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*

ALGONQUIN COLLEGE

President/Board of Governors

APPROVED

BOARD OF GOVERNORS MEETING MINUTES

MINUTES OF THE MEETING NUMBER FIVE HUNDRED AND TWENTY-FIVE OF THE BOARD OF GOVERNORS OF ALGONQUIN COLLEGE, HELD ON MONDAY, October 25, 2021 AT 4:00 PM, BY ZOOM WEBINAR VIDEO/TELECONFERENCE.

Present:	**Presenters/Guests:**
Jay McLaren, Board Chair	Charlene Miller, Project Manager, Private College Partnerships
Claude Brulé, President & CEO	Ernest Mulvey, Director, International Education Centre
Gail Beck, Board Vice Chair	Grant Perry, Chief Financial Officer
Andre O'Bonsawin	Krista Pearson, Registrar & Business Co-Lead of the R3 Project
Audrey Claire Lawrence	Lois Pollock, Chief Digital Officer & Business Co-Lead of the R3 Project
Cyan Shields	
Cyril McKelvie	
Gabrielle Berard	**Changemaker Awards:**
Ikram Zouari	Sherryl Fraser, Chair, Design Studies
Jamie McCracken	Jed Looker, Professor, Design Studies
Jeff Darwin	Robyn Heaton, Dean, Faculty, Arts, Media and Design
Rebecca Wakelin	**Students:**
Rodney Wilson	Amarjeet Singh (Computer Programming)
Sheilagh Dunn	Anna Ranger (Victimology)
Stephen Tudor	Cathy Matovu (Graphic Design)
Steve Barkhouse	Shelby Richardson (Public Relations)
Valerie Sayah	
	External Guest Presenters:
Recorder:	Paul McConville, Chief Executive Officer, Thesis
Victoria Tiqui-Sanford, Executive Assistant, Board of Governors	Francis Quinn, Vice President, Global Professional Services, Thesis
	External Guest Observers:
Algonquin College Executive Team:	Curt Sawyer, Senior Director, Gartner Consulting
Chris Janzen, Senior Vice President, Academic	Laura Lea Rand, Business Lead, Thesis
Diane McCutcheon, Vice President, Human Resources	Nicholas Lal, Senior Managing Partner, Gartner Consulting
Duane McNair, Vice President, Finance & Administration	
Laura Stanbra, Vice President, Student Services	
Mark Savenkoff, Vice President, Advancement	
Ron Deganadus McLester, Vice President, Truth, Reconciliation and Indigenization	
Tracy McDougall, Director, Communications & President's Office	

WELCOME REMARKS

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

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

0. Celebrating Student Success – Changemaker Award: *Aim for Change - New Ways to Address Youth and Gun Violence Campaign*

C. Janzen, Senior Vice President Academic introduced J. Looker, Professor, Design Studies to provide a brief overview and introduce the student presenters. For the campaign, students A. Sing (Computer Programming), A. Ranger (Victimology), C. Matovu (Graphic Design) and S. Richardson (Public Relations) worked together to design after school programming that tasks youth with creating a zine that speaks to the gun violence they experience in their communities. The programming was developed for the International Action Network on Small Arms, which seeks to address gun violence and masculinity among youth. The team's workshop was piloted in Cape Town, South Africa, with regional partners Gun Free South Africa, after which the team presented the project's outcomes to the United Nations Programme of Action on Small Arms and Light Weapons. The team worked collaboratively and drew on their individual strengths to complete this project.

Board Chair McLaren and President and CEO Brulé congratulated and thanked students for all the work and leadership through this initiative. Chair McLaren informed students that they will each 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 4:18 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. Barkhouse & S. Tudor
   THAT the Board of Governors approves the meeting agenda of October 25, 2021.
   CARRIED.

2. **DECLARATION OF CONFLICT OF INTEREST**

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

3. **APPROVAL OF PREVIOUS MEETING MINUTES AND THE CONSENT AGENDA**

   3.1 Minutes of the Board of Governors' meeting of June 7, 2021
   Approval of the Board of Governors Meeting minutes of June 7, 2021.

