

APPROVED

BOARD OF GOVERNORS MEETING MINUTES

MINUTES OF THE MEETING NUMBER FIVE HUNDRED AND THIRTY ONE OF THE BOARD OF GOVERNORS OF ALGONQUIN COLLEGE, HELD ON MONDAY, DECEMBER 5, 2022 AT 4:00 PM AT THE OTTAWA CAMPUS IN ROOM T102 AB OR BY ZOOM WEBINAR VIDEO/TELECONFERENCE.

<p><u>Present: - Update</u> Gail Beck, Board Chair Claude Brulé, President & CEO Jamie McCracken, Board Vice Chair Anthony Pollard Audrey Claire Lawrence Cyan Shields Cyril McKelvie Ikram Zouari Jeff Darwin Laura Jarrell Rebecca Wakelin Rodney Wilson Stephen Tudor Steve Barkhouse Valerie Sayah</p> <p><u>Regrets:</u> Gabrielle Berard Shaun Denis</p> <p><u>Recorder:</u> Victoria Tiqui-Sanford, Senior Executive Assistant, Board of Governors Wendy Eastwood, Executive Support Clerk, Board of Governors</p>	<p><u>Algonquin College Executive Team:</u> Duane McNair, Vice President, Finance & Administration Laura Stanbra, Vice President, Student Services Chris Janzen, Senior Vice President, Academic Mark Savenkoff, Vice President, Advancement & Strategy</p> <p><u>Regrets:</u> Diane McCutcheon, Vice President, Human Resources 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 Scott Gonsalves, Director, Strategy & Planning, Advancement & Strategy</p> <p><u>Changemaker Awards Presenters:</u> Peter Arbour, Coordinator, Forestry Technician Program</p> <p><u>Students:</u> Breanna Atkinson Emma Keller Ashley Macrae Skyler Stewart-Weber</p>
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WELCOME REMARKS

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

- 0. Celebrating Student Success – Changemaker Award:** Forest of Hope in Support of Suicide Prevention
 C. Janzen, Senior Vice President, Academic introduced P. Arbour, Coordinator, Forestry Technician Program who provided a brief overview and introduced student presenters B. Atkinson, E. Keller, A. Macrae, and S. Stewart-Weber. Planted in partnership with the Canadian Association for Suicide Prevention (CASP), the Ontario Woodlot Association and the Kiwanis Club of Pembroke, the new forest will serve as both a memorial to people who have died by suicide and to raise awareness around

suicide prevention. The Canadian Association for Suicide Prevention states that new trees can be planted in memory of a specific loved one or “simply in the name of hope.”

The tree planting event saw more than 50 Algonquin College students aid in the planting of 1,500 red pine, white pine and white spruce trees. In addition to its importance in suicide prevention and awareness, the forest will also be used as a teaching space for Forestry Technician learners, who will work to ensure its ecological health and sustainability.

Governor Beck, Chair of the Board of Governors, and C. Brulé, President and CEO extended their sincere congratulations to students Breanna Atkinson, Emma Keller, Ashley MacCrae and Skyler Stewart-Weber.

1. CONSTITUTION OF THE MEETING & APPROVAL OF THE AGENDA

Governor Beck, Chair Board of Governors, constituted the meeting at 4:13 p.m. and asked whether any Governors wished to remove or add an item to the agenda. No item was removed or added.

RESOLUTION

MOVED & SECONDED: A. Lawrence & S. Tudor

THAT the Board of Governors approves the meeting agenda of December 5, 2022.

CARRIED.

2. DECLARATION OF CONFLICT OF INTEREST

Governor Beck asked members to declare any conflicts of interest with items on the agenda. No conflict of interest was declared.

3. APPROVAL OF PREVIOUS MEETING MINUTES AND THE CONSENT AGENDA

3.1 Minutes of the Board of Governors’ meeting of October 24, 2022

Approval of the Board of Governors Meeting minutes of October 24, 2022.

