

MEETING OF THE BOARD OF GOVERNORS

MEETING NUMBER FIVE HUNDRED AND THIRTY NINE OF THE BOARD OF GOVERNORS OF ALGONQUIN COLLEGE
 TO BE HELD ON MONDAY, APRIL 22, 2024 FROM 4:00 P.M. – 5:40 P.M. OTTAWA CAMPUS
 IN BUILDING T, ROOM T102 ABC

AGENDA		Presenter	Time
0.	CONSTITUTION OF THE MEETING AND APPROVAL OF THE AGENDA	Jamie McCracken	1 m.
1.	Celebrating Success – Changemaker Award <i>Tablée des Chefs</i>	Chris Janzen	10 m. 4:05-4:15
2.	DECLARATIONS OF CONFLICT OF INTEREST	Jamie McCracken	1 m.
3.	APPROVAL OF PREVIOUS MEETING MINUTES AND CONSENT AGENDA ITEMS		
	3.1 Minutes of the Board of Governors’ meeting of February 26, 2024	Jamie McCracken	1 m.
4.	COMMITTEE REPORTS		
	4.1 Board Executive Committee Report (verbal)	Jamie McCracken	5 m. 4:20-4:25
	4.2 Academic and Students Affairs Committee Report (verbal) For Information: Appendix A: Enrolment Update	Rodney Wilson	5 m. 4:25-4:30
	4.3 Audit and Risk Management Committee Reports (verbal) For Approval: Investment Policy for College Endowment & Operating Funds – Annual Review and Amendments Appendix A: Draft Investment Policy for College Endowment Funds <i>The policy is available for review on the College website</i> Appendix B: Draft Investment Policy for College Operating Funds <i>The policy is available for review on the College website</i>	Tanya Buckley on behalf of Jeff Darwin	5 m. 4:30-4:35
	4.4 Governance Committee Report (verbal) For Approval: Appendix A: Transmittal External Governor Reappointment (G. Berard, S. Tudor) For Information: Appendix B: BGI-01 Responsibilities of the Board Compliance Report Card	Stephen Tudor	5 m. 4:35-4:40

	Appendix C: BG I-04 Responsibilities of the Board Chair (Review only)		
5.	BUSINESS ARISING FROM THE MINUTES		
	There is no business arising from the minutes		
6.	DECISION ITEMS AND REPORTS		
	There is no decision item or report		
7.	NEW BUSINESS		
	7.1 2024 Risk Appetite Statements (Approval) Appendix A: 2024 Draft Risk Appetite Statements	Duane McNair Paul Gardner Sue Mainse Clementina Dimitrova	15 m. 4:40-4:55
	7.2 Update on the 2024-25 Annual Budget (Information) Appendix A: 2024-25 Pro Forma Scenarios	Claude Brulé Duane McNair Grant Perry Emily woods	30 m. 4:55-5:25
8.	ITEMS FOR INFORMATION		
	8.1 Report from the Board Chair	Jamie McCracken	5 m. 5:25-5:30
	8.2 Report from the President	Claude Brulé	5 m. 5:30-5:35
	8.3 Board of Governors Management Summary Report	Executive Team	0 m.
	8.4 2023-24 Board of Governors Workplan	Jamie McCracken	0 m.
	8.5 Confirmation of Mandatory Government Remittances	Grant Perry	0 m.
9.	UPCOMING EVENTS –	Date	
	• Board of Governors Meeting & Annual General Meeting	June 3, 2024	
	• Perth Convocation	June 6, 2024	
	• President’s & Board of Governors End-of-Year of Dinner	June 7, 2024	
	• Pembroke Convocation	June 14, 2024	
	• Ottawa Convocation	June 18-21, 2024	
	• AC Vision	August 29, 2024	
10.	REGULAR MEETING ADJOURNMENT		

DRAFT

BOARD OF GOVERNORS MEETING MINUTES

MINUTES OF THE MEETING NUMBER FIVE HUNDRED AND THIRTY EIGHT OF THE BOARD OF GOVERNORS OF ALGONQUIN COLLEGE, HELD ON MONDAY, FEBRUARY 26, 2024 AT 4:00 PM AT THE OTTAWA CAMPUS IN NAWAPON, ROOM C100.

