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**APPROVED
BOARD OF GOVERNORS MEETING MINUTES**

MINUTES OF THE MEETING NUMBER FIVE HUNDRED AND THIRTY TWO OF THE BOARD OF GOVERNORS OF ALGONQUIN COLLEGE, HELD ON MONDAY, FEBRUARY 27, 2023 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 Gabrielle Berard Jeff Darwin Laura Jarrell Rebecca Wakelin Rodney Wilson Shaun Denis Stephen Tudor Steve Barkhouse Valerie Sayah</p> <p><u>Regrets:</u> Ikram Zouari</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 Diane McCutcheon, Vice President, Human Resources Laura Stanbra, Vice President, Student Services Chris Janzen, Senior Vice President, Academic Mark Savenkoff, Vice President, Advancement & Strategy</p> <p><u>Regrets:</u> 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, Executive Technical Lead & Business Co-Lead of the R3 Project</p> <p><u>External Guest:</u> Paul McConville, Chief Executive Officer, Thesis</p> <p><u>Changemaker Awards Presenters:</u> Eric Marois, Dean, School of Advanced Technology Hooman Abdi, Professor, Mechanical & Transportation Technology</p> <p><u>Students:</u> Michael Marshall, Manufacturing Technician Program</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:

Biiwaabikoke - *“Mine, Produce, Work with Metal”*

C. Janzen, Senior Vice President, Academic introduced H. Abdi, Professor, Mechanical & Transportation Technology to provide a brief overview and to introduce student presenter M.

Marshall, Manufacturing Technician Program. M. Marshall earned the award through his efforts with the Ottawa Campus' student manufacturing club, which seeks to give learners an avenue to further their skills and understanding through personal passion projects. Though the club is primarily based around computerized numerical control machining, design and drafting, it is not exclusive to those in manufacturing-related programs. In addition to the club, Marshall has also made efforts to promote the College's programs at local high schools in the Ottawa Valley, demonstrating the capabilities of technologies like 3D scanning and computerized numerical control machining.

Governor Beck, Chair of the Board of Governors, and C. Brulé, President and CEO extended their sincere congratulations to M. Marshall and presented him with the Student Changemaker Award.

1. CONSTITUTION OF THE MEETING & APPROVAL OF THE AGENDA

Governor Beck, Chair Board of Governors, constituted the meeting at 4:09 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: V. Sayah & S. Tudor

THAT the Board of Governors approves the meeting agenda of February 27, 2023.

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 December 5, 2022

Approval of the Board of Governors Meeting minutes of December 5, 2022.

RESOLUTION

MOVED & SECONDED: A. Pollard & J. Darwin

THAT the Board of Governors approves the meeting minutes of December 5, 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 February 13, 2023 Board Executive Committee meeting. Meeting highlights included:

- Board Members' Generative Discussions Opportunities, Next Generative Discussion Date: May 10, 2023 (Equity, Diversity and Inclusion – Promoting anti-racism for an inclusive College)
- Planning of the 2023 Spring Board Retreat (March 25, 2023)

Governor Beck referred members to the minutes of each Committee meeting for items discussed at the meetings. Due to a heavy agenda, Governor Beck referred members to the Board of Governors Team site of today's meeting to access the Committee minutes of meetings that recently took place.

4.2 Academic & Student Affairs Committee Report

Members accepted the Academic & Student Affairs Committee minutes of January 25, 2023 for information. Board of Governors approval was requested for the following:

Program Title Modification: Photography, Ontario College Diploma (For Approval)

RESOLUTION

MOVED & SECONDED: R. Wilson & J. McCracken

THAT the Board of Governors approves of the program title modification from Photography, Ontario College Diploma to Photography – Content Creation, Ontario College Diploma, effective Fall 2023.

CARRIED.

4.3 Audit & Risk Management Committee Report

Members accepted the Audit & Risk Management Committee minutes of January 31, 2023 for information.

4.4 Governance Committee Report

Members accepted the Governance Committee minutes of January 30, 2023 for information.

