith, who discloses or reports sexual violence, will not be subject to actions for violations of the institution's policies related to drug and alcohol use at the time the sexual violence took place.
- During the institution's investigative process, students who share their experience of sexual violence through disclosing, accessing support, and/or reporting to the



university or college, will not be asked irrelevant questions from institution's staff or investigators, such as those relating to past sexual history or sexual expression.

Algonquin College has added both items to the revised policy. The second item was already in an appendix (page 16 item E. Immunity Clause for Minor Substance Use) of the existing policy, but has also been added to the body of the policy for more clarity. **It is also important to note that both items above were already well entrenched in Algonquin College's current practices prior to the request from the Ministry.**

The policy revisions were also brought to the College Academic Council (CAC) on November 29, 2021. During the review at CAC, it was noted that SA16 Sexual Assault/Sexual Violence policy's definition of "sexual harassment" did not align with the provincial government's definition (found in Occupational Health and Safety Act, R.S.O. 1990, c. O.1). A further amendment to the policy reflects this alignment and speaks to the intent of the respondent, ultimately broadening the scope of the definition.

The updated policy was presented and approved at Deans and Directors Council on December 21, 2021, at the Algonquin College Leadership Team on December 16, 2021, at the Algonquin College Executive Team on January 12, 2022 and at Academic and Student Affairs Committee (a sub-committee of the Board of Governors) on January 25, 2022, and the Board of Governors on February 28, 2022 without any additional revisions being suggested.

## Sexual Violence Working Group

The Sexual Violence Prevention Working Group met three times during this reporting period for the purposes of reviewing and revising the Sexual Violence policy. The Working Group also discussed the efficiency and effectiveness of programs, support services, training delivery and overall awareness with regards to sexual assault and sexual violence prevention. A number of new attendees were added to this Working Group – see Appendix B for the full listing of attendees.

The Sexual Violence Prevention Coordinator participated in the Sexual Violence Working Group, the Mental Health Steering Committee, Crime Prevention Ottawa's Gender Based Reference Group, and the Ottawa Coalition to End Violence Against Women's Public Education Advisory Committee. The Coordinator also served as Co-Chair of the CACUSS Sexual Violence Prevention and Response Community of Practice, and as the Chair the Ontario Colleges' Network of Sexual Violence Prevention and Response staff.

## Sexual Violence Prevention Training

In the Spring of 2019, Algonquin College's Human Resources department developed an online training tool on the topic of the SA16 - Sexual Violence/Sexual Assault policy that was added to the College's professional development web site – learn more at <https://www.algonquincollege.com/pd/>.

Work is currently underway in partnership with Human Resources to update this training module, with a view to all current employees taking the updated training, and all new employees being required to go through the training as part of their induction. It is anticipated that this updated training will be available in the next reporting period.

All front-line student-facing employees were mandated to take the training, and all new employees are instructed to complete the training as part of their induction. As of March 31<sup>st</sup>, 2022, 517 new employees have completed the online training module, compared to 396 in the previous reporting period. To ensure all new employees are aware of this policy, the following steps have been put in place:

- New employees are directed to take this mandated online training in Algonquin's human resource management system "Workday", and are prompted to indicate in Workday when it is completed
- The onboarding dashboard in Workday has a link to register for this mandated online training as well as a checklist for new employees that includes the training
- New employees attending College orientation are reminded of their obligation to complete this mandatory online training
- Departmental orientations are to include a reminder for all new employees to complete this mandatory online training

## Conclusion

The pandemic has continued to define the activities of Project Lighthouse during the reporting period, with two significant impacts. First, all activities were carried out virtually, and the creative and innovative approaches taken have resulted in a massive increase in reach as indicated in the report. Second, the number of students coming forward to both Security Services, Health Services and Counselling Services to report sexual violence was significantly reduced, in line with the experience of health agencies across the Province. It is not known if the incidences of sexual violence are actually lower during the pandemic, or if the reporting alone has reduced.

During this reporting period there has been a continued adjustment to the programming offered to students, with highlights being the new online training for students, the creation of a new peer to peer support program and the significant reach and impact

made possible through the continued utilization of various technologies and social media platforms during the pandemic.

Algonquin College is well positioned to begin the return to campus in the coming months, and Project Lighthouse will be able to utilize the learning that has been gained during the pandemic to great effect. The Sexual Violence and Harm Reduction Coordinator is to be applauded for leading these efforts here at the College.

### **Mandate of the Sexual Violence Prevention Working Group**

To provide Algonquin College with an official forum to discuss, prioritize and address all matters relating to the prevention of sexual violence/sexual assault on campus.

The Sexual Violence Prevention Working Group will be responsible for:

- Assessing the sufficiency of Algonquin College's sexual violence policy;
- Assessing the effectiveness of the current programs, training and services to combat sexual violence on campus;
- Providing recommendation on the additional steps that Algonquin College may take to ensure a safe environment for all;
- Reviewing and providing feedback the draft Annual Sexual Violence Prevention Report\*.

Membership:

The working group should represent the diversity of Algonquin College's student population, as well as faculty and administration. The working group will be chaired by the Vice-President of Student Services (or designate), and must have the Director of Student Support Services, and the Sexual Violence and Prevention Coordinator as well as representatives from Security Services.

Frequency of meetings:

The frequency of meetings will be determined based on current College priorities and initiatives in support of sexual violence prevention on campus. Members can expect to meet once per term (at minimum).

#### \*Annual Sexual Violence Report

As per the Ministry of Training, Colleges and Universities Act, the annual sexual violence report should include at a minimum:

1. The number of times supports, services and accommodation relating to sexual violence are requested and obtained by students enrolled at the college or university, and information about the supports, services and accommodation.
2. Any initiatives and programs established by the college or university to promote awareness of the supports and services available to students.
3. The number of incidents and complaints of sexual violence reported by students, and information about such incidents and complaints.
4. The implementation and effectiveness of the policy.

Institutions are required to share their annual sexual violence report with their Board of Governors and post the report on their website by November 1 each year. Additionally, institutions are asked to share a copy of the report, or a link to the report with the Ministry.

**Sexual Violence Prevention Working Group Membership**

As of March 31, 2021

Area	Title	Employee name
Communications	Manager, Communications	Bruce Hickey
Faculty	Full-Time Professor	Robert Chabassol
Faculty	Full-Time Professor	Heidi Upson Ferris
Human Resources	Labour Relations Specialist	Helen Ens
International Operations	Associate Director, International Operations	Christine Peachey
International Operations	Manager (Acting), International Student Integration	Salma Yarjani
Office of the Ombudsman	Assistant Ombudsman	Barbara Carswell
Office of the Ombudsman	Ombudsman	George Cole
Risk Management	Director of Risk Management	Michael Laviolette
Risk Management	Manager, Risk Management	Vacant
Security Services	Manager, Security Investigations	Jason Condon
Security Services	Sexual Assault & Sexual Violence Investigator	Michel Houle
Students' Association	President of the Students' Association	Emily Ferguson
Students' Association	Director on the Students' Association Board	Jessica Akwaeke
Students' Association	Wellness and Equity Centre Coordinator	Quinn Blue
Student Services	Vice President Student Services (Chair)	Laura Stanbra
Student Services	Director, Student Support Services	Ben Bridgstock
Student Services	Manager, Counselling & Spiritual Centre	Doug Stringer
Student Services	Manager, Mamidosewin Centre	Vacant
Student Services	Sexual Violence Prevention & Harm Reduction Coordinator	Sarah Crawford
Student Services	Mental Health Nurse	Tafhima Ali

# Enrolment Update

(as at March 21)