<p><u>Present:</u> Anthony Pollard Bharat Rudra Brandon Wong-Dearing Claude Brulé, President & CEO Gabrielle Berard Jamie McCracken, Board Chair Jeff Darwin Julia Fortey Robert Harvey Stephen Tudor, Board Vice Chair Tanya Buckley Wadhah Al-monaifi</p> <p><u>Regrets:</u> Michele Bellows Rodney Wilson 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> 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 & Strategy Tracy McDougall, Director, Communications & President’s Office</p> <p><u>Presenters/Guests:</u> Grant Perry, Chief Financial Officer Krista Pearson, R3 Business Lead Lois Pollock, R3 Business Lead Ryan Southwood, Executive Director, Facilities Management</p> <p><u>External Guests:</u> Vikas Bhardwaj, Associate Partner Gartner Consulting Curtis Sawyer, Senior Director, Gartner Consulting Paul McConville, Chief Executive Officer, Thesis Student Management</p> <p><u>Changemaker Awards Presenters:</u> Paula Benbow, Chair Allied Health, School of Health Studies</p> <p><u>Students:</u> Tuli Chakma Zeel Patel Priya Retna Kumari Sule Hamamcioglu Lisa McLeod</p>
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WELCOME REMARKS

Governor McCracken, Chair of the Board, extended a warm welcome to all attendees, including observers and newest Board member, Julia Fortey, who joins as the Administrative Staff representative, succeeding Laura Jarrell. The meeting commenced at 4:01 p.m. with a land acknowledgment offered by Governor McCracken.

0. CONSTITUTION OF THE MEETING & APPROVAL OF THE AGENDA

Governor McCracken, Chair Board of Governors, constituted the meeting at 4:01 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: J. Darwin & T. Buckley

THAT the Board of Governors approves the meeting agenda February 26, 2024.

CARRIED.

1. Celebrating Success – Changemaker Award: 6th Annual Heart of the Matter Event Team

President Brulé introduced P. Benbow, Chair Allied Health, School of Health Studies and she provided a brief overview. The Changemaker Award — designed as a way for the board to formally acknowledge exceptional student efforts and projects — was given to learners Tuli Chakma, Lisa McLeod, Sule Hamamcioglu, Zeel Patel and Priya Renta Kumari for their efforts in the sixth annual Heart of the Matter event. Designed to provide oral healthcare to underserved groups, the event was held in partnership with Ottawa Public Health on Nov. 25, 2023.

“Our target population included adults with low income who cannot afford private dental insurance or participate in many of the city’s standard programs,” said Kumari. “Throughout this project we welcomed individuals who lacked these services and provided them with complimentary care.”

The event saw a team of dozens of volunteers provide care to 20 clients, delivering roughly \$12,000 in dental services. Necessary supplies were secured by the students solely through donations. Heart of the Matter saw collaborative efforts from Dental Hygiene students, Dental Assisting students, registered dental hygienists and dentists.

Governor McCracken, Chair of the Board of Governors, and C. Brulé, President and CEO extended their sincere congratulations to the students and presented them with the Changemaker Award certificate.

2. DECLARATION OF CONFLICT OF INTEREST

Governor McCracken 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 11, 2023

Approval of the Board of Governors meeting minutes of December 11, 2023.

RESOLUTION

MOVED & SECONDED: S. Tudor & J. Darwin

THAT the Board of Governors approves the meeting minutes of December 11, 2023.

CARRIED.