5. BUSINESS ARISING FROM THE MINUTES

5.1 R3 Project 2023-24 Budget Request

L. Stanbra, Vice President, Student Services provided a brief overview & introduced presenters and L. Pollock, Executive Technical Lead & Business Co-Lead of the R3 Project and K. Pearson, Registrar & Business Co-Lead of the R3 Project. L. Pollock presented members with the R3 Project 2023-24 Budget Request. The budget and cost projection for this project for fiscal years, 2019-20 to 2024-25 and estimated expenditures are valued between \$58M to \$78M. The estimated budget expenditures include a 15% contingency and cover overall program related expenses. The budget request for fiscal year 2023-24 is \$20M which includes a \$1.8M contingency budget (9%). The \$20 million expenditure will be funded 50% from the in-year strategic investment priorities and 50% from internally restricted net assets which has been included in the 2023-24 proposed annual budget.

RESOLUTION

MOVED & SECONDED: S. Tudor & L. Jarrell

THAT the Algonquin College Board of Governors approves a \$20M expenditure for fiscal year 2023-24, funded 50% from the in-year Strategic Investment Priorities budget and 50% from internally restricted net assets, to continue the implementation work for the R3 Project.

CARRIED.

5.2 College Accessibility Major Capital Project – Annual Budget Request

D. McNair, Vice President, Finance & Administration provided a brief overview and introduced presenter R. Southwood, Executive Director, Facilities Management. R. Southwood informed members that this \$9.0M investment case for this project was brought forward to the Board of Governors with a completion date by fiscal year 2025-26. The Investment Case recommended improvements on a building-by-building basis with best value results for the College. Available funding for fiscal year 2023-24 is expected to be approximately \$1.0M and approximately \$840,000 for construction.

Questions from members were answered.

RESOLUTION

MOVED & SECONDED: C. Shields & S. Tudor

THAT the Board of Governors approves an expenditure of up to \$1.0M from the College's Strategic Investment Priorities budget for fiscal year 2023-24 to address campus infrastructure upgrades that support legislated Accessibility for Ontarians with Disabilities Act (AODA) compliance across the Ottawa, Perth and Pembroke campuses. Sources of funds include in-year net operating revenues, reserves and/or the Facilities Renewal Program Grant.

CARRIED.

6. DECISION ITEMS AND REPORTS

6.1 Third Quarter 2022-23 Financial Projection (Information)

G. Perry, Chief Financial Officer presented the Third Quarter 2022-23 Financial Projection. The Third Quarter 2022-23 Financial Projection reports a small surplus for the year and the College's actual expenditures continue to exceed revenues. The Third Quarter 2022-23 Financial Projection reports an increase in net contribution of \$2.9M from the 2022-23 Approved Annual Budget of \$3.0M, for a total projected net contribution estimated at \$5.9M surplus. The projected changes to the reserves improved by \$4.7M, driven mostly by delays in capital project spending.

Approved Annual Budget to Quarterly Report Highlights included the following:

- 1) Overall enrolment decreased by 11.1% over the approved annual budget;
- 2) Domestic enrolments decreased by 12.2% and international enrolments decreased by 7.5%;
and
- 3) As reported in the Second Quarter, the Public College – Public Partnership enrolments exceeded approved targets by 90 enrolments and expect the growth to accelerate in the near future.

Internally Restricted Funds of \$12.5M used to fund Strategic Investment Priorities and Operations. The college is now planning to draw \$1.7M less from Internally Restricted Funds in the current fiscal year.

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

6.2 Third Quarter 2022-23 Business Plan Performance Update (Information)

Members accepted this update for information.