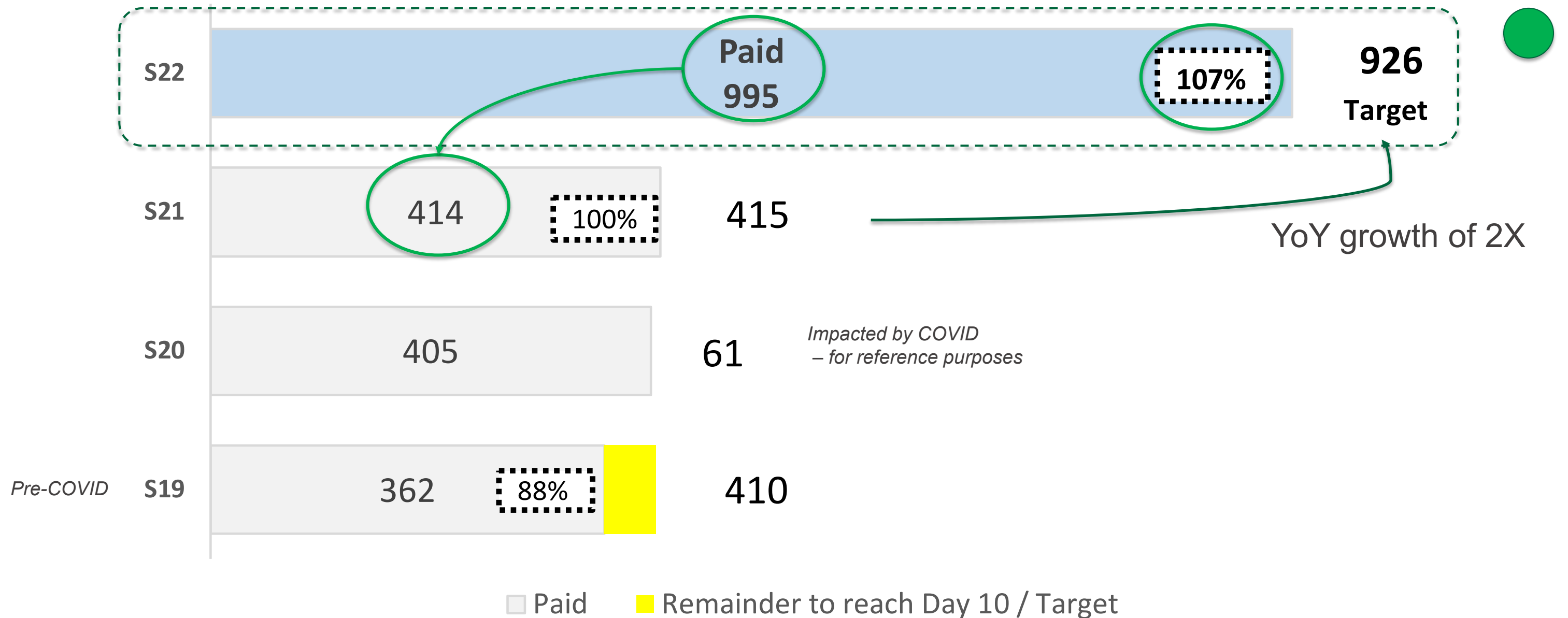
Academic and Student Affairs Committee

March 22, 2022

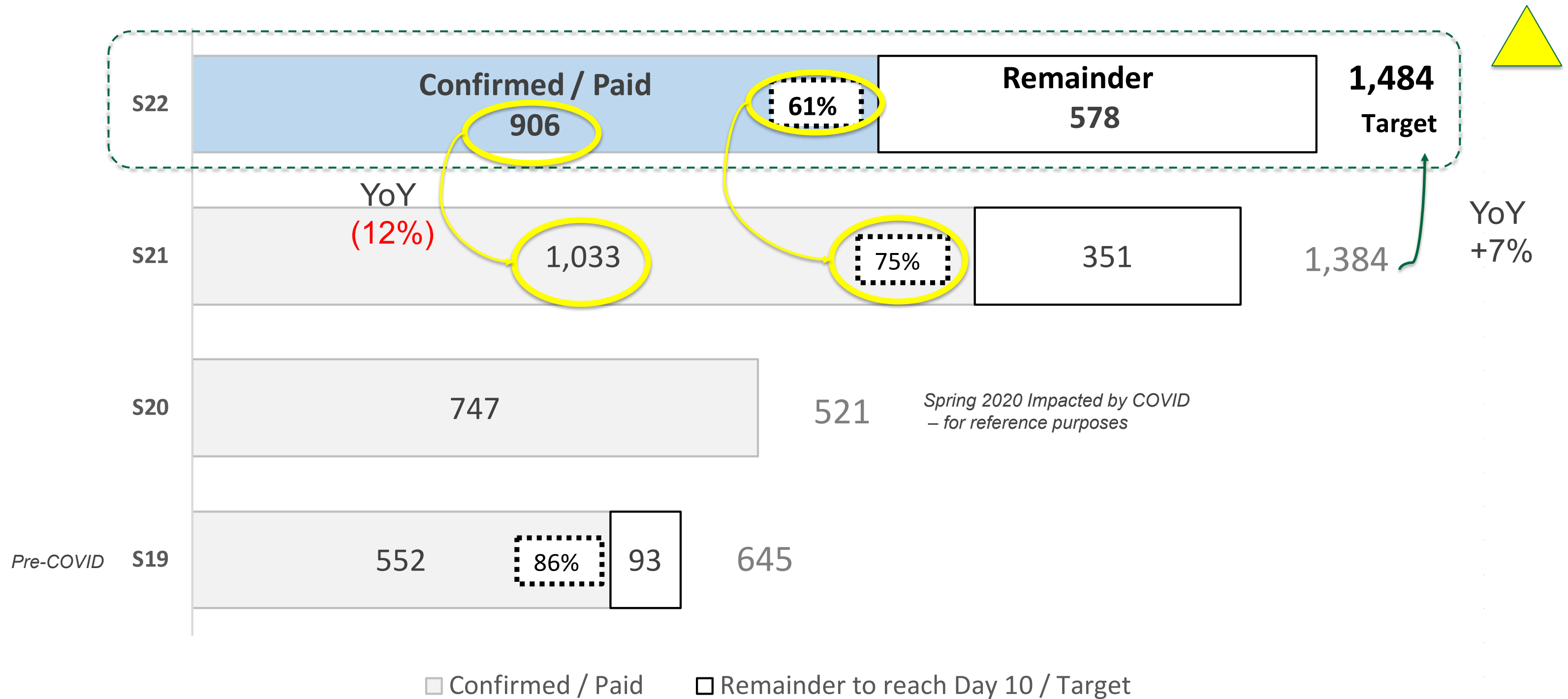
Academic Operations and Planning

And the Registrar's Office

# Spring '22 international intake on track to target - trending well on yoy # and progress to target %

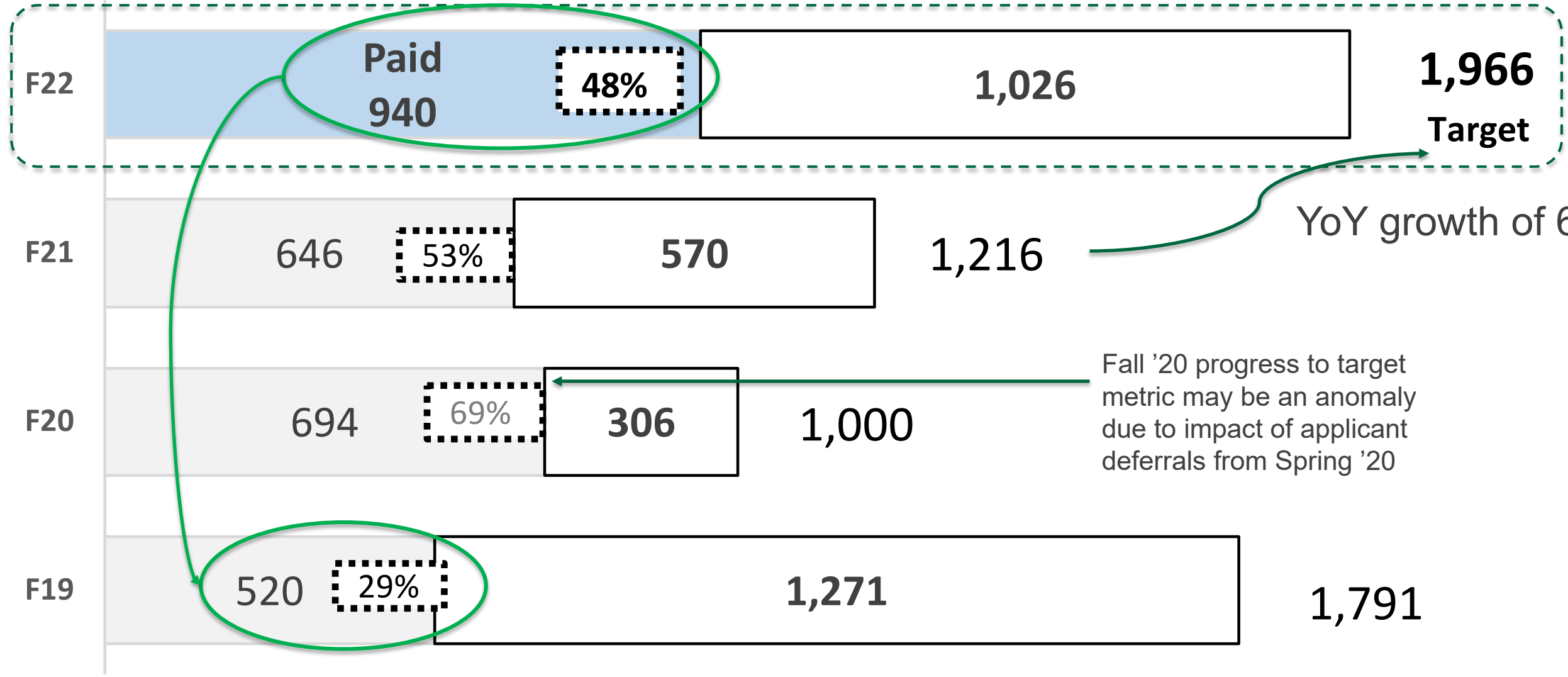


# Spring '22 domestic intake progress below target





# Fall '22 international progress in line with pre COVID terms

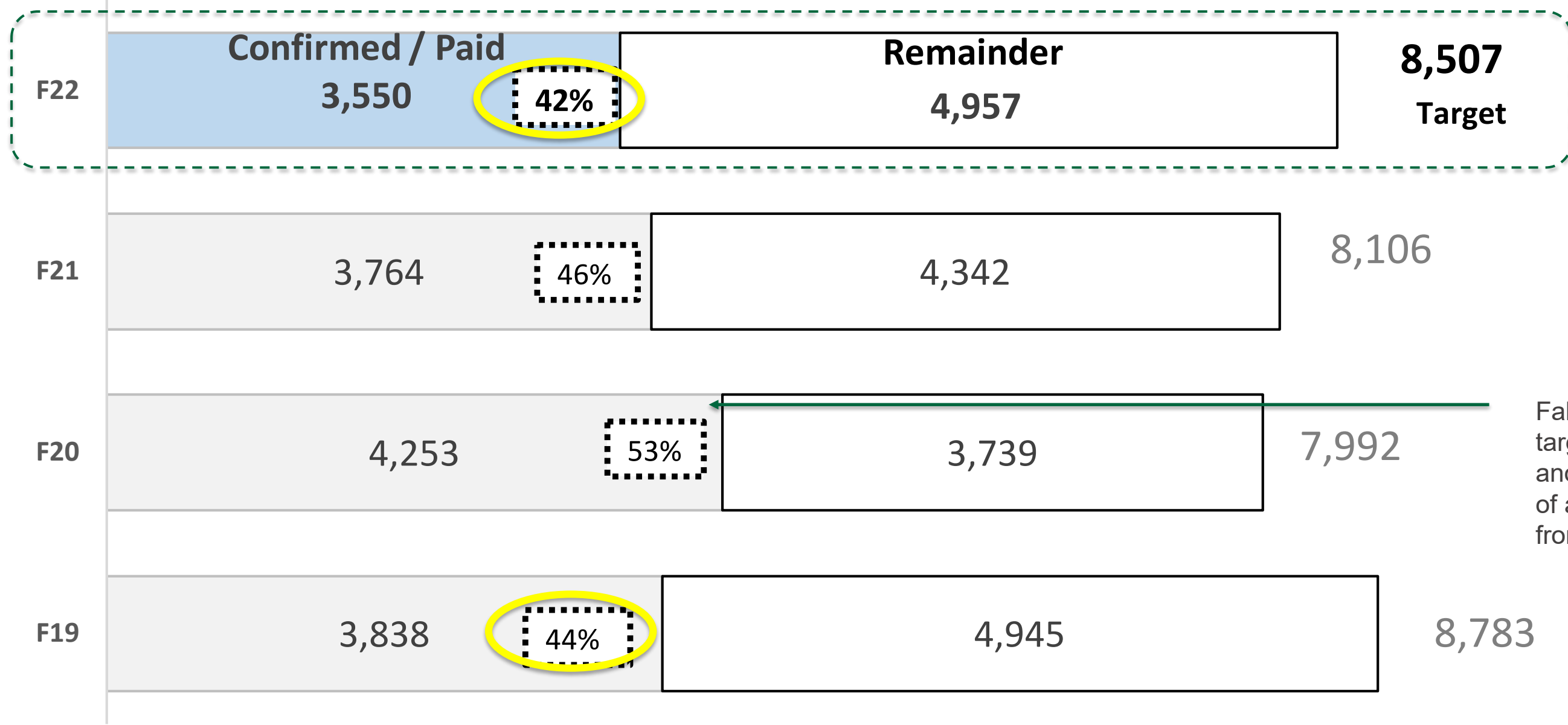
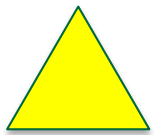


YoY growth of 62%

Fall '20 progress to target metric may be an anomaly due to impact of applicant deferrals from Spring '20

■ Paid    □ Remainder to reach Day 10 / Target

# Fall '22 domestic progress to target metric slightly behind, still early in cycle



Fall '20 progress to target metric may be an anomaly due to impact of applicant deferrals from Spring '20

Confirmed / Paid    Remainder to reach Day 10 / Target

# Spring '22 domestic intake trends (Paid / Confirmed)

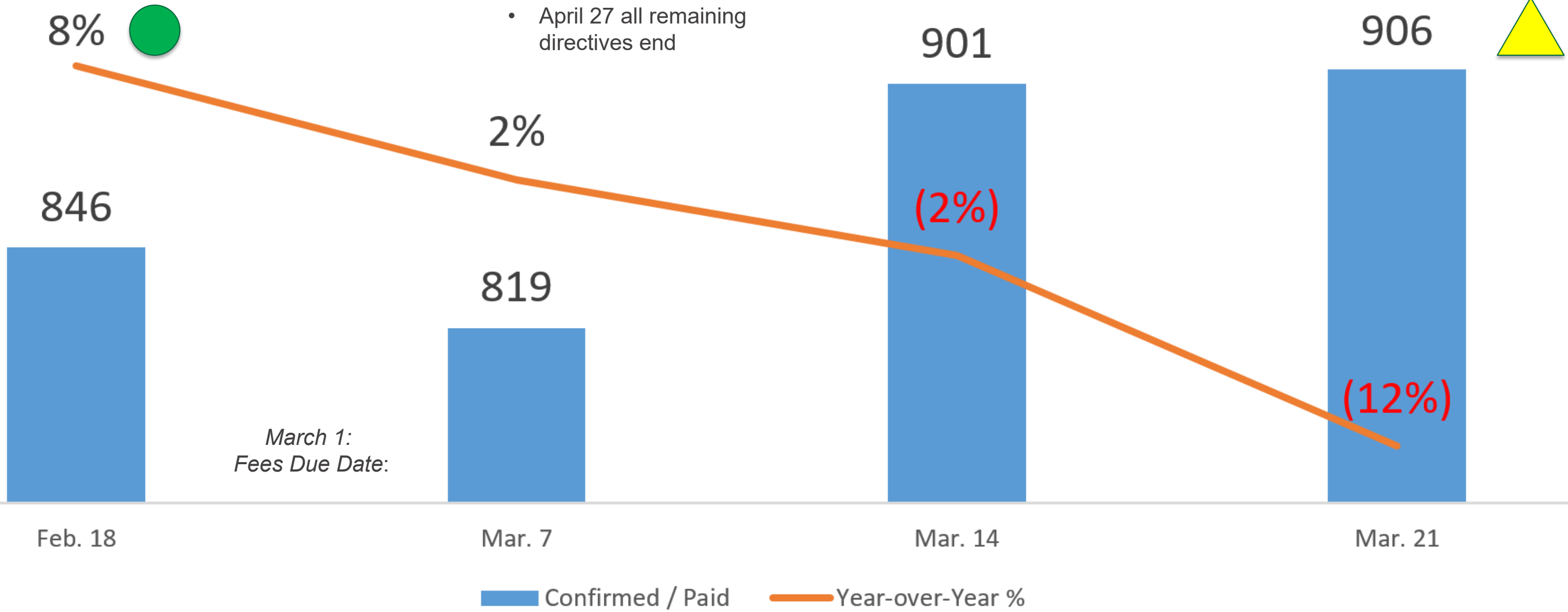
Feb. 14 Ont. Gov. News: next phase of measures being eased on Feb. 17

Mar. 9 Ont. Gov. News:

- Mandatory vaccination policies end March 14
- most mask mandates end on March 21
- April 27 all remaining directives end

Mar. 14 News: OPSEU communicates strike date of March 18

Mar. 18 News: Announcement that strike has been averted



# MEMO



President/Board of Governors

**DATE:** April 25, 2022

**TO:** Board of Governors

**FROM:** Governor Ikram Zouari, Chair, Audit & Risk Management Committee

**SUBJECT:** **Audit & Risk Management (ARM) Committee meeting of March 31, 2022**

*Board members can review meeting materials from the March 31, 2022 meeting by accessing the Board of Governors 'Teams site' [Audit & Risk Management Committee Meeting, March 31, 2022](#).*

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

### 1) Proposed Board Governance Policy - Delegation of Contract Signing Authority

Members were presented with the Proposed Board Governance Policy - Delegation of Contract Signing Authority presentation. A detailed presentation will be provided later in the agenda under 6.1 Proposed Board Governance Policy - Delegation of Contract Signing Authority for approval at the April 25, 2022 Board of Governors meeting.

