

APPROVED

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><u>Present:</u> Jay McLaren, Board Chair Claude Brulé, President & 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><u>Regrets:</u> Rebecca Wakelin</p> <p><u>Recorder:</u> Victoria Tiqui-Sanford, Executive Assistant, Board of Governors</p>	<p><u>Algonquin College Executive Team:</u> Chris Janzen, Senior Vice President, Academic Diane McCutcheon, Vice President, Human Resources Duane McNair, Vice President, Finance & Administration Laura Stanbra, Vice President, Student Services Mark Savenkoff, Vice President, Advancement Ron Deganadus McLester, Vice President, Truth, Reconciliation and Indigenization Tracy McDougall, Director, Communications & President’s Office</p> <p><u>Presenters/Guests:</u> Emily Woods, Director, Corporate Planning Grant Perry, Chief Financial Officer Krista Pearson, Registrar & Business Co-Lead of the R3 Project Lois Pollock, Chief Digital Officer & Business Co-Lead of the R3 Project Ernest Mulvey, Director, International Education Centre Charlene Miller, Project Manager, Private College Partnerships</p> <p><u>Changemaker Awards:</u> Sandra Brancatelli, Chair, Information and Communications Technology, School of Advanced Technology Eric Marois, Dean, School of Advanced Technology</p> <p><u>Changemaker Presenters:</u> Katarzyna Gocal, Computer Programming</p>
---	--

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.



Jay McLaren, Chair



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