

**APPROVED**

**BOARD OF GOVERNORS MEETING MINUTES**

MINUTES OF THE MEETING NUMBER FIVE HUNDRED AND TWENTY-SIX OF THE BOARD OF GOVERNORS OF ALGONQUIN COLLEGE, HELD ON MONDAY, DECEMBER 6, 2021 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                  Gabrielle Berard                  Ikram Zouari                  Jamie McCracken                  Jeff Darwin                  Rebecca Wakelin                  Rodney Wilson                  Sheilagh Dunn                  Stephen Tudor                  Steve Barkhouse                  Valerie Sayah</p> <p><b><u>Regrets:</u></b>                  Cyan Shields</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                  Ryan Southwood, Executive Director, Facilities Management</p> <p><b><u>Changemaker Awards:</u></b>                  Christopher Hahn, Dean, ACCE and Perth Campus                  Kerri-Lynn Gleeson, Lead, Weston Family Scholarship in the Skilled Trades</p> <p><b><u>Changemaker Presenters:</u></b>                  John Zahab, Welding and Fabrication Techniques                  Melissa Pfeil, Carpentry and Renovation Techniques                  Mickey Bartkowski, Mechanical Techniques – Plumbing                  Stephanie Foss, Electrical Engineering Technology</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.

**O. Celebrating Student Success – Changemaker Award: Weston Family Scholarship**

C. Janzen, Senior Vice President Academic introduced C. Hahn, Dean, Perth Campus and K. Gleeson, Lead, Weston Family Scholarship in the Skilled Trades. K. Gleeson informed members that the Weston Family

Foundation in partnership with Algonquin College, supports 165 students. Of the 165, 95 are postsecondary students and 70 are apprentices who benefit from more than 365 awards. The Weston Family Scholarship is a mentorship program that provides students the resources and guidance necessary for optimal success in building a lifelong career in the skilled trades. Students S. Foss, Electrical Engineering Technician; J. Zahab, Welding and Fabrication Techniques; M. Pfeil, Carpentry and Renovation Techniques; and M. Bartkowski, Weston Family Alumni 2021 and Red Seal Plumber, each spoke of their experience at Algonquin College and how it has impacted their lives.

Board Chair McLaren, and President and CEO Brulé, congratulated and thanked students for sharing their experience. Chair McLaren informed the students that the program 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 4:18 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: J. McCracken & C. McKelvie**

**THAT** the Board of Governors approves the meeting agenda of December 6, 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 October 25, 2021**

Approval of the Board of Governors Meeting minutes of October 25, 2021.

##### **RESOLUTION**

**MOVED & SECONDED: R. Wilson & S. Tudor**

**THAT** the Board of Governors approves the October 25, 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 November 23, 2021 Board Executive Committee meeting. Meeting highlights included:

- Board Members' Generative Discussions Opportunities;
  - Next Generative Discussion Date: January 19, 2022, & the topic will be The Next Academic Plan.
- The Committee reviewed the 2021 Fall Board of Governors Retreat – Survey Results; and
- Planning for 2022 Spring Board Retreat (March 26, 2022);
  - The retreat will be held in T102
  - A facilitator for the retreat has been secured and more updates to come in the next month or two.

Members accepted this report for information.

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

Members accepted this report for information. A detailed presentation and Board of Governors approval was requested separately for the following agenda item:

- 6.3 2022-23 Schedule of Tuition and Ancillary Fees

#### **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:

- 6.4 Campus Accessibility Major Capital Project
- 7.1 Second Quarter 2021-22 Financial Projection

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

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

##### BG I-07 Board Succession Planning Policy

Governor McCracken provided members with a brief overview of the amendments made to BG I-07 Board Succession Planning Policy.

#### **RESOLUTION**

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

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

**CARRIED.**

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

There was no business arising from the minutes.

#### **6. NEW BUSINESS**

##### **6.1 2022-23 Budget Assumptions, Three-Year Pro Forma, First Draft Concepts of the 2022-24 Business Plan**

E. Woods, Director, Corporate Planning presented the 2022-23 Budget Assumptions, Three-Year Pro Forma portion of the agenda item. Details of the following leading budget challenges were provided:

- COVID-19 Pandemic Impacts;
- Changing Demographics;
- Corridor Funding Model;
- Mandated 10% Tuition Reduction in 2019-20;
- Ongoing Tuition Freeze;
- Escalating Operating Costs; and
- Deferred Maintenance Backlog.