### 2) 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. Leith Wheeler, the investment manager for the College proposed changes to the Policy during a meeting held on January 11, 2022 to review proposed amendments to the Investment Policy for College Operating Funds. Board approval will be requested at the April 25, 2022 Board meeting. Appendix A: Investment Policy for College Operating Funds is available for review on the [College website](#).

## **RESOLUTION**

**MOVED & SECONDED: C. McKelvie & R. Wilson**

**THAT** the Audit and Risk Management Committee recommends to the Board of Governors approval of the amended Investment Policy for College Operating Funds as presented.

**CARRIED.**

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

Leith Wheeler, the investment manager for the College proposed changes to the Policy during a meeting held on January 11, 2022 to review proposed amendments to the Investment Policy for College Operating Funds. Board approval will be requested at the April 25, 2022 Board meeting. Appendix B: Investment Policy for College Endowment Funds is available for review on the [College website](#).

**RESOLUTION**

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

**THAT** the Audit and Risk Management Committee recommends to the Board of Governors approval of the amended Investment Policy for College Endowment Funds as presented.

**CARRIED.**

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

1) R3 Project Update

Members were presented with the R3 Project Update. A detailed presentation will be provided later in the In Camera portion of the meeting under agenda 11.1 R3 Project Update at the April 25, 2022 Board of Governors Board Meeting for information.

2) 2021-22 Audit & Risk Management Workplan

Members accepted the Workplan for information.

# MEMO

**DATE:** April 25, 2022  
**TO:** Board of Governors  
**FROM:** Governor Jamie McCracken, Chair, Governance Committee  
**SUBJECT:** **Governance Committee meeting April 4, 2022**

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*Board members can review meeting materials from the April 4, 2022 meeting by accessing the Board of Governors 'Teams site' [Governance Committee Meeting – April 4, 2022](#).*

## **A. ITEMS REQUIRING BOARD OF GOVERNORS APPROVAL**

### 1) Contract Signing Authority – For approval

The Committee reviewed and endorsed the Draft BG II-06 Delegation of Contract Signing Authority Policy. A detailed presentation will be provided later in the agenda under 6.1 Proposed Board Governance Policy - Delegation of Contract Signing Authority for approval at the April 25, 2022 Board of Governors meeting.

#### **RESOLUTION**

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

**THAT** the Governance Committee review and endorse Appendix A: Draft BG II-06 Delegation of Contract Signing Authority Policy for approval by the Board of Governors at the April 25, 2022 Board meeting.

**CARRIED.**

### 2) 2022-23 External Governor Reappointments, Board Committee Memberships, and Board Committee Chair and Committee Vice Chair Positions

Details of the external Governor reappointment is provided in Appendix A: Transmittal External Governor Reappointment.

#### **RESOLUTION**

**MOVED & SECONDED: S. Barkhouse & S. Tudor**

**THAT** the Governance Committee recommends to the Board of Governors the reappointment of Governor Sheilagh Dunn for a second term of office, effective September 1, 2022 pending her Lieutenant Governor in Council reappointment.

**CARRIED.**

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

### 1) 2022-23 External Governor Reappointments, Board Committee Memberships, and Board Committee Chair and Committee Vice Chair Positions

Members were referred to Appendix B: 2022-23 Board Committee Chair, Committee Vice Chair, and Committee Memberships document included in the meeting package. The Committee will continue to

work on the 2022-23 Board positions and will present a recommendation at the June 6, 2022 Annual General Meeting of the Board for approval.

2) 2022 Election of Internal Members to the Board of Governors - Administrative Representative

Members were informed that an Internal Election for the Administrative Staff Representative to the Board of Governors will launch on April 4, 2022 to replace Governor Andre O’Bonsawin who resigned from the College and the Board effective March 25, 2022.

3) Board Policies and Directives – Mandatory Review

Members were informed that Appendix A: BG I-04 Responsibilities of the Board Chair is reviewed annually to ensure compliance. All other Board Policies are reviewed every three to five years. Appendix B: BG I-01 Responsibilities of the Board – Compliance Report Card is presented to the Committee at the March meeting and at the April Board meeting. Policy BGI-01 Responsibilities of the Board of Governors states: “The Governance Committee shall report on Board compliance with all Board responsibilities by reporting to the Board any deficiencies on an annual basis.” This table was developed from the list of Board responsibilities listed in each of the key Board source documents – By-Laws, terms of reference and governance policies.

4) Board of Governors’ Evaluation Tools – for Review

Members were informed that the Board Evaluation Survey will be distributed to Board members on April 11. Completed Board Evaluation survey results will be compiled in a report and will be reviewed and analyzed at the May 24 Committee meeting. The Committee will prepare a Report that will be submitted to the Board at the June 6, 2022 Board meeting as part of the Governance Committee Report to the Board. The Governor Self-Assessment questionnaire will be distributed to Governors April 26. Results are confidential and are forwarded to the attention of the Board Chair and not shared with the Governance Committee.

5) February 28, 2022 Board Meeting Evaluation (Verbal)

Members were provided with the meeting evaluation results and Governors liked the meeting feedback discussion during the Governors only In Camera session. The Board will continue with the online meeting evaluation and oral feedback session for the remainder of the year.

6) 2021-22 Governance Committee Workplan

Members accepted the Governance Committee Workplan for information.

Report title:	Transmittal External Governor Reappointment
Report to:	Board of Governors
Date:	April 25, 2022
Author/Presenter:	Jamie McCracken, Chair, Governance Committee Claude Brulé, President and CEO

1. RECOMMENDATION:

**THAT** the Board of Governors approves the reappointment of Governor Sheilagh Dunn for a second term of office, effective September 1, 2022 pending her Lieutenant Governor in Council reappointment for information.

2. PURPOSE / EXECUTIVE SUMMARY:

The purpose of this report is to provide the Board of Governors with information regarding vacancies and terms of office that are ending, to ensure external Governors' terms of office are aligned with Algonquin College Bylaw 1, that identifies external governors' terms and term limits (4.5). The Governance Committee will present the reappointment of Governor Sheilagh Dunn at the April 25, 2022 Board of Governors meeting for approval.

3. BACKGROUND:

The Board of Governors delegates the responsibility of appointing and reappointing external Governors to the Governance Committee. The committee acts as the Nominating Committee for this purpose. During the course of its duties, the Governance Committee regularly reviews the terms of office and term limits of its external Governors, to ensure that vacancies are filled appropriately. This oversight role ensures the overall strategic direction of the College, and the Board's succession plans as per governance policy BGI-02 "Appointment / Reappointment of External Governors".

4. DISCUSSION:

Governor Sheilagh Dunn has expressed her interest to the Ministry of Colleges and Universities, to be reappointed as a Lieutenant Governor in Council appointee. The Board Office is awaiting confirmation from the Ministry's Public Appointments Secretariat regarding her reappointment.



5. LINK TO STRATEGIC PLAN:

<b>STRATEGIC PLAN 2017-2022</b>			
<b>LEARNER DRIVEN</b> <b>Goal One</b> <b>Establish Algonquin as the leader in personalized learning across all Ontario colleges.</b>	<input type="checkbox"/>	<b>CONNECTED</b> <b>Goal Four</b> <b>Become an integral partner to our alumni and employers.</b>	<input type="checkbox"/>
<b>QUALITY AND INNOVATION</b> <b>Goal Two</b> <b>Lead the college system in co-op and experiential learning.</b>	<input type="checkbox"/>	<b>SUSTAINABLE</b> <b>Goal Five</b> <b>Enhance Algonquin’s global impact and community social responsibility.</b>	<input checked="" type="checkbox"/>
<b>Goal Three</b> <b>Attain national standing in quality, impact and innovation within each school and service.</b>	<input type="checkbox"/>	<b>PEOPLE</b> <b>Goal Six</b> <b>Be recognized by our employees and the community as an exceptional place to work.</b>	<input type="checkbox"/>

6. STUDENT IMPACT:

The appointment and reappointment of Governors benefits students by ensuring continuity on the Board of Governors, which is Algonquin College’s highest governing body.

7. FINANCIAL IMPACT:

There are no direct financial impacts associated with the appointment of new Governors to the Board.

8. HUMAN RESOURCES IMPACT:

There are no direct human resources impacts associated with the reappointments of Governors to the Board.

9. GOVERNMENT / REGULATORY / LEGAL IMPACT:

In accordance with Algonquin College’s corporate Bylaw 1, the Board of Governors is responsible for the appointment and reappointment of external governors as follows:

**Section 4.2.2**

**“Eight (external) governors are to be appointed by the members of the Board holding office at the time of appointment; “**

10. COMMUNICATIONS:

Communication regarding the reappointment of Governors will be made public to the College and broader community through the public posting of approved Board of Governors meeting minutes.

11. CONCLUSION:

This report provides information regarding the reappointment of external Governors to the Board for a second-term of office.

Respectfully submitted:



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Claude Brulé  
President and CEO

## BGI-01 Responsibilities of the Board Report Card as of April 25, 2022

### 4.4 Appendix B

Policy BGI-01 Responsibilities of the Board of Governors states: “The Governance Committee shall report on Board compliance with all Board responsibilities by reporting to the Board any deficiencies on an annual basis.” This table was developed from the list of Board responsibilities listed in each of the key Board source documents – By-Laws, terms of reference and governance policies.

#	Source Document	Responsibility	Comments
1.	Bylaw 5	Summary of the Program Advisory Committees’ Annual Report.	A summary of the Program Advisory Committees’ Annual Report was submitted to the Academic and Student Affairs Committee at the November 11, 2021 meeting, and to the Board of Governors at the December 6, 2021 meeting.
2.	Executive Committee Terms of Reference	Conduct the President’s annual performance on the attainment of corporate goals and outcomes and compensation review. (1-3)	The President’s annual performance for 2021-22 is to be completed in June 2022.
3.	BGI-01 and Audit and Risk Management Committee, Terms of Reference	Risk Management/Internal Controls The Board should ensure that appropriate practices are implemented to identify and manage risk including appropriate monitoring and reporting. (BGI-01, 2.2)	The Audit and Risk Management Committee reviews the corporate risk profile and receives updates on corporate risks and risk mitigation plans on a quarterly basis. The risk reports are submitted to the Board through the Audit and Risk Management Committee’s regular reports to the Board.
4.	Financial Statement review	Review the annual draft financial statements.	This will be conducted through the Audit and Risk Management Committee at the May 25, 2022 meeting and submitted to the Board at the June 6, 2022 meeting.
5.	Audit and Risk Management Committee Terms of Reference	Evaluate the Audit and Risk Management Committee’s performance through the periodic review of the Terms of Reference.	The Audit and Risk Management Committee’s work plan includes a review of the Terms of Reference, which was completed at the September 22, 2021 meeting. The review resulted in no changes to the Terms of Reference.
6.	Governance Committee Terms of Reference	To be responsible for the annual nomination of the Chair and Vice Chair.	The Governance Committee will recommend the appointment of the Chair and Vice Chair to the Board at the June 6, 2022 Board meeting.