7. NEW BUSINESS

7.1 2023-25 Business Plan & 2023-24 Annual Budget (Approval)

President Brulé informed members that the College is focusing on the essentials necessary to restore financial sustainability. The strategic plan is the roadmap on how the College, learners and the communities served by the college recover and flourish in the new normal and economic environment. M. Savenkoff, Vice President, Advancement and Strategy presented the 2023-25 Business Plan. The College will maintain a focus on being learner-driven and supporting its people. Being learner-driven is a core strategic pillar of Algonquin College. It is key to the College's mission, and the College ensures that the needs of the learners are embedded into every decision. The College strives to ensure that learners want to return to the institution throughout their lives to continue their educational journeys and become lifelong learners. At the same time, the College is committed to all

its employees who play a critical role in delivering upon our promise to learners. The College continues to equip its people to create an outstanding learning experience for all and empower them to support learner success.

The 2023-25 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 business plan initiatives.

Questions from members were answered.

D. McNair provided a brief overview and introduced presenter E. Woods, Director, Corporate Planning. E. Woods, informed members of the difference in budget presentation between a Cash Flow and a Public Sector Accounting Standard (Accrual) basis. E. Woods presented Assumptions and Estimates and the current Third Quarter Financial Projections compared to the Proposed Annual Budget. Domestic enrolments continue to struggle across the college sector with changing demographics, greater competition from universities, as well as a strong labour market. On a positive note, while international enrolment has not achieved the budgeted targets in 2023, 43% growth was achieved over 2021-22. For the upcoming fiscal year, it is anticipating an overall increase to full time post-secondary enrolment of 7.6% over the 2022-23 third quarter projection, with a 1.3% increase in overall domestic enrolments and 27.2% increase in international enrollments. Fiscal year 2023-24 marks the second year of operation for the Public College - Private Partnership with a 333% increase in enrolments from the third quarter projection.

As the College continues to adjust to domestic demographic impacts and restrictions on revenue increases through the ongoing tuition freeze, and the Ministry of Colleges and Universities Corridor Funding Model, the College's Net Income to Revenue Ratio remains below target. However, ongoing initiatives to support financial sustainability will help to increase this ratio in future years. The Proposed 2023-24 Annual Budget includes key assumptions for capital, operating and Business Plan requirements that will require the use of Internally Restricted Net Assets.

The College will continue to monitor and adjust to the environment throughout the fiscal year.

Questions from members were answered.

RESOLUTION

MOVED & SECONDED: J. McCracken & J. Darwin

THAT the Board of Governors approves the 2023-25 Draft Business Plan and the 2023-24 Proposed Annual Budget, with a projected net contribution of \$4.0 million.

CARRIED.

8. ITEMS FOR INFORMATION

8.1 Report from the Board Chair

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

8.2 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; and
- Provided a short summary of the main topics of discussion at recent meetings of the Committee of Presidents.

8.3 Board of Governors Management Summary Report

Members accepted this report for information.

8.4 2022-23 Board of Governors Workplan

Members accepted the Workplan for information.

8.5 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 5:25 p.m. It was moved by Governor Beck and seconded by Governor A. Pollard.

10. IN CAMERA

An IN CAMERA session was held beginning at 5:45 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
Farbod Karimi, Chair, Teaching Excellence and Innovation
Fatima Matar, Administrative Assistant, Facilities Management
Grant Perry, Chief Financial Officer, Finance & Administration
Gordon Warner, Associate Director, Strategic Procurement
Harrmon Pope, Student
Heather Ryall, Dean, Faculty of Arts, Media, and Design, Academic Services
Heather Woodside, Part-time Instructor, Municipal Prosecutor
Hooman Abdi, Professor, Mechanical & Transportation Technology
Houman Hanachi, Academic Chair, Mechanical & Transportation Technology, School of Advanced Technology
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
Lois Pollock, Chief Digital Officer
Maggie Cusson, Dean, Academic Development
Mark Leduc, Executive Director, Academic Operations and Planning, Academic Services
Michelle Tait Eburne, Manager, Business Relationship Management, Information Technology Service Delivery
Oleg Choutov, Fees Coordinator
Patrick Devey, Associate Vice-President, Global, Online & Corporate Learning
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, Information Technology Services

Wahab Almuhtadi, Professor, Applied Science & Environmental Technology

Yen Do, Acting Chief Digital Officer, Finance and Administration