E. Woods presented the Preliminary 2022-23 Pro Forma Assumptions which included Full-time Postsecondary Enrolment Growth, Public College – Private Partnership enrolments, Tuition Fees, College Operating Grants, Salaries and Benefits; Operating Expenses, Strategic Investment Priorities capacity, and Contributions to the Reserves. Members were presented with three Pro forma budget risks scenario planning: Most likely: Domestic enrolments increase by 1.5% with a 10% increase on International enrolments. Best Case: International enrolments increase in alignment with the historical five-year average growth (18% increase over the First Quarter 2021-22 Projection); and allowable tuition increase is 3% in alignment with historical annual increases prior to the tuition freeze and roll-back in 2010. Worst Case: Domestic enrolment growth is reduced to 0.5% from the First Quarter 2021-22 Projection as a result of the lower than anticipated Fall 2021 enrolment; and International enrolment growth is reduced to 10% from the First Quarter 2021-22 Projection due to further impacts of the COVID-19 pandemic. The budget estimates will inform the development of the College's Annual Budget and Business Plan that will be presented to the Board of Governors for approval on February 28, 2022.

M. Savenkoff, Vice President, Advancement presented members with the First Draft Concepts of the 2022-24 Business Plan. The new Three-year Strategic Plan will be launched on April 1, 2022. The business plan articulated a two-year business plan with the first year of the plan being deemed as a flexible plan and the second year considered as fluid due to the continued impact of the pandemic. The new two-year business plan will begin at the same time as the three-year strategic plan with the goal of being a learner-driven institution as the core of all activities, and at the same time, acknowledge the important role all Algonquin College employees providing learners with a quality education. The new strategic plan articulates three goals each identifying a set of desired outcomes: Provide flexible, personalized, and lifelong learner experiences; Empower our people to foster a high-quality, innovative, learner-driven culture; and Create an equitable, diverse, and inclusive work environment.

Concepts for the 2022-24 Business Plan includes:

- Flexible program options;
- Strategic enrolment management;
- Industry and community partnerships;
- Public College Private Partnership;
- Student Information System; and
- Strategic workforce planning project.

Approval of the draft Business Plan will be requested at the February 28, 2022 Board meeting.

Members accepted this presentation for information.

## **6.2 Five-Year Capital Investment Plan**

D. McNair, Vice President, Finance and Administration informed members that the Five-Year Capital Investment Plan identifies current and future investment requirements and the anticipated sources of funds to support the Integrated College Development Plan, the Campus Master Development Plan, and other Strategic Investment Priorities. Major capital projects move through three stages: Planning, Advocacy, and Approved. Five major capital projects have already been approved in whole, or in part by the Board of Governors and work continues on these projects. These projects are:

1. Athletics and Recreation Centre Enabling Works and Pedestrian Bridge (substantially complete);

2. R3 -Student Information System Replacement Project;
3. Pedestrian Bridge from Algonquin College for Construction Excellence to Bus Rapid Transit Station;
4. Salesforce upgrade to Salesforce Lightning, and
5. Campus Accessibility Project.

D. McNair provided amounts required to fund projects that are in the Advocacy and Planning stages such as the Ottawa Campus of Care project, Cyber Security Audit Redress (both in the Advocacy and Planning stages), and the Data Centre Facility and Facilities Infrastructure Renewal projects (Planning stage).

The College will continue to update and maintain the Five-Year Capital Investment Plan. College administration will continue to refine projections, develop investment cases, identify sources of funds, and prioritize investment requirements to support the Strategic Plan objectives and to mitigate risks to the College.

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

### **6.3 2022-23 Schedule of Tuition and Ancillary Fees**

L. Stanbra, Vice President, Student Services and K. Pearson, Registrar presented members with the 2022-23 Schedule of Tuition and Ancillary Fees for Committee endorsement. Tuition and Ancillary Fees Schedules are established in accordance with the Ministry of Colleges and Universities' Binding Policy Directive on Tuition and Ancillary Fees. Each year, the Tuition and Fees Schedules for the upcoming academic year are presented to the Board of Governors. The proposed 2022-23 Tuition and Fees Schedules apply to the academic year beginning September 1, 2022 and ending August 31, 2023.