**BGI-01 Responsibilities of the Board**  
**Report Card as of April 25, 2022**

#	Source Document	Responsibility	Comments
7.	BG I-01 Responsibilities of the Board of Governors	The Board shall establish governance structures to enable the achievement of expected institutional outcomes with clear lines of communication and internal accountability. (1-1)	<p>For the 2021-22 Academic year, the Board exercised Board Oversight of the President by including the President’s Performance Contract review/update as part of the agenda in the In Camera portion of every Board meeting.</p> <p>In support of the Board responsibilities, the Board has started the Meeting without Management in 2017. This meeting occurs directly after the Board meeting and allows reflection on the meeting and additional information as required.</p>
8.		The Board shall assess periodically the attainment of College mission and strategic plan. (1-2)	Quarterly business plan updates are submitted to the Board. The Board annually reviews Key Performance Indicator results and final results of the business plan, based on the Strategic Plan. The Key Performance Indicator results will be presented at the June 6, 2022 Board meeting as part of the Academic and Student Affairs Committee Report to the Board.
9.		The Board shall review, amend, and approve the College’s annual business plan, budget, and annual report that support the strategic plan. (1-4)	<p>The Board approved the annual business plan and budget at the February 28, 2022 Board meeting.</p> <p>The Annual Report will be submitted for approval at the June 6, 2022 Board meeting.</p>
10.		The Board shall periodically assess its effectiveness with respect to governance, accountability, and the attainment of the College mission and strategic plan. (1-5)	The Board will complete the Board Evaluation Survey and Self-Assessment Survey in April 2022. The Board of Governors Evaluation Survey Results will be presented to the Board at the June 6, 2022 meeting.
11.	Board Accountability	The Board shall take corrective action, as necessary, if any expected outcomes or quality of performance are not achieved. (1-6)	Processes are in place to ensure that reviews of all outcomes and performance are completed in a regular and timely fashion. Board reporting follows work plan timelines for all committees.

**BGI-01 Responsibilities of the Board**  
**Report Card as of April 25, 2022**

#	Source Document	Responsibility	Comments
12.		<p>The Board shall approve all programs of instruction that a college will offer, suspend or cancel.</p> <p>The Board shall ensure that programs of instruction are developed and implemented consistent with provincial standards where they exist. (1-7)</p>	<p>The Program Review Committee ensures all programs of instruction are developed and implemented consistent with provincial standards where they exist. This occurs prior to programs being submitted to the Academic and Student Affairs Committee and Board for approval. Following Board approval, the Credential Validation Service validates programs once it is demonstrated that they are in compliance with the Minister’s Binding Policy Directive Framework for Programs of Instruction and in adherence with Program Provincial Standards where they exist. Such credentials can only be conferred by the College once validation from the Credential Validation Service has been received.</p>
13.		<p>The Board shall approve the creation of a wholly owned subsidiary corporation if required. (1-8)</p>	<p>The College does not require an additional subsidiary corporation at this time.</p>
14.		<p>The Board should ensure that proven methods for program development and review occur. (2-1)</p>	<p>The Program Review Committee has a mature and well documented program development and approval process. The Program Quality Assurance Framework is detailed within policy AA38: Program Quality Assurance that consists of three primary elements, Annual Curriculum Review, Program Mix Review and a cyclical five-year Program Quality Review. Deans’ Program Quality Review and Implementation. Follow-up status reports were provided to the Academic and Student Affairs Committee at the January meeting, and to the Board at the February meeting as part of the Academic and Student Affairs Committee Report to the Board. The Program Lifecycle Management process is reviewed with new governors during Fall of each year.</p>

**BGI-01 Responsibilities of the Board**  
**Report Card as of April 25, 2022**

#	Source Document	Responsibility	Comments
15.		The Board should ensure that regular reports on the operational and financial situation of the College are completed, including reports on the progress the College is making towards meeting the strategic plan and on performance measures against benchmarks. The Board should also ensure that necessary audit systems are in place. (2-3)	Regular quarterly progress reports against the annual business plan and quarterly financial projections are provided to the Board in October, December, February, and June.  Performance against the Strategic Plan is included in the College's annual report. Any deficiencies are reported to the Board of Governors through the quarterly business plan updates.
16.		The Board should use an established process for recruitment, delegation of accountability for College operations, and performance review and compensation of the President. (2-4).	A performance evaluation framework is in place.  The President's performance is evaluated by the Board and the final review is delegated to the Board's Executive Committee.
17.		The Board should ensure that the College's communications with students, business, community stakeholders, and the Ministry is ongoing and effective. (2-5)	The College's total communication efforts will be summarized in the June 2021-22 Annual Report. The Director, Communications, Marketing and Government Relations ensures timely and comprehensive communication of major initiatives and issues.
18.		The Board should ensure that the college operates in accordance with legal and regulatory requirements. (2-6)	Quarterly remittance declarations are presented to the Board to identify compliance with legal and regulatory requirements. A statement is included in the College's Annual Report.

**BGI-01 Responsibilities of the Board**  
**Report Card as of April 25, 2022**

#	Source Document	Responsibility	Comments
19.		<p>The Board should ensure that ongoing review and development of academic programs uses proven methods that involve stakeholders in an effective and meaningful way. (2-7)</p> <p>The Board should ensure the College’s commitment to quality education and service excellence including continuous improvement. (2-8)</p>	<p>All programs have Advisory Committees in place in accordance with College policy AA01: Advisory Committees. Due to the COVID-19 pandemic, the Program Advisory Committees Annual Report was submitted to the Board at the December 6, 2021 Board meeting. Typically, this is submitted annually at the October Board meeting. The Program Quality Review process engages faculty, student, and industry stakeholders in informing continuous improvement processes.</p>
		<p>The Board should ensure that the College’s applied research activities have appropriate accountability for research funds and appropriate processes for research outcomes, including commercialization. (2-9)</p>	<p>Reports are submitted to all granting and funding agencies, as per contractual obligations including timeline and audit requirements.</p> <p>The Academic and Student Affairs Committee reviewed an annual report from the Algonquin College Research Ethics Board at the November 9, 2021 meeting.</p>
	<p>BG I-02 Appointment/ Reappointment of External Governors</p>	<p>The Governance Committee will bring recommendations for appointments or reappointments of external governors for approval.</p>	<p>Governance Committee will endorse the reappointment of Governor Sheilagh Dunn for approval at the Board of Governors meeting on April 25, 2022 pending the Ministry’s Lieutenant Governor in Council reappointment.</p>
	<p>BG I-03 Communication with the Board of Governors</p>	<p>Communication of all major issues and initiatives will be made with approval of the Board Chair.</p>	<p>Policy BGI-04 describes the responsibility of the Board Chair in terms of communications on behalf of the Board.</p> <p>Board members are given a brief update of College events and initiatives at each Board meeting, for use in the community.</p>
	<p>BG I-04 Responsibilities of the Board Chair</p>	<p>The Board Chair’s responsibilities will be clearly defined in a Board policy with accompanying procedures.</p>	<p>Policy BGI-04 has a mandatory review every 5 years, however the policy is reviewed annually to ensure compliance. The last policy update was approved by the Board on December 11, 2017.</p>

**BGI-01 Responsibilities of the Board**  
**Report Card as of April 25, 2022**

#	Source Document	Responsibility	Comments
	BG II-01 Programs of Instruction	The Board shall be informed of joint college university programs and new apprenticeship programs.	Staff will submit information to the Board regarding joint college/university programs and new apprenticeship programs, through the Academic and Student Affairs Committee. This information is included in the Summary Report of Program Launches and Enrolments that will be submitted to the Committee at the May 16, 2022 meeting.
	BG II-01 Programs of Instruction	The Board is responsible for approving program suspensions.	Program suspensions occur as needed. At the December 10, 2018 Board meeting, the Board of Governors approved three program suspensions. There were no program suspensions for the 2021-22 academic year.
	BG II -02 Financial Management	At fiscal year end, the President shall present to the Board for approval a report on the achievements of the operational outcomes of that year's Business Plan and the audited financial statements.	This occurs annually at the June Board meeting. The report will be presented at the June 6, 2022 Board meeting.
		The Board's annual report shall be submitted.	This occurs annually at the June Board meeting.
		The College will have an Integrated College Development Plan (ICDP).	Management presented the Integrated College Development Plan at the September 2014 Board Retreat. The Five-Year Ottawa Campus Master Development Plan was presented to the Board at the June 8, 2015 meeting. Management has developed a new Integrated College Development Planning (ICDP) Framework Principles that was presented at the June 8, 2020 Board meeting. The completion of the Master Campus Development Plan has been deferred due to the COVID-19 pandemic. It is currently anticipated that it will be presented to the Board of Governors in early fiscal year 2022-23.



**BGI-01 Responsibilities of the Board**  
**Report Card as of April 25, 2022**

#	Source Document	Responsibility	Comments
	Freedom of Information	Under the Freedom of Information and Protection of Privacy Act (FIPPA) the Board must be informed of Freedom of Information requests made to the College.	The Information and Privacy Commission of Ontario's Year-End Statistical Report for Algonquin College for the 2021 reporting year will be submitted to the Board at the June 6, 2022 meeting.
	Sexual Assault/Sexual Violence Policy	To monitor compliance with SA16 Sexual Assault/Sexual Violence policy	The Academic and Student Affairs Committee will review the 2021-22 annual report regarding frequency of use and effectiveness of policy SA16 Sexual Assault/Sexual Violence at its March 22, 2022 meeting. The 2021-22 Sexual Assault/Sexual Violence Annual Report to the Board will be presented at the April 25, 2022 Board meeting.
	New BOG Responsibility	To oversee Executive Compensation and performance of President and Vice Presidents, through an Executive Compensation Committee of the Board.	As per Provincial directive, a new Board Executive Compensation Committee will be required subsequent to the Executive Compensation Program being approved and posted. There has been no new development on this program in 2021-22.

Report title:	Proposed Board Governance Policy - Delegation of Contract Signing Authority
Report to:	Board of Governors
Date:	April 25, 2022
Author/Presenter:	Duane McNair, Vice President, Finance and Administration Paul Gardner, Senior Manager, Internal Control

1. RECOMMENDATION:

**THAT** the Algonquin College Board of Governors approve the Draft BG II-06 Delegation of Contract Signing Authority Policy as presented (attached as Appendix A).

2. PURPOSE / EXECUTIVE SUMMARY:

This proposed Board policy establishes a process for delegating signing authority for executing legal documents, contracts, and instruments in writing required to be signed by the Corporation to carry out the business of the College. This policy is an extension of Bylaw 1 of the Board of Governors of the Algonquin College of Applied Arts and Technology, specifically Article 12 “Execution of Documents”.

3. BACKGROUND:

On a continuous basis, conducting the business activities of Algonquin College involves the review, approval, and execution of a significant number of binding agreements with external parties. Currently, only the College’s President and Treasurer are designated to sign these agreements. As a result, the execution of binding agreements can be an excessively slow and inefficient process.

If approved by Board resolution, this Policy will empower appropriate College Administrative personnel to execute legal agreements, achieving more timely execution without increasing the College risk exposure.

Article 12 “Execution of Documents” of Bylaw 1 of the Board of Governors of the Algonquin College of Applied Arts and Technology, Section 12.2.5, details that “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.

4. DISCUSSION:

Once approved by resolution by the Algonquin College Board of Governors, this Policy, including the Delegated Signing Authority Matrix (attached as Appendix B: Delegation of Signing Authority Matrix), will empower the identified College Administrators (by category) with the fiduciary trust placed in the College’s President and Treasurer (Officers of the College), and subject to this Policy, these identified College Administrators will be entitled to exercise their power to bind the Corporation without any further authorization or formality.

College administration will ensure that appropriate processes are established and documented to support appropriate administration of this new Board policy. Processes will include appropriate internal controls and management level approvals to ensure contract execution is subject to effective risk management.

On April 12, 2022, the Board’s Executive Committee reviewed and accepted the policy for information and for presentation to the Board of Governors for approval at the April 25, 2022 Board meeting.

5. LINK TO STRATEGIC PLAN:

<b>STRATEGIC PLAN 2017-2022</b>			
<b>LEARNER DRIVEN</b> Goal One Establish Algonquin as the leader in personalized learning across all Ontario colleges.	<input checked="" type="checkbox"/>	<b>CONNECTED</b> Goal Four Become an integral partner to our alumni and employers.	<input type="checkbox"/>
<b>QUALITY AND INNOVATION</b> Goal Two Lead the college system in co-op and experiential learning.	<input type="checkbox"/>	<b>SUSTAINABLE</b> Goal Five Enhance Algonquin’s global impact and community social responsibility.	<input type="checkbox"/>
<b>Goal Three</b> Attain national standing in quality, impact and innovation within each school and service.	<input checked="" type="checkbox"/>	<b>PEOPLE</b> Goal Six Be recognized by our employees and the community as an exceptional place to work.	<input type="checkbox"/>

6. STUDENT IMPACT:

The Policy incorporates risk mitigations sufficient to maintain or improve the College’s existing service levels and academic standards that meet the expectations of our students and other stakeholders.