   RESOLUTION
   MOVED & SECONDED: A. Lawrence & J. McCracken
   THAT the Board of Governors approves the June 7, 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 October 12, 2021 Board Executive Committee meeting. Meeting highlights included:
- Board Members' Generative Discussions Opportunities;
- Debrief - 2021 Fall Board of Governors Retreat (September 12 & 13, 2021); and
- Planning for 2022 Spring Board Retreat (March 26, 2022).

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:

Cooperative Education Option: Business – Management Entrepreneurship, Ontario College Diploma
RESOLUTION
MOVED & SECONDED: C. McKelvie & S. Barkhouse
THAT the Board of Governors approves of a cooperative education delivery option for the Business – Management & Entrepreneurship, Ontario College Diploma program, effective Fall 2022.
CARRIED.

Program Proposal: Financial Services – Canadian Context, Ontario College Graduate Certificate
RESOLUTION
MOVED & SECONDED: C. McKelvie & R. Wilson
THAT the Board of Governors the approved of the Financial Services - Canadian Context, Ontario College Graduate Certificate program, effective Fall 2022**.**
CARRIED.

A detailed presentation and Board of Governors approval was requested separately in the In Camera meeting for the following agenda item:

- 11.1 Public College Private Partnership (PCPP) Update

4.3 Audit & Risk Management Committee Report
Members accepted the June 14 and September 22 reports for information. A detailed presentation and Board of Governors approval was requested separately in the In Camera meeting for the following agenda item:

- 11.1 Public College Private Partnership (PCPP) Update

4.4 Governance Committee Report
Members accepted this report for information. Board of Governors approval was requested for the following:

Governors in-Waiting – Wind-Down Practice
Governor McCracken provided members with a brief overview of the Governors in-Waiting practice and process, and its background.

RESOLUTION
MOVED & SECONDED: J. McCracken & S. Barkhouse
THAT the Board of Governors approves:
  a. the Governance Committee of the Board winds down the Governor in-Waiting practice and associated processes effective immediately; and
  b. the identified individuals be notified that their Governor in-Waiting term will come to an end immediately.
CARRIED.

5. **BUSINESS ARISING FROM THE MINUTES**

5.1 R3 Project Update

L. Stanbra, Vice President, Student Services informed members that the last update on the project's progress to the Board of Governors was on April 19, 2021, where approval of a $21.8 million expenditure for fiscal year 2021-22 from College funds to continue the implementation work for the R3 Project was received. She introduced external guest presenters:
  - F. Quinn, Vice President, Global Professional Services, Thesis;
  - P. McConville, Chief Executive Officer, Thesis;

L. Pollock, Chief Digital Officer & Business Co-Lead of the R3 Project reported on key activities of the project and details of the quality assurance program that Gartner provided in May 2021. She provided a breakdown of the approved project budget of $21.8 million which included a 15% contingency for fiscal year 2021-22. This funding allows for the continuation of the implementation work for the R3 Project consisting of the contracted work by the third-party vendor, Thesis.

P. McConville and F. Quinn informed members that as of January 2021, Unit4 Student Information System was headed by a private equity firm Advent International. Advent sold its Unit4 Enterprise Resource Planning assets to TA Associates in March 2021. Thesis was established as the new brand name for Unit4 in July 2021. They provided members with their methodology, project plans/phases, and key factors for the project's success.

K. Pearson presented the R3-Thesis key milestones. The next milestone is on November 30, 2021 where the organization change management knowledge transfer plan is to be completed. The Functional Business Design and Technical Plan, along with the Personalized Assessment Readiness, both part of the project's Phase 2 – Familiarize Phase is also set to be completed on November 30, 2021. Phase 3 – Personalize Phase of the project will commence on December 1, 2021.

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

Governor Darwin joined the meeting at 4:50 p.m.

6. **NEW BUSINESS**
There is no new business.

7. **DECISION ITEMS & REPORTS**

7.1 First Quarter 2021-22 Financial Report
G. Perry, Chief Financial Officer presented the First Quarter 2021-22 Financial Projection. Overall, student enrolments have increased by 5.3% over the approved annual budget. The First Quarter 2021-

22 Financial Projection reports an increase in net contribution of $8.1 million from the 2021-22 Approved Annual Budget for a total projected deficit of $1.9 million. The Internally Restricted Funds of $30 million was used to fund Strategic Investment Priorities and Operations such as two new major capital projects: Campus Accessibility Project and the Salesforce Lightning Upgrade. Overall, a $20.5 million decrease in the College's reserve balances is anticipated for this year, and included are draws in other projects and initiatives such as the R3 Project. With the continuation of the pandemic, the College will continue to monitor a number of factors, including international travel and the impact of vaccine mandates.