There is no tuition increase for domestic students. The average domestic tuition rate will remain at \$1,361.29 per term in 2022-23. Province-wide, the standard rate tuition would remain within approximately \$75.00 per term, which has been true since the tuition freeze and reduction. The International Education Centre proposes a few changes to the international tuition premium for postsecondary programs that is not applied to the tuition portion, but only to the premium. A 12% increase to the premium for the Ontario College Graduate Certificates (average increase = \$597 per term; a 3% increase to highly competitive programs (average increase = \$193.63 per term; and a 1% increase for all remaining and the majority of programs (average increase = \$57.40 per term). K. Pearson provided members with highlights of the proposed changes to the compulsory ancillary fees and noted an increase of 1.78% (\$32.18) from \$1,809.85 to \$1,842.03. Deliberate, ongoing efforts to contain costs for students and scrutiny of proposed fee changes continue to support affordability for students.

### **RESOLUTION**

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

**THAT** the Board of Governors approve of the proposed 2022-23 Tuition and Fees Schedules.

**CARRIED.**

### **6.4 Campus Accessibility Major Capital Project**

D. McNair informed members that Facilities Management completed an Accessibility Audit of all College-owned facilities that provided an extensive list of renovations required to ensure alignment with the Accessibility for Ontarians with Disabilities Act (AODA). The presentation is to seek Board

approval to proceed with the fiscal year 2022-23 scope of work as part of the Campus Accessibility Major Capital Project. The College is currently undertaking physical accessibility improvements to align its facilities with the Provincial Accessibility for Ontarians with Disabilities Act (AODA) to demonstrate the College's commitment to inclusivity and core values. The College is not obligated to initiate any improvements to comply with the Act unless a major renovation is conducted. This Major Capital Project was approved by the Board of Governors April 19, 2021 with the College is using a stage gate approach to allocate funds for each fiscal year. The scope of work for fiscal year 2021-22 of \$1,200,000 included completing accessibility improvements to washrooms in Building B, and the pedestrian link between Buildings A to D. For fiscal year 2022-23, the Investment Case recommended improvements on a building-by-building basis (maximum efficiency and minimized disruption), completing multiple buildings concurrently for best value for the College, and the balance of the project scope can be delineated in any number of ways subject to funding availability and College priorities. For fiscal year 2022-23, the proposed scope of work is to perform a prioritization analysis with a required funding to be up to \$2,100,000, allowing approximately \$1,870,000 for construction.

Questions from members were answered.

## **RESOLUTION**

### **MOVED & SECONDED: S. Dunn & G. Beck**

**THAT** the Board of Governors approves an expenditure of up to \$2,100,000, funded 50% from internally restricted net assets and 50% from the in-year Strategic Investment Priorities budget for fiscal year 2022-23 to address campus infrastructure upgrades and select deferred maintenance liabilities to improve campus accessibility for learners and employees with disabilities.

**CARRIED.**

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

### **7.1 Second Quarter 2021-22 Financial Report**

G. Perry, Chief Financial Officer presented the Second Quarter 2021-22 Financial Projection. The report projects a \$9.2 million improvement in contribution compared to the approved annual budget which projected a deficit of \$10.0 million. G. Perry provided details of four second 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 the Spring 2022 term has resulted in the elimination of enrolments from the current fiscal year;
3. Net changes to the reserves are projected to be better at year-end by \$8.2 million reflecting increased contributions from the bottom line; and
4. Results of changes have increased the bottom line by \$9.2 million to a projected deficit of \$800,000.

Internally Restricted Funds of \$25 million was used to fund Strategic Investment Priorities and Operations such as the 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.

## **RESOLUTION**

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

**THAT** the Board of Governors approves the Second Quarter 2021-22 Financial Projection reporting an improvement in net contribution of \$9.2 million compared to the 2021-22 Approved Annual Budget with a total projected deficit of \$0.8 million.

**CARRIED.**

## **8. ITEMS FOR INFORMATION**

### **8.1 Second Quarter 2021-22 Business Plan Performance**

Members accepted this report for information.