7. FINANCIAL IMPACT:

The Policy establishes risk mitigations, including the requirement to calculate the monetary value for the agreement over its binding lifetime, sufficient to maintain or improve the College’s existing financial assessment and contract review protocols.

8. HUMAN RESOURCES IMPACT:

The Policy will be rolled out to College administrators with an appropriate orientation and training program. College administrators with delegated signing authority are required to participate in training in Fraud Awareness, Conflict of Interest, and Contract Review & Approval, sufficient to improve the College's contract review practices.

9. GOVERNMENT / REGULATORY / LEGAL IMPACT:

This Policy is subject to Section 28 of the Ontario Financial Administration Act which restricts the College from entering into binding commitments that serve to increase the contingent liabilities of the Province without obtaining the approval of the Ontario Minister of Finance. College administration has engaged and consulted with external legal counsel on the development of this policy.

10. COMMUNICATIONS:

This Policy will be supported with an appropriate communications plan to College administration and will be posted on the College's website.

11. CONCLUSION:

The proposed Board Governance Policy BG II-06, Delegation of Contract Signing Authority is an important risk-based mechanism, to achieve greater efficiency and more timely execution of binding agreements. The policy will promote more timely innovation and value add activities for the benefit of the College and its learners.

Respectfully submitted:



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Duane McNair  
Vice President, Finance and Administration

Approved for submission:



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Claude Brulé  
President and CEO

**Appendices:**

Appendix A: Draft BG II-06 Delegation of Contract Signing Authority Policy Appendix B: Delegation of Signing Authority Matrix
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6.1 Appendix A

### Board Governance Policy

#### BG II-06

#### Delegation of Contract Signing Authority

Policy Category :	Board Process		
Date First Approved:	April 25, 2022	Date Last Reviewed	Not Applicable
Board Meeting Number:	###	Mandatory Review Date	April 2023

#### PURPOSE

This Policy delegates signing authority for executing legal documents, contracts, and instruments in writing on behalf of the College. This Policy is made pursuant to Bylaw 1 of the Board of Governors of the Algonquin College of Applied Arts and Technology, specifically Article 12 “Execution of Documents”.

#### POLICY

Pursuant to Article 12.2.5, the Board is responsible to direct the manner in which, and the persons by whom, any particular instrument, contract, or obligations of the Corporation may be executed. When approved by resolution by the Board, persons identified with the ability to bind the Corporation may do so without any further authorization or formality being required provided that the signatories have complied with this Policy. The President is accountable for the College’s compliance with this Policy and the Treasurer is responsible for the proper administration of this Policy.

This Policy, including the Delegation of Signing Authority Matrix (attached as Appendix A “Signing Authority Matrix”), authorizes the identified College Administrators to execute legal documents, contracts, and instruments that bind the Corporation on behalf of the College.

The Signing Authority Matrix identifies specific contract types and assigns them into Contract Classes. If a contract requiring execution is not specifically identified in the Signing Authority Matrix and if the Contract Class for the contract is not immediately recognizable, Signing Authority will be determined by the President or the Treasurer.

This Policy is subject to Section 28 of the Ontario Financial Administration Act that restricts the College from entering into binding commitments that serve to increase the indebtedness or contingent liabilities of the Province without obtaining the approval of the Ontario Minister of Finance.

DRAFT FOR DISCUSSION

The College has established the following framework to govern the delegation of contract signing authority:

**1. College Administrator Categories**

1.1 This Policy organizes College Administrators into the following hierarchical categories:

<b>Category 1 College Administrators</b>
The President and Chief Executive Officer
Senior Vice President and Vice Presidents

<b>Category 2(A) College Administrators</b>
Associate Vice Presidents
Chief Financial Officer
Chief Digital Officer
Executive Directors

<b>Category 2(B) College Administrators</b>
Deans and Directors

<b>Category 3 College Administrators</b>
Academic Chairs, Associate Chairs, and Associate Directors
Senior Managers and Managers

1.2 The Signing Authority Matrix organizes agreements into Agreement Types and identifies, by College Administrator Category, the College Administrators delegated to execute contracts by Agreement Type.

1.3 College Administrators appointed into an Acting Administrator position (whether appointed to cover a temporary leave or for an extended period), are granted the authority of that College Administrator position to review or execute binding contracts.

1.4 Only Category 1 College Administrators can bind the Corporation for a term that exceeds 5 years in length. Renewal options are to be included in the calculation of the term length for purposes of this Policy.

**2. Signatory Requirements and Accountability**

2.1 The College requires two College Administrator Signatories, identified as Signatory 1 and Signatory 2 in the Signing Authority Matrix, to sign agreements except for the agreements identified in Sections 3.4 (Labour -Related Agreements) and 3.5 (Offers of Employment).

a. Signatory 1 must sign the contract first. Signatory 1 may only sign after a thorough review of the legal document has been completed. The review must address the need for detailed legal,

## DRAFT FOR DISCUSSION

accounting, technical, governance, and risk assessment, and a calculation of the monetary value for the contract over its binding lifetime.

- b. Signatory 2 may only sign the contract after obtaining reasonable assurance that the document has received appropriate due diligence, scrutiny and that its execution is defensible.

2.2 Binding contracts often require specialist knowledge and scrutiny before being considered for execution. Signatory 1 must ensure that binding contracts requiring specialist knowledge are scrutinized and signed by College leaders with appropriate expertise in Academics, Human Resources, Risk, Facilities, Information Technology and Finance. For example, equipment donation agreements for gifts-in-kind that require installation and maintenance on College property must be reviewed by the Executive Director, Facilities Management or his/her designate to identify and confirm the total cost of ownership prior to accepting the donation.

2.3 College Administrators must ensure their signing activities are exercised in accordance with this Policy and must act in the best interest of the College and the public when exercising their delegated authorities on behalf of the College which includes, without limitation, ensuring they are not in an actual, potential or perceived conflict of interest with regard to the document to be signed.

2.4 If a College Administrator believes they may have a conflict of interest with regard to any document to be signed or believes signing the document would contravene their obligations under Section 2.1, prior to signing the document they are required to obtain guidance from the President or the Vice President of Finance and Administration.

2.5 Consequences for failing to comply with the requirements of this Policy include the revocation of the authority granted by this Policy, legal action, disciplinary action, or termination.

### **3. Delegation Rights and Exemptions**

3.1 A College Administrator in a higher-level category may, at any time, exercise the authority delegated to a College Administrator in a lower-level category. For example, a College Administrator in Category 1 can at any time exercise the signing authority delegated to a College Administrator in Category 2(A), Category 2(B), or Category 3.

3.2 College Administrators are permitted to delegate their signing authority to a colleague from the same College Administrator Category (or higher), subject to the colleague being knowledgeable on the agreement subject matter and their willingness to accept full accountability. This means, Category 1 Administrator can sign for other Category 1 Administrators, Category 2(A) Administrators for other Category 2(A) Administrators, Category 2(B) Administrators for other Category 2(B) Administrators, and Category 3 Administrators for other Category 3 Administrators.

- a. A College Administrator that has accepted an authority delegation from a colleague cannot sub-delegate that authority.

## DRAFT FOR DISCUSSION

- 3.3 Should the President or the Treasurer determine that it is in the College's or the public's best interests to do so, they may (in writing) restrict a College Administrator's delegated signing authority. Further, should the President or the Treasurer determine that it is in the College's or the public's best interests to do so, they may (in writing) empower a College Administrator with the authority to act as their designate.
- 3.4 Labour-Related Agreements. The President may delegate a College Administrator in Human Resources to act and sign on his/her behalf during employee and Union negotiation, settlement, and arbitration proceedings. Collective bargaining agreements and other labour-related legal documents are exempt from the two-signatory requirement.
- 3.5 Offers of Employment. Offers of Employment are exempt from the two-signatory requirement provided the employment position has been approved by the appropriate authority and the offer includes only standard employment provisions (as determined by Human Resources or as detailed in collective agreements).

#### **4. Legal Form of Contract**

- 4.1 College Administrators are required to use, where available, an approved College contract template as the basis for agreements to be signed by the College. College contract templates are approved by the Office of the Vice President, Finance and Administration. Exceptions to the use of approved College contract templates are:
- a. When the External Party proposes a different form of agreement, review and approval is required by the College's Finance and Administrative Services and Risk Management departments. In these cases, the College's Chief Financial Officer may require that the College's pre-approved General Terms and Conditions are appended to the External Party contract.
  - b. The College's Finance and Administrative Services and Risk Management departments are responsible for assessing legal, accounting, technical, governance, and risk requirements associated with external party contracts and will request support from other College departments as appropriate.

## **MONITORING**

#### **5. Internal Controls**

- 5.1 In situations where the President or the Treasurer believes it would be in the College's financial or reputational interests to do so, they may require a review of the management and compliance of any contract. College Administrators are expected to provide any and all support necessary to successfully conduct and complete these review activities.



## 6. Record Retention

- 6.1 The College's Finance and Administration Area will serve as the final corporate record keeper for all original executed Legal Documents that are not Human Resources related. A copy of executed Legal Documents may be retained in a secure location within the originating department.
- 6.2 The College's Human Resources Area will serve as the final corporate record keeper for all original executed Legal Documents that are Human Resources related. A copy of executed Legal Documents may be retained in a secure location within the originating department.

## RELATED MATERIALS

1. Bylaw #1 of the Board of Governors
2. BG II-02 Financial Management
3. Ontario Finance and Administration Act
4. College General Terms and Conditions <https://www.algonquincollege.com/safety-security-services/internal-control/general-terms-and-conditions/>

DRAFT FOR DISCUSSION

APPENDIX A

Signing Authority Matrix

Two signatories are required to bind the Corporation  
Authority Matrix Identifies Minimum Position in Organization Required to Sign

Contract Class	Agreements Type	Criteria	Specific Signatory Requirements	Category 1 College Administrators	Category 2(A) College Administrators	Category 2(B) College Administrators	Category 3 College Administrators
A	<b>Procurement Agreements</b> Purchase of Goods, Services, Software, Construction Agreements and Change Orders (Must be Within Approved Budget)	Less than \$25,000				Signatory 2	Signatory 1
		Between \$25,000 and \$100,000			Signatory 2	Signatory 1	
		Between \$100,001 and \$1,000,000		Signatory 2		Signatory 1	
		Greater than \$1,000,000	President or Treasurer			Signatory 1	
B	<b>Real Property Leasing</b>	Not subject to Delegation	President or Treasurer		Signatory 1: Executive Director, Facilities Management		
	<b>Real Estate Acquisition and Disposition</b> (Board of Governors Approval Required Before Signing)	Not subject to Delegation	President or Treasurer		Signatory 1: Executive Director, Facilities Management		
C	<b>Applied Research</b> Binding Proposals, Funding Agreements, Research, Partnership and Collaboration Agreements	Less than \$25,000				Signatory 2	Signatory 1
		Between \$25,000 and \$100,000			Signatory 2	Signatory 1	
		Between \$100,001 and \$500,000		Signatory 2		Signatory 1	
		Greater than \$500,000	President or Treasurer			Signatory 1	
D	<b>Revenue Agreements</b> Binding Proposals, Funding Agreements, Teaching and Training, Corporate and Contract Training and Commercial Services	Less than \$25,000				Signatory 2	Signatory 1
		Between \$25,000 and \$100,000			Signatory 2	Signatory 1	
		Between \$100,001 and \$500,000		Signatory 2		Signatory 1	
		Greater than \$500,000	President or Treasurer			Signatory 1	
		AC - Contract Template Less than \$500,000		Signatory 2		Signatory 1	
		AC - Contract Template Greater than \$500,000	President or Treasurer			Signatory 1	
E	<b>Academic Agreements</b> Affiliation, Articulation, Inter-Institutional Collaboration, Binding Memorandum of Understanding, Binding Letter of Intent, Sale of Curriculum	Less than \$100,000				Signatory 2	Signatory 1
		Between \$100,001 and \$500,000			Signatory 2	Signatory 1	
		Greater than \$500,000	President or Treasurer			Signatory 1	
		AC - Contract Template Less than \$500,000		Signatory 2		Signatory 1	
		AC - Contract Template Greater than \$500,000	President or Treasurer			Signatory 1	
F	<b>Advancement and Development Agreements</b> Donations, Bequests, Strategic Partnerships and Naming Agreements	Less than \$100,000		Signatory 2: Vice President, Advancement and Strategy		Signatory 1	
		\$100,000 and greater	President	Signatory 1: Vice President, Advancement and Strategy			
		AC - Contract Template Less than \$500,000				Signatory 2	Signatory 1
		AC - Contract Template Greater than \$500,000	President	Signatory 1: Vice President, Advancement and Strategy			
G	<b>Employment Related Agreements</b> Employment Agreements, Negotiated Settlements, Employment Severance Agreements, Letters of Understanding	Standard Offers of Employment					With position and terms appropriately approved, exempt from two signatory requirement
		Settlement and Severance Less than \$100,000		Signatory 2: Vice President, Human Resources		Signatory 1: Director in Human Resources	
		Settlement and Severance \$100,000 and greater	President	Signatory 1: Vice President, Human Resources			
		Letters of Understanding and Other Agreements		Signatory 2: Vice President, Human Resources		Signatory 1: Director in Human Resources	

**Note** Agreements not specifically identified in the Schedule, where the Contract Class is not immediately recognizable, Signing Authority will be determined by the President or the Treasurer.