Members accepted this for information.

8. **ITEMS FOR INFORMATION**

8.1 First Quarter 2021-22 Business Plan Performance
Members accepted this report for information.

8.2 People Plan – Year Five Update
Members accepted this report for information.

8.3 Report from the Board Chair
Governor McLaren provided the following highlights from his report:
- New Governor Orientation Part 1 & Part 2;
- 2021 Fall Board of Governors Retreat (September 12 & 13, 2021); and
- Governors attending the 2021 Higher Education Summit in Toronto (November 28 and 29).

Members accepted this report for information.

8.4 Report from the President
 President Brulé provided the following highlights from his report:
- Ningbo Polytechnic China virtual graduation ceremony;
- Interview meeting with the Auditor General of Ontario as part of a province-wide value-for-money college audit; and
- Discussion points of significance from Committee of Presidents meetings.

Members accepted this report for information.

8.5 Board of Governors Management Summary Report
Members accepted this report for information.

8.6 2021-22 Board of Governors Workplan
Members accepted the Workplan for information.

8.7 2021-22 Board of Governors Meeting Schedule
Members accepted meeting schedule for information.

8.8 Confirmation of Mandatory Government Remittances
Members accepted this agenda item for information.

9. **UPCOMING EVENTS**
   Board Chair McLaren informed members that the Board Holiday Dinner will be in-person and other details of upcoming events will be provided closer to its date.

   Indigenous Closing
   R. McLester provided the Indigenous closing.

10. **REGULAR MEETING ADJOURNMENT**
    There being no further business, the meeting was adjourned at 5:27 p.m.

11. **IN CAMERA**

    RESOLUTION
    MOVED & SECONDED: A. O'Bonsawin & C. Shields
    THAT the Board of Governors moves into an IN CAMERA session.
    CARRIED.

    An In Camera session was held beginning at 5:46 p.m. to discuss the following agenda item:

    11.1 Public College – Private Partnership (PCPP) Update
    E. Mulvey, Director, International Education Centre and C. Miller Project Manager, Private College Partnerships presented the Private Partnership Update. Since the Board of Governors approved the Public College-Private Partnership for an out-of-province partnership at the February 22, 2021 Board meeting, some major concerns were raised three months following the application submission to the Ministry of Colleges and Universities on March 2, 2021. When Algonquin College held follow-up inquiries, the Ministry of Colleges and Universities informed Algonquin College in June 2021 that the Ministry would require further steps not stated in the Binding Policy Directive to approve an out-of-province partnership. The Ministry of Colleges and Universities has not been able to resolve the questions and plans to review the Directive in Fall 2021 with a focus on providing more guidance on out-of-province partnerships. The International Education Centre recommends that the PCPP application be immediately amended for a launch in Ontario, within the Greater Toronto Area, while continuing to pursue out-of-province partnerships.

    Questions from members were answered.

    RESOLUTION
    MOVED & SECONDED: C. McKelvie & J. McCracken
    THAT the Board of Governors approves a Public College - Private Partnership (PCPP) with Vancouver Career College (Burnaby) Inc. for a five-year term to launch in the Greater Toronto Area of Ontario with a total estimated gross revenue contract value of $80 million.
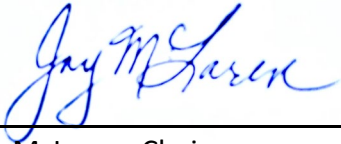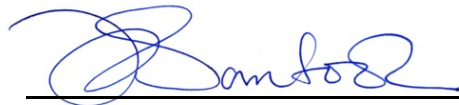   **OPPOSED: S. Barkhouse**
    CARRIED.

    MEETING WITHOUT MANAGEMENT
    An In Camera meeting with Governors only was held beginning at 6:29 p.m.