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

Governor McLaren provided the following highlights from his report:

- September 30, 2021 Alumni of Distinction Award recipients;
- 2021 Premier Award recipient Michael Nolan; and
- 2022 Spring Board of Governors Retreat.

Members accepted this report for information.

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

President Brulé provided the following highlights from his report:

- October 28, 2021 Hub350 Ribbon Cutting and Executive Round Table – Kanata North Business Association;
- Hosted the two-day Colleges and Institutes Canada Board meeting at 700 Sussex Drive; and
- Colleges Ontario – Committee of Presidents meetings.

Members accepted this report 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 that the Board Holiday Dinner will be in-person and other details of upcoming events will be provided closer to its date.

## **10. REGULAR MEETING ADJOURNMENT**

There being no further business, the meeting was adjourned at 5:54 p.m. Moved by Chair McLaren & seconded by Governor Barkhouse.

## **INDIGENOUS CLOSING**

R. McLester provided the Indigenous closing.

**11. IN CAMERA**

**RESOLUTION**

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

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

**CARRIED.**

An In Camera session was held beginning at 6:15 p.m. with Governors only:



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Jay McLaren, Chair



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Victoria Tiqui-Sanford, Recorder



## **APPENDIX A - Observers:**

Ben Bridgstock, Director, Student Support Services, Student Services  
Brett Thoms, Student/Journalist, School of Media and Design  
Carolyn McCluskey, Business Administrator, School of Advanced Technology  
Christopher Hahn, Dean, ACCE and Perth Campus  
Cresdelle Zubrycki, Senior Financial Analyst, Financial Services  
Dan Pihlainen, Chair, Media Studies, Faculty of Arts, Media and Design  
Daphne Thomson, Executive Assistant, Vice President, Human Resources  
David Soltis, Director, People Culture, Human Resources  
Doreen Jans, Manager, Financial Planning, Finance and Administrative Services  
Emily Woods, Director, Financial Planning, Finance and Administrative Services  
Eric Marois, Dean, School of Advanced Technology, Academic Services  
Erin Langevin, Director, Labour Relations, Human Resources  
Ernest Mulvey, Director, International Education Centre  
Fatima Matar, Executive Support Clerk, Board of Governors  
Grant Perry, Chief Financial Officer, Finance and Administration  
Janet Hunter, Communications Manager, Registrar's Office  
Jessica Traynor, Executive Assistant, Vice President, Advancement  
John Weerdenburg  
John Zahab, Student, Welding and Fabrication Techniques  
Keltie Jones, Dean, Pembroke Campus  
Kerri-Lynn Gleeson, Lead, Weston Family Scholarship in the Skilled Trades  
Kina Simmonds, Executive Assistant, Communications, Marketing, External Relations  
Krista Pearson, Registrar, Registrar's Office  
Kristine Dawson, Associate Vice-President, Experiential Learning and Innovation  
Lisa Inderwick, Prospect Researcher and Data Analyst, Advancement Services  
Lois Pollock, Chief Digital Officer, Finance and Administration  
Maggie Cusson, Dean, Academic Development  
Marina Spivak, Senior Financial Analyst, Financial Services  
Mark Leduc, Executive Director, Academic Operations and Planning, Academic Services  
Melissa Pfeil, Student, Carpentry and Renovation Techniques  
Michael Laviolette, Director, Risk Management, Finance and Administration  
Michael Qaqish, Manager, Government Relations and Special Advisor to the President, President's Office  
Mickey Bartkowski, Student, Mechanical Techniques – Plumbing  
Nancy Druick, Manager of Philanthropy, Development and Fundraising, Advancement  
Patrick Devey, Associate Vice-President, Global, Online and Corporate Learning, Academic Services  
Paula Benbow, Full-Time Professor, Allied Health  
Paul Gardner, Senior Manager, Internal Control  
Robyn Heaton, Dean, Faculty of Arts, Media and Design  
Ryan Southwood, Executive Director, Facilities Management  
Shaideh Mogharrabin, Senior Planning Analyst, Corporate Budgeting  
Stephanie Foss, Student, Electrical Engineering Technology  
Tara Vicckies, Manager, Operational Accounting  
Teri Kinnunen, Manager, Corporate Budgeting, Financial Planning  
Wadhah Al-Monaifi, Coordinator, Student Learning Centre, Academic Manager