Legend	Category 1 College Administrators	Category 2(A) College Administrators	Category 2(B) College Administrators	Category 3 College Administrators
	The President	Associate Vice Presidents	Deans and Directors	Academic Chairs, Associate Chairs, and Associate Directors
	Senior Vice President and Vice Presidents	Chief Financial Officer, Chief Digital Officer, and Executive Directors		Senior Managers and Managers

## 6.1 Appendix B

Signing Authority Matrix				Two signatories are required to bind the Corporation Authority Matrix Identifies Minimum Position in Organization Required to Sign				
Contract Class	Agreements Type	Criteria	Specific Signatory Requirements	Category 1 College Administrators	Category 2(A) College Administrators	Category 2(B) College Administrators	Category 3 College Administrators	
A	<b>Procurement Agreements</b> Purchase of Goods, Services, Software, Construction Agreements and Change Orders (Must be Within Approved Budget)	Less than \$25,000				Signatory 2	Signatory 1	
		Between \$25,000 and \$100,000			Signatory 2	Signatory 1		
		Between \$100,001 and \$1,000,000		Signatory 2		Signatory 1		
		Greater than \$1,000,000	President or Treasurer			Signatory 1		
B	<b>Real Property Leasing</b>	Not subject to Delegation	President or Treasurer		Signatory 1: Executive Director, Facilities Management			
	<b>Real Estate Acquisition and Disposition</b> (Board of Governors Approval Required Before Signing)	Not subject to Delegation	President or Treasurer		Signatory 1: Executive Director, Facilities Management			
C	<b>Applied Research</b> Binding Proposals, Funding Agreements, Research, Partnership and Collaboration Agreements	Less than \$25,000				Signatory 2	Signatory 1	
		Between \$25,000 and \$100,000			Signatory 2	Signatory 1		
		Between \$100,001 and \$500,000		Signatory 2		Signatory 1		
		Greater than \$500,000	President or Treasurer			Signatory 1		
D	<b>Revenue Agreements</b> Binding Proposals, Funding Agreements, Teaching and Training, Corporate and Contract Training and Commercial Services	Less than \$25,000				Signatory 2	Signatory 1	
		Between \$25,000 and \$100,000			Signatory 2	Signatory 1		
		Between \$100,001 and \$500,000		Signatory 2		Signatory 1		
		Greater than \$500,000	President or Treasurer			Signatory 1		
		AC - Contract Template Less than \$500,000		Signatory 2		Signatory 1		
		AC - Contract Template Greater than \$500,000	President or Treasurer			Signatory 1		
E	<b>Academic Agreements</b> Affiliation, Articulation, Inter-Institutional Collaboration, Binding Memorandum of Understanding, Binding Letter of Intent, Sale of Curriculum	Less than \$100,000				Signatory 2	Signatory 1	
		Between \$100,001 and \$500,000			Signatory 2	Signatory 1		
		Greater than \$500,000	President or Treasurer			Signatory 1		
		AC - Contract Template Less than \$500,000		Signatory 2		Signatory 1		
F	<b>Advancement and Development Agreements</b> Donations, Bequests, Strategic Partnerships and Naming Agreements	Less than \$100,000		Signatory 2: Vice President, Advancement and Strategy		Signatory 1		
		\$100,000 and greater	President	Signatory 1: Vice President, Advancement and Strategy				
		AC - Contract Template Less than \$500,000				Signatory 2	Signatory 1	
		AC - Contract Template Greater than \$500,000	President	Signatory 1: Vice President, Advancement and Strategy				
G	<b>Employment Related Agreements</b> Employment Agreements, Negotiated Settlements, Employment Severance Agreements, Letters of Understanding	Standard Offers of Employment					With position and terms appropriately approved, exempt from two signatory requirement	
		Settlement and Severance Less than \$100,000		Signatory 2: Vice President, Human Resources		Signatory 1: Director in Human Resources		
		Settlement and Severance \$100,000 and greater	President	Signatory 1: Vice President, Human Resources				
		Letters of Understanding and Other Agreements		Signatory 2: Vice President, Human Resources		Signatory 1: Director in Human Resources		
<b>Note</b>	Agreements not specifically identified in the Schedule, where the Contract Class is not immediately recognizable, Signing Authority will be determined by the President or the Treasurer.			<b>Legend</b>	<b>Category 1</b> College Administrators	<b>Category 2(A)</b> College Administrators	<b>Category 2(B)</b> College Administrators	<b>Category 3</b> College Administrators
				The President	Associate Vice Presidents	Deans and Directors	Academic Chairs, Associate Chairs, and Associate Directors	
				Senior Vice President and Vice Presidents	Chief Financial Officer, Chief Digital Officer, and Executive Directors		Senior Managers and Managers	

Report title:	Indigenous Route Naming Initiative
Report to:	Board of Governors
Date:	April 25, 2022
Author(s)/Presenter(s):	Duane McNair, Vice President Finance and Administration Ron McLester, Vice President, Truth, Reconciliation, and Indigenization Ryan Southwood, Executive Director, Facilities Management

1. RECOMMENDATION:

**THAT** the Board of Governors approve the Indigenous Route Naming Initiative including the assignment of interior pedestrian routes and exterior street names at the Ottawa campus.

2. PURPOSE / EXECUTIVE SUMMARY:

The purpose of this report is to seek approval from the Board of Governors of the interior pedestrian routes strategy to provide improved wayfinding at the Ottawa campus including approval of the proposed Algonquin names for the exterior streets. Key elements of the initiative include:

- The strategy will improve wayfinding on the Ottawa Campus for all community members and demonstrate our continued commitment to Reconciliation;
- The strategy was developed in consultation with Truth, Reconciliation and Indigenization (TRI), Facilities Management, and Marketing;
- The Indigenous Education Council (IEC) provided the names for interior and exterior routes in priority based on the cultural importance of the animal;
- College consultation occurred through presentations to the College Space Committee, Integrated College Development Planning Steering Committee, Algonquin College Leadership Team, and the Algonquin College Executive Team;
- The City of Ottawa has been consulted and the proposed names for the College campus roads are acceptable and in accordance with the City bylaws;
- Interior route naming will be extended to the Perth and Pembroke campuses in the future.

3. BACKGROUND:

The Indigenous Route Naming initiative has been in progress for over two years and is currently being prepared for implementation. The project, comprised of two major initiatives, was developed as part of Algonquin's Indigenization Strategy in coordination with Facilities Management, Marketing and Truth, Reconciliation, and Indigenization. Using Indigenous language, the two initiatives will assign Indigenous names to interior pathways (hallways) and exterior streets on the Ottawa campus. Currently, wayfinding at the Ottawa campus can be challenging for newcomers to the campus due to how the campus has grown and evolved over time. Establishing key routes throughout the Ottawa campus, identified by specific pictograms, will guide learners and community members to their destination. In addition, the exterior streets on the College Ottawa campus do not currently carry official names. These streets have 'assumed' names that are not formally recognized by the City of Ottawa. The proposed names would establish the streets officially and update their civic address numbers accordingly.

Initially, the interior routes will be established at the Ottawa campus and be extended to the Perth and Pembroke campus in future years.

4. DISCUSSION:

When the Indigenous Street Naming project was initially endorsed by the Algonquin College Executive Team, Facilities Management committed to College community involvement for the selection of names. However, the names provided by the Indigenous Education Council was determined and prioritized, based on cultural and historical significance. Therefore, it was decided to implement these names as prioritized by the Indigenous Education Council and limit consultation to internal College committees.

It was decided to apply the most significant animals to the interior pathways to allow for a greater visual impact through art, signage, pictograms and education opportunities, as the exterior signs will only depict the animal's name in text on City of Ottawa issued street signs.

Five murals will be created by a local Indigenous artist and installed in high traffic areas; encouraging the education of the Indigenous history of the animal portrayed, while also enhancing our wayfinding systems. The artist expressed a preference to create using Wolf, Moose, Bear, Deer and Blue Jay and therefore these names were assigned to pathways where the project team had located large available walls in high traffic areas with greatest visibility.

All other interior pathways will receive wall and overhead signs with a coordinating animal pictogram, combined with an assigned colour chosen from the Indigenous Colour Palette. For

improved accessibility, the darker and brighter colours within the palette were chosen to provide high contrast against the signage.

The remaining names, after interior pathway assignment, were applied to the exterior streets, in no particular order or sequence. The City of Ottawa has reviewed the proposed names and has confirmed that they are available and comply with the City street naming by-law. Formal application will be submitted as soon as possible to ensure they are reserved for this project. These names include:

- privé Wajashk Private
- privé Nigig Private
- privé Adjidjàk Private
- privé Wàbisheshì Private

Civic addresses will be provided by the City once the application has been processed. This will allow further planning and coordination with College stakeholders for implementation with the intention to go 'live' in the next six to twelve months. Extensive consultations have already been completed with key College stakeholders including the Truth, Reconciliation and Indigenization office, Risk Management, Marketing, Advancement, Campus Services, Procurement, Student Support Services, Information Technology Services and the Students' Association to identify implications that could arise from changing a building's address. To date, no major complications and/or costs have been discovered to implement changes to the names of the exterior roads.

5. LINK TO STRATEGIC PLAN:

<b>STRATEGIC PLAN 2017-2022</b>			
<b>LEARNER DRIVEN</b> Goal One Establish Algonquin as the leader in personalized learning across all Ontario colleges.	<input type="checkbox"/>	<b>CONNECTED</b> Goal Four Become an integral partner to our alumni and employers.	<input type="checkbox"/>
<b>QUALITY AND INNOVATION</b> Goal Two Lead the college system in co-op and experiential learning.	<input type="checkbox"/>	<b>SUSTAINABLE</b> Goal Five Enhance Algonquin's global impact and community social responsibility.	<input checked="" type="checkbox"/>
Goal Three Attain national standing in quality, impact and innovation within each school and service.	<input checked="" type="checkbox"/>	<b>PEOPLE</b> Goal Six Be recognized by our employees and the community as an exceptional place to work.	<input type="checkbox"/>

6. STUDENT IMPACT:

Wayfinding for students on campus will be increased while using the interior routes and traversing the exterior of the campus to find their building. Further, the Indigenous elements provide a unique learning opportunity where Quick Response (QR) codes will be used at strategic locations to inform users of meaning behind the animal which is being used to identify that route, and the five murals will provide an important representation of Indigenous culture on campus.

7. FINANCIAL IMPACT:

The costs for this project are not significant and primarily tied to the fabrication of new signage and coordination of various internal systems to accommodate changes to civic addresses for buildings on campus and will be captured through existing Facilities Management Operational and Strategic Investment Priority budgets.

8. HUMAN RESOURCES IMPACT:

This initiative is not anticipated to result in any adjustments to the College's current employee complement. It will provide further opportunities to promote the College as an inclusive work place focusing on its commitment to Truth and Reconciliation.

9. GOVERNMENT / REGULATORY / LEGAL IMPACT:

By going through the formal private road naming process, the exterior streets will be officially recognized by the City of Ottawa with their given names and the civic addresses of the buildings will be updated accordingly.

10. COMMUNICATIONS:

Significant consultations have previously taken place over the course of the past two years, particularly as it relates to the exterior street renaming and the potential impacts on facilities and internal systems. A communication outreach plan will be developed ahead of implementation of the interior pathways and street renaming to ensure the College community is aware of the initiative.

11. CONCLUSION:

The implementation of the Indigenous Street Naming and Wayfinding Strategy will result in significant improvements to wayfinding at the Ottawa campus by establishing clear routes to support the College community. Concurrently, it recognizes the College's commitment to

Truth and Reconciliation by using Algonquin Indigenous language, pictograms and art to identify the routes and provide an important learning opportunity for the College community.