4. COMMITTEE REPORTS

4.1 Board Executive Committee Report (verbal)

Governor McCracken provided members with a verbal report of agenda items discussed at the February 13, 2024 Board Executive Committee meeting. Meeting highlights included:

- Planning for 2024 Spring Board Retreat (March 23, 2024)
- February 26, 2024, Board of Governors Meeting Agendas
- Impact of Immigration, Refugees, and Citizenship Canada (IRCC) January 22nd Announcement

Members accepted this report for information.

4.2 Academic & Student Affairs Committee Report

Members accepted this report for information. Governor Berard, Committee Vice Chair, provided additional details on agenda items presented at the January 23, 2024 Committee meeting on behalf of Governor Wilson.

4.3 Audit & Risk Management Committee Report

Members accepted this report for information. Governor Darwin, Committee Chair, provided additional details on agenda items presented at the February 1, 2024 Committee meeting.

4.4 Governance Committee Report

Members accepted this report for information. Governor Pollard, Committee Vice Chair, provided additional details on agenda items presented at the February 5, 2024 Committee meeting on behalf of Governor Tudor.

5. BUSINESS ARISING FROM THE MINUTES

There is no Business arising from the minutes.

6. DECISION ITEMS & REPORTS

6.1 Third Quarter 2023-24 Financial Projection (Information)

D. McNair, Vice President, Finance and Administration provided a brief overview and introduced presenter G. Perry, Chief Financial Officer. G. Perry proceeded to deliver the College's Third Quarter Financial projection to the members. Notably, overall enrolment increased by 7% compared to the approved annual budget, primarily due to an increase in international enrolments. International enrolments have exhibited robust growth, surpassing the budget by over 23%. However, domestic enrolments have only increased by 0.2% over the approved annual budget target, reflecting the ongoing decline in domestic enrolments across Ontario.

During the third quarter, internally restricted funds totaling \$13.8 million were utilized to support strategic investment priorities and operational needs. As of the conclusion of the last fiscal year, the College maintained a total balance of \$78.3 million, encompassing unrestricted and internally restricted net assets. Projections indicate an anticipated balance of \$88.1 million at the conclusion of the current fiscal year.

A question from a member was answered. Members accepted this report for information.

6.2 Third Quarter 2023-24 Business Plan Performance Update

A question from a member was answered. Members accepted this update for information.

6.3 R3 Project - 2024-25 Budget Request

L. Stanbra, Vice President, Student Services provided a brief overview and introduced presenters L. Pollock and K. Pearson, R3 Business Leads. The budget request for the R3 Project for fiscal year 2024-25 is \$20 million, including a \$2 million contingency budget (10%). This funding will support the ongoing implementation of the R3 Project. The expenditure will be covered 50% by in-year Strategic Investment Priorities budget and 50% from internally restricted net assets, as outlined in the 2024-25 Proposed Annual Budget. The R3 Budget for fiscal year 2024-25 addresses both existing and new resourcing needs to sustain the progress of the R3 Project. The budget and resourcing plans have been designed with consideration for current contractual obligations, project plans, and the necessary skills and human capacity required to complete project streams and tasks.

RESOLUTION

MOVED & SECONDED: S. Tudor & J. Darwin

THAT the Algonquin College Board of Governors approve up to a \$20 million expenditure for fiscal year 2024-25, 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.

ABSTAINED: R. Harvey

CARRIED.

7. NEW BUSINESS

7.1 Master Campus Development Plan 2025-35 Framework

D. McNair provided a brief overview and introduced presenters R. Southwood, Executive Director, Facilities Management and S. Spooner, Associate Director, Facilities Planning. R. Southwood informed members that over the ten-year period, the College anticipates additional growth in enrolment. In response to this growth, the institution is considering the necessity of a new facility on the Ottawa campus and exploring the potential need for additional space in Pembroke. The specific space requirements will be determined as the Province of Ontario and the College adapt to the recent Federal Government cap on international student visas. The college is currently in the planning stages for a mixed-use building on the Ottawa Campus, which will incorporate student housing. Preliminary estimates suggest that preparations should be made for at least 300 to 400 additional residence beds. Furthermore, an Algonquin College Housing Strategy is anticipated to be unveiled in June 2024.