RESOLUTION

MOVED & SECONDED: C. Shields & V. Sayah

THAT the Board of Governors approves the meeting minutes of October 24, 2022.

CARRIED.

4. COMMITTEE REPORTS

4.1 Board Executive Committee Report (verbal)

Governor Beck provided members with a verbal report of agenda items discussed at the November 22, 2022 Board Executive Committee meeting. Meeting highlights included:

- Board Members’ Generative Discussions Opportunities – the next one will be on Feb. 7, 2023;
- 2022 Fall Board of Governors Retreat – Survey Results;
- Planning for 2023 Spring Board Retreat (March 25, 2023); and
- Timeline for the Development of the Next Strategic Plan.

Members accepted this report for information.

4.2 Academic & Student Affairs Committee Report

Members accepted this report for information. Governor Wilson provided additional details on agenda items presented at the November 8, 2022 Committee meeting. Board of Governors approval was requested for the following:

Building Information Modelling – Lifecycle Management (Canadian Context), Ontario College Graduate Certificate – (For Approval)

RESOLUTION

MOVED & SECONDED: R. Wilson & S. Barkhouse

THAT the Board of Governors approves of the Building Information Modeling – Lifecycle Management (Canadian Context), Ontario College Graduate Certificate program, effective Spring 2023.

CARRIED.

Members accepted this report for information.

4.3 Audit & Risk Management Committee Report

Members accepted this report for information. Governor Zouari provided additional details on agenda items presented at the November 21, 2022 Committee meeting.

4.4 Governance Committee Report

Members accepted this report for information. Governor Barkhouse provided additional details on agenda items presented at the November 14, 2022 Committee meeting.

5. BUSINESS ARISING FROM THE MINUTES

There is no Business arising from the minutes.

6. NEW BUSINESS

6.1 First Draft Concepts of the 2023-25 Business Plan, 2023-24 Budget Assumptions, Five-Year Pro Forma (Information)

M. Savenkoff, Vice President, Advancement and Strategy provided a brief overview and introduced S. Gonsalves, Director, Strategy and Planning who presented the First Draft Concepts of the 2023-25 Business Plan. The College is currently in year one of the 2022-25 Strategic Plan, and its conclusion coincides with the 2023-25 Business Plan. The College's Strategic Plan outlines the following three primary goals:

- 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.

S. Gonsalves provided details of the initiatives under each Goal and the next steps in the development of the plan. For the next two years, the following six major themes are designed to help achieve these goals, outcomes and measures:

- 1) Strategic renewal;
- 2) Enrollment Management;
- 3) Financial Sustainability;
- 4) System Transformation;
- 5) Talent and Skills;
- 6) Equity, diversity, and inclusion

The Draft 2023-25 Business Plan will be presented at the February 27, 2023 Board of Governors meeting for approval.

Questions from members were answered.

D. McNair, Vice President, Finance and Administration provided a brief overview of the 2023-24 Budget Assumptions, Five-Year Pro Forma and introduced presenter, E. Woods, Director, Corporate Planning. E. Woods provided members details of the following leading budget challenges:

- Changing demographics of our student population;
- Impacts of the corridor funding model and the Strategic Mandate Agreement 3 (SMA3);
- 10% tuition reduction introduced in 2019-20 and the ongoing tuition freeze that is anticipated to extend to the 2023-24 fiscal year;
- Increasing operating costs and high inflation; and
- Growing deferred maintenance backlog for physical and technological infrastructure.

The total full-time post-secondary enrolments are expected to increase by 5.2% over the second quarter 2023-24 projection levels, with a 0.5% increase in overall domestic enrolments and a 20% increase in total international enrolments. For the years to follow, domestic enrolment is expected to remain flat and international enrollment to grow by 15% annually. The Public College - Private Partnership enrolments are expected to increase by 325% over the 2022-23 second quarter projection levels, achieving almost 2,300 enrolments in 2023-24, and growing to just over 4,300 by 2027-28. The Strategic Investment Priority requirements remain significant over the next five years between \$45 to \$85 million. The draft 2023-24 Budget will be presented at the February 27, 2023 Board of Governors meeting for approval.