Respectfully submitted:



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Duane McNair  
Vice President, Finance and Administration

Approved for submission:



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Claude Brulé  
President and CEO



**Report from the Chair  
Board of Governors Meeting  
April 25, 2022**

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**2021-22 Board Performance**

The Board Governance Committee coordinated the review and distribution of the Annual Board of Governors Evaluation tools. The Board Evaluation Survey was distributed on April 11, and the Governor Self-Assessment Survey will be distributed on April 26 by the Board Office. These tools allow Governors to evaluate their own effectiveness, and the effectiveness of the Board as a whole. Governors were encouraged to complete these surveys promptly, to allow the Governance Committee to review and discuss the results. The results of the Evaluation of the Board will be shared with all Board members before the end of the academic year. The results of the Governor Self-Appraisal will be submitted to the Board Chair only for his review.

**2022 Spring Board of Governors Retreat – March 26, 2022**

Board members attended the hybrid 2022 Spring Board of Governors Retreat on March 26, 2022. Goldy Hyder, President and Chief Executive Officer of the Business Council of Canada engaged in a generative discussion with the Board and the Algonquin College Executive Team on the topic of Powering a Strong Recovery - the role of skills in Canada's future prosperity. The retreat was facilitated by Elizabeth Costello, Director, Echo Marcom, and led the afternoon breakout sessions for the Algonquin College Executive Team.

**New Governor Recruitment Campaign – Pembroke Region**

The Board Governance Committee launched a governor recruitment campaign in the Pembroke Region in late January and closed on March 18, 2022 to fill Governor Jay McLaren's vacancy. On March 28, 2022, the Governor Recruitment Selection Committee held interviews with qualified candidates. Results will be presented at the June Board meeting.

**2022 Election of Internal Members to the Board of Governors - Administrative Staff Representative**

Governor Andre O'Bonsawin announced his resignation from the College and from the Board of Governors effective March 25, 2022. An internal election for the Administrative Staff Representative launched on April 4, 2022 to fill the vacancy for the remainder of Governor O'Bonsawin's term of office which comes to an end on August 31, 2023. Results of the election will be announced at the June 6, 2022 Board Meeting.

**2021-22 Board Meeting Dates**

The Board meeting dates from September 2021 to June 2022 are posted on the Board's public website. The following remaining Board meeting will be held in hybrid format:

- Monday, June 6, 2022 Board Meeting and Annual General Meeting

**2021-22 Board Dinners and 2022 Board Retreat**

- Board of Governors End of Year Dinner: Friday, June 10, 2022
- 2022 Fall Board of Governors Retreat: Sunday, September 11 and Monday, September 12, 2022

**Report from the President  
Board of Governors Meeting  
April 25, 2022**

President Brulé met primarily virtually and occasionally in-person with the following key external contacts from the post-secondary education leaders, community leaders and elected officials:

- President & CEO, Seneca College, David Agnew;
- President & Vice Chancellor, Sheridan College, Dr. Janet Morrison;
- President & CEO, Cambrian College, Bill Best;
- President & CEO, Canadore College, George Burton;
- President & CEO, La Cité, Lise Bourgeois;
- Board members of Polytechnics Canada;
- President & CEO, Willis College, Henry Devlin and Chair, Rima Aristocrat;
- Local Area CEOs from the Public Sector Leaders Forum;
- Member of Provincial Parliament, Jeremy Roberts, Ottawa West – Nepean;
- Board members of Invest Ottawa;
- Director of Public Affairs, Waste Management of Canada, Wayne French;
- CEO Thesis, Paul McConville;
- CFO Thesis, Jason Duggan;
- Local Liberal Candidate for provincial election, Sam Bhalesar;
- Local NDP Candidate for provincial election, Chandra Pasma;
- Amazon Web Services Education Leader for Canada, Coral Kennett;
- Member of Parliament for Ottawa, Anita Vandenberg;
- Board Members of the Ottawa Community Loan Fund (OCLF);
- Brigadier General A.J. Atherton; and
- Minister of Public Services & Procurement & Receiver General for Canada, Filomena Tassi.

**External Meetings also included:**

Date	Event	Purpose
Mar. 25, 2022	Meeting with Federal Liberal Ottawa Caucus	Advocate for the Ottawa Campus of Care project.
Mar. 29, 2022	Philippine Delegation Tour of Algonquin Collge	The visit of the Commission and their delegation seeks to provide an opportunity for Philippine higher education institutions to attract Canadian university partners, build new contacts and networks, break into a new market, get the most recent intelligence, trends, and developments in the international education arena and meet decision-makers face to face. We have also asked the Commission to provide us their overarching areas of interest as we request for the delegates to provide their

		partnership interests for their respective institutions.
Mar. 29, 2022	Business and Higher Education Roundtable Annual Members' Meeting	President Brulé virtually attended the Business and Higher Education Roundtable (BHER) Annual Member's Meeting and was presented with the topic of Investing in Skills: Empowering People for Recovery and Growth.
Apr. 1, 2022	Future of Health and Wellness Speaker Series	President Brulé hosted a virtual Future of Health and Wellness Speaker Series with award winning medical educator, writer and guest speaker, Dr. Jillian Horton on the topic of a Path to Overcome Burnout.
Apr. 4, 2022	Jack Doyle Athletics and Recreation Centre Grand Opening	President Brulé was a guest speaker of the Grand Opening of the Jack Doyle Athletics and Recreation Centre. Members of the Board of Governors and community members were of attendance.
Apr. 8, 2022	2022 Post-Budget Breakfast	President Brulé attended the 2022 Post-Budget Breakfast at the Westin Hotel, Ottawa. The event was hosted by the Ottawa Board of Trade, the Ottawa Business Journal and partners. Members of the Algonquin College Executive team and Board of Governors were in attendance to learn the analysis on the budget and an update on the state of Canada's economic health.
Apr. 8, 2022	RE/ACTION Showcase	President Brulé attended the Applied Research event, provided remarks and announced the top three winning project teams of the showcase.
Apr. 12, 2022	College Employer Council (CEC) Board Meeting	President Brulé attended the CEC Board meeting which included an update on the College of Applied Arts and Technology Pension Plan performance, approval of the 2022-23 budget and approval of the 2022-23 Committee appointments.
Apr. 14, 2022	Mayor's Breakfast Meeting	The guest speaker was General Wayne Eyra, Canadian Armed Forces Chief of Defence Staff
Apr. 20, 2022	Celebration of Service	President Brulé attended the event which recognized recent retirees and celebrated employees who have achieved long service milestones of 10, 15, 20, 25, 30, 35 and 40 years of service.

### **COMMITTEE OF PRESIDENTS MEETINGS**

The Committee of President met on numerous occasions since the last report, in order to coordinate college system level efforts related to: (1) the handling of the COVID-19 pandemic, (2) bargaining with the Academic Employees group; (3) regular business of the committee.

At its March 14 and 15, 2022 meeting, the Committee of Presidents discussed the following main topics:

- Strategic Planning Session on Private Career Colleges & Employment Services;
- Apprenticeship Reform Working Group;
- Commercialization Mandate Policy & Applied Research;
- Approval of Colleges Ontario 2022-23 Operating Budget;
- Credential Reform Update;
- Ontario College Application System Apprenticeship Portal;
- Ontario College Application System Application Fee;
- Update/Status Report on New Approach to Capital Advocacy; and
- Update/Status Report on College Financial Issues.

**8.3**

<p><b>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.</b></p>	
<p><b>Strategic Direction</b></p>	
<p><b>Reporting Timeframe:</b> January 2, 2022 to March 7, 2022</p>	
<p><b>LEARNER DRIVEN</b> Goal 1: Establish Algonquin as the leader in personalized learning across all Ontario colleges.</p>	
<p><b>Summary Report from:</b></p>	<p><b>Activity</b></p>
<p>Academic</p>	<ul style="list-style-type: none"> <li>• Following successful negotiations with Fleming College, the Bachelor of Automation and Robotics degree program has been posted to their website as a pathway option for students in their Electrical Engineering Technician program. The existing pathways are also available in the Ontransfer.ca website.</li> <li>• An Articulation agreement with Royal Roads University was renewed giving students from six programs in the School of Media and Design two years of advanced standing in the Royal Roads’ Bachelor of Arts in Professional Communications program.</li> <li>• The Perth Campus launched a four-week Forest Product Essentials training program on January 10, 2022. The program provided students with training to prepare them for employment in forest products.</li> </ul>
<p>Communications, Marketing and External Relations</p>	<ul style="list-style-type: none"> <li>• The College Events Team lead 25 virtual workshops for students, focused on a variety of interests.</li> </ul>
<p>Student Services</p>	<ul style="list-style-type: none"> <li>• The Marketing and Student Recruitment department employs a group of talented students to share content from the learner perspective. During the reporting period, this group of students developed five articles, 12 social media posts, 22 instagram stories, and three reel-videos for prospect engagement. This work collectively resulted in reaching 74,823 people and 723 clicks or likes.</li> <li>• With grant funding, the Library purchased resources for all three campuses to support mental health and wellness. A variety of topics and formats, both physical and electronic, are available for use by all Algonquin students and employees.</li> </ul>
<p><b>INNOVATION AND QUALITY</b> 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.</p>	


**8.3**

<b>Summary Report from:</b>	<b>Activity</b>
Academic	<ul style="list-style-type: none"> <li>Students from the Marketing Research and Analysis (MRA) program participated in the first annual Canadian Research Insights Council and Certified Analytics and Insights Professionals Virtual Coop and Careers Fair on January 28, 2022. Eight of the 14 participating students found Cooperative Education placements through this event.</li> </ul>
Communications, Marketing and External Relations	<ul style="list-style-type: none"> <li>In January and February, the President’s Office issued five communiques to the Algonquin College community, to keep them up to date on the College’s response to COVID-19 updates and restrictions.</li> <li>For AC Mental Health Awareness Week, a new podcast was produced to discuss mental health resources, tips and advice, and share the events happening during Mental Health Awareness Week. Guests include Laura Stanbra, Caprise Perrineau and Doug Stringer.</li> <li>The Social Media Coordinator convened the first College-wide social media working group meeting with a focus on the upcoming launch of the College’s Tiktok account.</li> </ul>
Human Resources	<ul style="list-style-type: none"> <li>Creation and development of a new instructional design template, ‘Knowledge Centre’ in the Employee Learning Platform to support employee learning needs. Creation of four Knowledge Centres including: <i>Knowledge Centre for 2SLGBTQ, Inclusion Infusions, Student Academic Accommodations, and New Employees.</i></li> </ul>
Indigenous Initiatives	<ul style="list-style-type: none"> <li>The Office of Truth, Reconciliation and Indigenization helped score four graduate student presentations related to Indigenous community engagement projects.</li> </ul>
Student Services	<ul style="list-style-type: none"> <li>During this reporting period, the Marketing and Student Recruitment department assisted the Co-op department with a Facebook and LinkedIn campaign designed to increase the profile of Algonquin College Co-op and attract new employers to participate in co-op programs.</li> <li>A new streamlined approach to the Student Assistance Bursary Pre-Adjudication upload to Salesforce was developed. This improvement eliminated several weeks of manual processing for both the Financial Aid Bursary team as well as the Salesforce Support team. This is a benefit that will continue to be realized (time saved going forward).</li> </ul>
<b>CONNECTED</b>	
Goal 4: Become an integral partner to our alumni and employers.	
<b>Summary Report from:</b>	<b>Activity</b>
Advancement and Strategy	<ul style="list-style-type: none"> <li>To support alumni wellness, a social media engagement campaign was deployed during Mental Health Awareness Week. Prizes were donated by proud and generous alumni: award-winning bodybuilder and personal trainer Joey Berry, Whole Therapy founder Jen Wright, and Nikon Ambassador Canada and Canadian Geographic Photographer-in-Residence Michelle Valberg.</li> </ul>