R. Southwood presented details of the Master Campus Development Plan deferred maintenance and its five and ten year liabilities. Next steps include refining the short-term development scenarios, employee engagement, continue stakeholder engagement, and a space audit to occur in February 2024. A meeting with the Assistant Deputy Minister Anna Boyden, Ministry of Colleges and Universities is scheduled to discuss Canada Mortgage and Housing Corporation funding options.

Questions from members were answered.

RESOLUTION

MOVED & SECONDED: W. Al-monaifi & T. Buckley

THAT the Board of Governors approve the proposed Master Campus Development Plan (MCDP) framework, and

THAT the Board of Governors accept the Master Campus Development Plan progress update.

CARRIED.

7.2 Update on the 2024-25 Annual Budget

President Brulé conveyed to the members that the February Board meeting typically involves the approval of the two-year Business Plan and Draft Annual Budget. Nonetheless, following the January 22, 2024 announcement regarding the reduction in international study permits by Immigration, Refugees, and Citizenship Canada (IRCC), substantial revisions to the draft budget were deemed necessary. As a result, the goal is to present the revised budget for approval at the June Board meeting. The College will use the interim period to gain clarity and details that are needed to develop the budget.

G. Perry presented members with an update on the 2024-25 Budget Development Impact. Budget development plans changed when IRCC instituted a 35% national cut to international student study permits with a two-year cap. Additionally, because Ontario has the largest population of international students in the country, it is expected that Ontario cuts may be closer to 50% from the 2022-23 number as the redistribution of enrolment is made across the provinces and territories. Current study permit holders will not be affected by this change. Beginning in September 2024, the Public College Private Partnership with CDI College will no longer be eligible for postgraduate work permits for their students. Every international student study permit application submitted to IRCC will now require an accompanying attestation letter from the province; these attestation letters are linked to the enrolment cap. A firm date has not been confirmed as to when the Ministry of Colleges and Universities is expected to communicate an allocation and distribution model for the international enrolments across the province.

G. Perry presented the following three possible enrolment scenarios or outcomes under consideration by the College:

- High Impact Scenario: **50%** reduction in study permits to all colleges and universities (baseline is 2023);
- Medium Impact Scenario: allocate study permits to Ottawa area based on population (**6.8% of Ontario population**), allocate study permits to four Ottawa area institutions based on student population metric; and
- Low Impact Scenario: allocate study permits to colleges and universities based on **historical ratio** (78% of study permits approved = colleges), allocate study permits to two Ottawa area colleges based on student population metric.

G. Perry proceeded to present the in-depth details of potential financial impacts and allocation scenarios, budget development and potential mitigation strategies.

The presentation of the 2024-25 Annual Budget has been deferred until more information on the institutional allocation and its impact on international student enrolment becomes available. The College will continue regular operations and spend authority for the period of April 1, 2024 to June 3, 2024 without an approved budget.

RESOLUTION

MOVED & SECONDED: J. Darwin & G. Berard

THAT the Board of Governors approves the continuation of operations and authority to spend for the period of April 1, 2024 to June 3, 2024 without an Approved Annual Budget.

OPPOSED: R. Harvey

CARRIED.

8. ITEMS FOR INFORMATION

8.1 Report from the Board Chair

Governor McCracken referred members to the Report from the Board Chair for information and noted the following highlights:

- 2024-25 Committee Membership and Board Officer positions memo to be distributed on February 27, 2024;
- Board Survey Performance to be distributed to all members in April; and
- Members are encouraged to attend College events.

8.2 Report from the President

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

- Advocacy activities with members of the provincial parliament regarding the Blue Ribbon Panel Recommendations;
- College hosted the Federal Dental Care Plan announcement with members of parliament in attendance; and
- Attended several meetings with the Committee of Presidents.