Questions from members were answered. Members accepted both updates for information.

6.2 2023-24 Schedule of Tuition and Ancillary Fees (Approval)

L. Stanbra, Vice President, Student Services provided a brief overview and introduced presenter K. Pearson, Registrar. The 2023-24 Schedule of Fees apply to the academic year beginning September 1, 2023 and ending August 31, 2024. There is no tuition increase for domestic students. Average domestic tuition rate will remain at \$1,361.29 per term in 2023-24. Province-wide, the standard rate tuition remains within approximately \$75.00 per term, which has been true since the tuition freeze and reduction. There will be a 3% increase applied to the international premium portion (only). This single 3% increase applied to all international premiums will result in a modest but relevant increase given the cost of living and inflation approximately \$200 per term for most international students.

The Private College Public Partnership tuition and ancillary expenses will remain equivalent to Algonquin College to eliminate any cost differential market impact.

K. Pearson provided a detailed break-down of the proposed 2023-24 compulsory ancillary fees. There is an allowable increase of up to 20% annually:

- From \$1,895.88 to \$1,934.35 per academic year (two terms); reflects a \$38.47 (2.03%) increase for the academic year
- 75.3% Students' Association fees; 24.7% College fees

It was highlighted that the College makes significant efforts to contain costs to support affordability for students.

Questions from Governors were answered.

RESOLUTION

MOVED & SECONDED: J. McCracken & S. Tudor

THAT the Board of Governors approve the proposed 2023-24 Tuition and Fees Schedules.

CARRIED.

6.3 Five-Year Capital Investment Plan (Information)

D. McNair referred members to the two major capital project categories:

- Approved Major Capital Projects; and
- Potential Major Capital Projects.

Under the Approved Major Capital Projects are Campus Accessibility and the R3 - Student Information System. Within the Potential Major Capital Projects are Ottawa Campus of Care and Data Centre Facility. 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 mitigate risks to the College.

Questions from a Governors were answered. Members accepted this report for information.

7. DECISION ITEMS & REPORTS

7.1 Second Quarter 2022-23 Financial Projection (Approval)

G. Perry, Chief Financial Officer presented the Second Quarter 2022-23 Financial Projection. The Second Quarter 2022-23 Financial Projection reports a decrease in net contribution of \$1.2 million from the 2022-23 Approved Annual Budget of \$3.0 million, for a total projected net contribution of \$1.8 million.

Approved Annual Budget to Quarterly Report Highlights included the following:

- 1) Overall enrolment decreased by 10.4% over the approved annual budget;
- 2) Domestic enrolments decreased by 10.6% and international enrolments decreased by 9.6%;
and
- 3) The Public College – Public Partnership are holding to the approved targets in the Fall term.

Internally Restricted Funds of \$12.7 million used to fund Strategic Investment Priorities and Operations. If enrolments continue to fall short of expectations, the College will continue its efforts to contain costs and increase enrolments in other areas to achieve a break-even with a small surplus budget this fiscal year.

Questions from members from were answered.

RESOLUTION

MOVED & SECONDED: S. Tudor & R. Wilson

THAT the Board of Governors approves the Second Quarter 2022-23 Financial Projection with a projected annual surplus of \$1.8 million for submission to the Ministry of Colleges and Universities through the College Financial Information System.

CARRIED.

8. ITEMS FOR INFORMATION

8.1 Second Quarter 2022-23 Business Plan Performance Update (Information)

Members accepted this update for information.