**8.3**

	<ul style="list-style-type: none"> <li>Alumni were invited to 18 engagement events, ranging from an AC Career Week session with alumna Heidi Hauver, VP People Experience, ShinyDocs; to an AC Engage event with multi-platinum, four-time JUNO Award nominee and Algonquin College graduate Jamie Fine; to an event in recognition of Black History Month, entitled “Viola Desmond’s Story”.</li> </ul>
Human Resources	<ul style="list-style-type: none"> <li>Ten employees at New Employee College Orientation self-identified as Algonquin College alumni and have been referred to the Alumni and Friends Network (Advancement and Strategic Planning).</li> </ul>
Indigenous Initiatives	<ul style="list-style-type: none"> <li>On January 12, 2022, plans were confirmed for this year’s Three Sisters Garden and Courtyard development as a joint project with the staff and students in the Horticulture program. February 9, 2022, facilitated a partnership with the Social Innovation Lab ( SLIDE ) in the DARE District and the Native Women’s Association of Canada.</li> </ul>
<b>SUSTAINABLE</b>	
Goal 5: Enhance Algonquin’s global impact and community social responsibility.	
<b>Summary Report from:</b>	<b>Activity</b>
Academic	<ul style="list-style-type: none"> <li>The Pembroke Campus, in collaboration with the Circle of Turtle Lodge, hosted numerous activities on Mondays, starting January 17, 2022 to celebrate Indigenous Culture. Events included First Moon of Creation Teaching, Indigenous Cultural Awareness, Aboriginal Law &amp; Treaty Rights, Land Acknowledgement Statements and an Indigenous Corn Husk Workshop.</li> </ul>
Advancement and Strategy	<ul style="list-style-type: none"> <li>A gift of over \$51,000 created the Peter Ramsay Heritage Carpentry and Joinery Entrance Bursary for a first-year student in the Heritage Carpentry and Joinery program who is in financial need.</li> <li>ADGA donated \$50,000 to create ten bursaries for students enrolled in any School of Advanced Technology program. Priority is given to Indigenous and/or female students.</li> <li>A \$50,000 CIBC Diversity Bursary was created for students in various Business Administration programs who self-identify as Black, Indigenous and/or have a physical or learning disability, and who can demonstrate financial need.</li> <li>The \$50,000 Syntax Strategic Award was established for two students in their final year in any of Media and Design programs.</li> </ul>
Communications, Marketing and External Relations	<ul style="list-style-type: none"> <li>A new <a href="#">podcast</a> was produced to learn about the meaning of accessibility and how we're continuously working hard to improve Algonquin College's accessibility standards. Guests included Diane McCutcheon, Duane McNair and Sara Jordan.</li> </ul>
Human Resources	<ul style="list-style-type: none"> <li>Inclusion &amp; Diversity Circle project for 2021-22 – Art, Representation and Belonging – saw the new mural in Perth completed.</li> </ul>

**8.3**

		
<p>Indigenous Initiatives</p>	<ul style="list-style-type: none"> <li>On March 4, 2022, TD Bank confirmed its participation in the DARE6 program by joining PCL Constructors.</li> </ul>	
<p>Student Services</p>	<ul style="list-style-type: none"> <li>The 2022 Virtual Winter Open House was held in a new format offering a series of one-hour question and answer webinars from January 17 – 27, 2022. Promotional tactics included: Radio, Facebook, Snapchat, Tiktok, Spotify, print advertisements and online display advertisements. Advertisements were targeted to Ottawa and key areas in Eastern Ontario. The event had 1,970 pre-registered down 11% (254 registrants) from 2021. Staff responded to nearly 2,000 questions over the course of the two-week period.</li> <li>Health Services prepared individual rapid antigen testing kits to provide to employees in Health Services, Facilities Management, and Residence in an effort to further support testing and monitoring of COVID-19 on-campus during the peak of the COVID-19 Omicron wave.</li> </ul>	
<p><b>PEOPLE</b></p>		
<p>Goal 6: Be recognized by our employees and the community as an exceptional place to work.</p>		
<p><b>Summary Report from:</b></p>	<p><b>Activity:</b></p>	
<p>Academic</p>	<ul style="list-style-type: none"> <li>A winter clothing drive was initiated at the Pembroke Campus when it was noticed that some international students did not have clothes that were warm enough for the local cold weather. It is estimated that at least 30 students from China and India have been outfitted with proper cold-weather clothing.</li> </ul>	
<p>Communications, Marketing and External Relations</p>	<ul style="list-style-type: none"> <li>On January 13, 2022, the Events Team worked with Human Resources to support a virtual event for Blue Monday</li> <li>A town hall meeting was held on February 22, 2022, for all employees. Hosted by President Brulé, approximately 500 employees attended to learn the next steps in Algonquin College’s post-pandemic recovery plan.</li> <li>Communications announced the College will bestow five honorary degrees at its spring 2022 convocation ceremony, and published introductions to the honorees internally and social media.</li> </ul>	



**8.3**

Human Resources	<ul style="list-style-type: none"> <li>Multiple events and podcasts took with a focus on Inclusion and Diversity including: <b>Building a Culture of Belonging in Higher Education</b> keynote with <a href="#">Eternity Martis</a>, and <b>'Get Ready for Lunar New Year'</b> with the Asian Professional Network.</li> <li>An employee learning week was delivered on <b>Retirement: A Holistic Approach</b>. With topics covering information on financial health, will &amp; estates, retiree benefits, CAAT Pension Plan and transition to retirement and impact on mental health. These sessions were well attended with over 400 registrants.</li> <li>Provided course design, course scheduling, Learning Management System guidance and overall advice for the delivery of 23 employee learning and development sessions to 469 registrants. These sessions were offered in collaboration with the Centre for Accessible Learning, Finance, Human Resources, and Learning &amp; Teaching Services.</li> <li>Implemented LinkedIn Recruiter to increase our promotional reach of key job opportunities and highlighting Algonquin's Employer Value Proposition.</li> </ul>
<b>STUDENT &amp; EMPLOYEE SUCCESSES:</b>	<b>Activity</b>
Academic	<ul style="list-style-type: none"> <li>Two authentic assessments submitted by Finance Professor, Angela Lyrette, to the eCampus Ontario Virtual Learning Strategy Assessment Project, were published in an assessment exemplar collection that was built as a companion to the open resource Rethinking Assessment Strategies for Online Learning.</li> <li>On February 16, 2022, Dr. Kerry Surman, Chair, Management Studies was featured in the Ottawa Business Journal (OBJ) article which highlighted how the School of Business, with support from the Office of Applied Research, Innovation and Entrepreneurship, is a leader in connecting talent with Ottawa's business community. This is the second of a series of articles the Ottawa Business Journal will be featuring on the School of Business/School of Hospitality.</li> <li>Medical Radiation Technology students achieved a 100% pass rate on their January 2022 Canadian Association of Medical Radiation Technologists Certification exam. In total, 43 Algonquin graduates wrote the exam and are now able to fill much needed healthcare positions within our community.</li> <li>The AC Waterfront Walkers raised \$1,170 during their Coldest Night of the Year fundraiser. Their dedication and community-minded spirit have helped to ensure that The Grind Pembroke continues to receive support during these challenging times.</li> </ul>

## 8.4

## 2021-22 BOG Work Plan

LEGEND: D - Discussion I - Information Item P - Presentation V - Verbal	Total Meeting Time		MEETING DATES				
ROLE OF THE BOARD OF GOVERNORS	120		<u>25-Oct-2021</u>	<u>6-Dec-2021</u>	<u>28-Feb-2022</u>	<u>25-Apr-2022</u>	<u>6-Jun-2022</u>
<b>STRATEGIC DIRECTION SETTING</b> - 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.	<b>RESPONSIBLE AREA/PERSON</b>	<b>Remaining Time &gt;&gt;</b>	<b>40.0</b>	<b>10.0</b>	<b>-20.0</b>	<b>20.0</b>	<b>-5.0</b>
		<b>Time Required</b>					
2022-23 Budget Assumptions, Three-Year Pro Forma, First Draft Concepts of the 2021-23 Business Plan	D. McNair, M. Savenkoff	30		P			
Approval of the 2022-24 Business Plan & 2022-23 Annual Budget	M. Savenkoff, D. McNair	60			P		
Major Capital Projects, Endowment Fund and Operating Fund Investment Reports, etc. <b>(Included in ARM Report to BOG, see row 45)</b>	D. McNair	0	I	I	I		I
New/Suspended and Cancelled Academic Programs <b>(Included in ASAC report to BOG, see row 45)</b>	C. McKelvie, C. Janzen	0					
Campus Tours for BOG (Before each Board meeting) will commence once the College is back to regular operations	C. Brulé						
Executive compensation	C. Brulé	0			I	I	
Five-Year Capital Investment Plan (December Board meeting) (No updates required for 2021-22)	D. McNair	15		P			
Student Satisfaction and Engagement Report <b>(Included in ASAC Report, see row 45)</b>	C. Janzen	10					I
Learner-Driven Plan Implementation Update (Paused During COVID-19)	C. Janzen	20				P	
People Plan (Information item only October & June meetings)	D. McCutcheon	0	I				I
Employee Engagement Update (Information item for October meeting)	D. McCutcheon	0	I				
Public College Private Partnership - Update (IN CAMERA)	C. Janzen, D. McNair	20	P		P		
R3 Project (Rethink, Redesign, Reimagine) - Update	L. Stanbra	20			P	P (30-40 mins needed)	
<b>The Indigenous Route Naming Initiative</b>	<b>R. Southwood</b>	<b>20</b>				<b>P</b>	
<b>OVERSIGHT OF THE PRESIDENT</b> – 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's performance (IN Camera & Meeting Without Management)	C. Brulé J. McLaren	10	D	D	D	D	D
<b>PERFORMANCE MONITORING</b> – 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 2021-22 and progress against Strategic Plan 2017-22	T. McDougall	10					P
Quarterly 2021-22 Business Plan Update (for information)	M. Savenkoff	0	I	I	I		
Fourth Quarter 2021-22 Business Plan performance	M. Savenkoff	10					P
Program Advisory Committee's Annual Report (ASAC Report)	C. Janzen	0		I			
Policy SA16 Sexual Assault/Sexual Violence update <b>(Approval)</b> at the Feb. Board meeting, included in ASAC Report)					I		
2021-22 Sexual Assault/Sexual Violence Annual Report to the Board <b>(Approval)</b> item ASAC Report)	L. Stanbra	5				I	
<b>FINANCIAL OVERSIGHT</b> – 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.							
2022-23 Schedule of Tuition and Ancillary Fees	L. Stanbra	20		P			
Banking Officers' resolution (AGM agenda) if new officers are to be added, present at next meeting	D. McNair	5					V
Colleges of Applied Arts & technology (CAAT) Retirement Compensation Annual Report to Sponsors (emailed to Governors)	C. Brulé	0					I
College Accessibility Major Capital Project	D. McNair	10		P			
Quarterly 2021-22 Financial <b>Projection (Note: Q2 requires Board Approval)</b>	D. McNair	10	P	P	P		
Fourth Quarter Financial <b>Report</b>	D. McNair	10					P
Appointment of auditors (AGM agenda)	D. McNair	5					V
Draft Audited Financial Statements (AGM agenda)	D. McNair	20					P

<b>RISK IDENTIFICATION AND OVERSIGHT</b> – 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.			<b>25-Oct-2021</b>	<b>6-Dec-2021</b>	<b>28-Feb-2022</b>	<b>25-Apr-2022</b>	<b>6-Jun-2022</b>
Freedom of Information Annual Report	D. McNair	0					I
<b>STAKEHOLDER COMMUNICATION AND ACCOUNTABILITY</b> – 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	0	I	I	I	I	I
Celebrating Student Success - Changemaker Awards	C. Janzen, N. Makila	10	P	P	P	P	P
<b>GOVERNANCE</b> – 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	0					
<b>Proposed Board Governance Policy - Delegation of Contract Signing Authority</b>	<b>D. McNair, P. Gardner</b>	<b>20</b>				<b>P</b>	
Board Generative Discussion - Session to be held as required (separate meeting)	J. McLaren	0					
Board Committee reports (Academic & Student Affairs; Audit & Risk Management; Governance)	V. Tiqui-Sanford	30	V	V	V	V	V
Appointment of new Governors for 2022-23	J. McLaren	5				V	V, if not ready in April
Board Officer; Committee Appointments; BGI-01 Report Card; Governor Reappointments <b>(Included in Governance Committee Report, see row 42)</b>	J. McCracken	0				I	I, if not ready in April
BOG Officer & Committee Memberships (AGM agenda)	J. McCracken	0					V
2021-22 Board of Governors Evaluation Results <b>(Included in Governance Committee Report to the Board, see row 42)</b>	J. McCracken	0					I
Approval of previous year AGM Minutes	J. McLaren	5					V
<b>LEGAL COMPLIANCE</b> – 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	0	I	I	I	I	



**REMITTANCE DECLARATION**

The Financial Officers of the Corporation confirm that, as of March 31, 2022, 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.

A handwritten signature in cursive script, appearing to read "G. Perry".

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Grant Perry  
Chief Financial Officer  
Algonquin College

A handwritten signature in cursive script, appearing to read "Duane McNair".

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Duane McNair  
Vice President, Finance and Administration  
Algonquin College