12. **IN CAMERA MEETING ADJOURNMENT**

Jay McLaren, Chair

Victoria Tiqui-Sanford, Recorder

APPENDIX A - Observers:

Adele Yamada, Professor, Academic Access Centre
Alanna McDonell, Director of Marketing, Student Services
Amarjeet Singh, Student, Computer Programming Program
Anna Ranger, Student, Victimology Program
Ben Bridgstock, Director, Student Support Services, Student Services
Bobbie Gormley, Budget Officer, School of Advanced Technology
Brett Thoms, Student/Journalist, School of Media and Design
Bruce Hickey, Support Officer, Communications
Bryan Eburne, Manager, Fees, Curriculum and Reporting, Enrolment Management Services
Carolyn McCluskey, Business Administrator, School of Advanced Technology
Cathy Matovu, Student, Graphic Design Program
Charlene Miller, Manager, Private College Partnerships, International Education Centre
Chris Lackner, Communications Manager, Communications
Cindy Verch, Instructor, Clinical Nursing, Health and Community Studies
Claire Ramsay, Manager, Workday Support, Information Technology Services
Colin Symonds, Employee and Labour Relations Specialist, Labour Relations
Cresdelle Zubrycki, Senior Financial Analyst, Financial Services
Curtis Sawyer, Senior Director, Gartner Consulting
Dan Pihlainen, Chair, Media Studies, Faculty of Arts, Media and Design
David Soltis, Director, People Culture, Human Resources
Doreen Jans, Manager, Financial Planning, Finance and Administrative Services
Emily Woods, Director, Financial Planning, Finance and Administrative Services
Eric Marois, Dean, School of Advanced Technology, Academic Services
Erin Langevin, Director, Labour Relations, Human Resources
Ernest Mulvey, Director, International Education Centre
Farbod Karimi, Chair, Learning and Teaching Services, Academic Development
Fatima Matar, Executive Support Clerk, Board of Governors
Francis Quinn, Vice President, Global Professional Services, Thesis
Grant Perry, Chief Financial Officer, Finance and Administration
Ian Lewer, Director of Philanthropy, Advancement
Jamie Bramburger, Manager, Community and Student Affairs, Pembroke Campus
Jane Trakalo, Dean, Faculty of Health, Public Safety and Community Studies
Janet Hunter, Communications Manager, Registrar's Office
Jed Looker, Professor, Design Studies
John Ellis, Manager, Learning Resource Centre, Student Support Services
John Weerdenburg, Governor in-waiting
Julie Beauchamp, Dean, School of Business
Katherine Leyton, Communications Officer, Communications
Keltie Jones, Dean, Pembroke Campus
Kina Simmonds, Administrative Assistant, Finance & Administrative Services
Krista Pearson, Registrar, Registrar's Office
Kristine Dawson, Associate Vice-President, Experiential Learning and Innovation
Laura Lea Rand, Business Lead, Thesis
Linda Nguyen, Senior Financial Analyst, Academic Operations and Planning (Manager's Office)
Lois Pollock, Chief Digital Officer, Finance and Administration
Louise Boudreault, Professor, Nursing Studies
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 Management, ITS Delivery
Nicholas Lal, Senior Managing Partner, Gartner Consulting
Patrick Devey, Associate Vice-President, Global, Online and Corporate Learning, Academic Services
Paul Kuchar, Senior Project Manager, ITS
Paul McConville, Chief Executive Officer, Thesis
Rahul Sharma, Business Solutions Advisor, Workday Support
Robyn Heaton, Dean, Faculty of Arts, Media and Design
Ryan Southwood, Acting Executive Director, Facilities Management
Sasinthini Kanagaratnam, Treasury Analyst, Finance
Shelby Richardson, Student, Public Relations Program
Sherryl Fraser, Chair, Design Studies, Faculty of Arts, Media and Design
Tara Vicckies, Manager, Operational Accounting
Teri Kinnunen, Manager, Corporate Budgeting, Financial Planning
Vicki Marcille, Accounts Receivable Analyst, Operational Accounting
Wadhah Al-Monaifi, Coordinator, Student Learning Centre, Academic Manager
Yen Do, Associate Director, IT Service Delivery, Information Technology Services