8.2 Report from the Board Chair

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

8.3 Report from the President

President Brulé referred members to the Report from President for information, and noted the following highlights:

- Attended several community Board meetings;
- Attended the 10th Anniversary of Algonquin College's Pembroke Waterfront Campus; and
- Provided a short summary of the main topics of discussion at recent meetings of the Committee of Presidents.

8.4 Board of Governors Management Summary Report

Members accepted this report for information.

8.5 2022-23 Board of Governors Workplan

Members accepted the Workplan for information.

8.6 Confirmation of Mandatory Government Remittances

Members accepted the remittances for information.

9. UPCOMING EVENTS

Board Chair Beck informed members of upcoming events for information.

REGULAR MEETING ADJOURNMENT

There being no further business, the Regular meeting was adjourned at 5:41 p.m. It was moved by Governor G. Beck and seconded by Governor S. Tudor.

10. IN CAMERA

An IN CAMERA session was held beginning with Board members only at 6:00 p.m.



Gail Beck, Chair



Victoria Tiqui-Sanford, Recorder

APPENDIX A - Observers:

Alanna McDonell, Director, Marketing and Recruitment
Annette Bouzi, Professor & President, School of Business
Ashlea Fitz-Webber, Mother of student
Ben Bridgstock, Director, Student Support Services, Student Services
Brent Brownlee, Director, Campus Services
Bruce Hickey, Manager, Communications, President's Office
Chris Hahn, Dean, Perth Campus & Algonquin Centre for Construction Excellence
Dan Pihlainen, Chair, Media Studies, Faculty of Arts, Media and Design
David Soltis, Director, People and Culture
Doreen Jans, Manager, Financial Planning, Finance and Administrative Services
Emily Woods, Director, Corporate Planning, Finance
Eric Marois, Dean, School of Advanced Technology
Ernest Mulvey, Director, International Education Centre, Global, Online and Corporate Learning
Fatima Matar, Administrative Assistant, Facilities Management
Grant Perry, Chief Financial Officer, Finance & Administration
Gordon Warner, Associate Director, Strategic Procurement
Heather Ryall, Dean, Faculty of Arts, Media, and Design, Academic Services
Heather Woodside, Part-time Instructor, Municipal Prosecutor
Ian Lewer, Director, Philanthropy, Advancement & Strategy
James Pede, Associate Director, Finance & Administration
Jane Trakalo, Dean, Faculty of Health, Public Safety & Community Studies
Joanne Squaid, Associate Director, Advancement & Strategy
Julie Beauchamp, Dean, School of Business & Hospitality
Kina Simmonds, Executive Assistant, Communications and External Relations
Krista Pearson, Registrar, Registrar's Office
Kristine Dawson, Associate Vice-President, Experiential Learning and Innovation
Linda Nguyen, Senior Financial Analyst
Louise Boudreault, Professor, Nursing Studies
Maggie Cusson, Dean, Academic Development
Mark Leduc, Executive Director, Academic Operations and Planning, Academic Services
Michelle Tait Eburne, Manager, Business Relationship Management, IT Service Delivery
Oleg Choutov, Fees Coordinator
Paul Garner, Senior Manager, Internal Control, Risk Management
Paula Benbow, Chair, Health Foundations
Paula ter Huurne, Support Services Officer, Community Studies
Rebecca Volk, Manager, Centre of Organizational Learning
Ryan Southwood, Executive Director, Facilities Management
Sarah Hall, Dean, Pembroke Campus
Sandra Larwill, Chair, Academic Integrity, Academic Operations & Planning
Scott Gonsalves, Director, Strategy and Planning, Advancement & Strategy
Tara Kelly, HR Special Projects Coordinator, Human Resources
Tara Vicckies, Manager, Operational Accounting
Teri Kinnunen, Manager, Corporate Budgeting, Financial Planning
Trevor Oattes, Communications Officer
Wadhah Al-monaifi, Business Analyst, Business Relationship Management, ITS
Yen Do, Acting Chief Digital Officer, Finance and Administration