8.3 Board of Governors Management Summary Report

Members accepted this report for information.

8.4 2023-24 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 McCracken informed members of upcoming events for information.

10. REGULAR MEETING ADJOURNMENT

There being no further business, the Regular meeting was adjourned at 5:38 p.m. and moved by Governor J. Darwin and seconded by Governor S. Tudor.

11. IN CAMERA

RESOLUTION

MOVED & SECONDED: J. McCracken & B. Rudra

THAT the Board of Governors move into an In Camera session.

CARRIED.

An IN CAMERA session was held beginning at 5:51 p.m.

The IN CAMERA session was adjourned at 7:30 p.m.

Jamie McCracken, Board Chair

Victoria Tiqui-Sanford, Recorder

APPENDIX A - Observers:

Ala Qadi, Professor , Bachelor of Engineering
Alanna McDonnell, Director, Marketing and Recruitment
Angela Celin, Program Support Officer
Angela Rintoul, Chair, Health and Community Studies
Anita Tenasco, Director, Indigenous Initiatives
Annette Bouzi, Professor
Barb Nauth, External Viewer
Ben Bridgstock, Director, Student Support Services
Bruce Hickey, Manager, Communications
Charlene Miller, Manager, Private College Partnerships
Christine Kelsey, Assistive Technologist, Centre for Accessible Learning
Christopher Hahn, Dean, Algonquin College Heritage Institute
Cindy Harrison, Professor, Health Foundations
Cresdelle Zubrycki, Senior Financial Analyst
Curtis Sawyer, Gartner
Doreen Jans, Manager, Financial Services
Emily Woods, Director, Corporate Planning
Erin Stitts-Cavanaugh, Dean, School of Health Studies
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
James Pede, Associate Director, Financial Operations
Jane Trakalo, Dean, School of Wellness, Public Safety
Jennifer Thurston, Manager, Enrolment Support
Jodi Jaffray, Chair, Community Studies
Kina Simmons, Executive Assistant, Communications, Marketing, External Relations
Krista Marsden, Acting Registrar
Krista Pearson, Business Co-Lead, R3 Project
Kristine Dawson, Associate Vice-President, Experiential Learning, and Innovation
Linda Nguyen, Senior Financial Analyst, Communications
Lisa McLeod, Dental Hygiene Graduate
Lois Pollock, Executive Technical Lead and Business Co-Lead of the R3 Project
Maggie Cusson, Dean, Academic Development
Marina Spivak, Senior Financial Analyst, Finance
Michael Qaqish, Manager, Government Relations
Natalia Lencioni, Journalism Student
Nicole Lindo, Advancement Database and Financial Officer
Patrick Devey, Associate Vice-President, Global, Online and Corporate Learning
Paul Gardner, Director, Risk Management
Paula Benbow, Chair, Allied Health
Paula ter Huurne, Field Placement Officer
Philip Dawe, Director, Applied Research
Pouya Safi, Director, Business Development
Priya Retna Kumari, Dental Hygiene Graduate
Rob Kershaw, Manager, R3 Project eLearning and Development
Sandra Brancatelli, Chair, Information and Communications Technology

Sandra Larwill, Senior Manager, Academic Integrity Office
Scott Gonsalves, Director, Strategy and Planning, Advancement & Strategy
Simon Spooner, Facilities Management
Sule Hamamcioglu, Dental Hygiene Graduate
Teri Kinnunen, Manager, Corporate Planning
Trevor Oattes, Communications Officer
Tuli Chakma, Dental Hygiene Graduate
Vikas Bhardwag, Gartner
Wilma Allan, Acting Manager, Enrolment Systems & Reporting
Yen Do, Acting Chief Digital Officer, Finance and Administration
Zeel Patel, Dental Hygiene Graduate

Enrolment Update

Academic and Student Affairs Committee

March 19, 2024

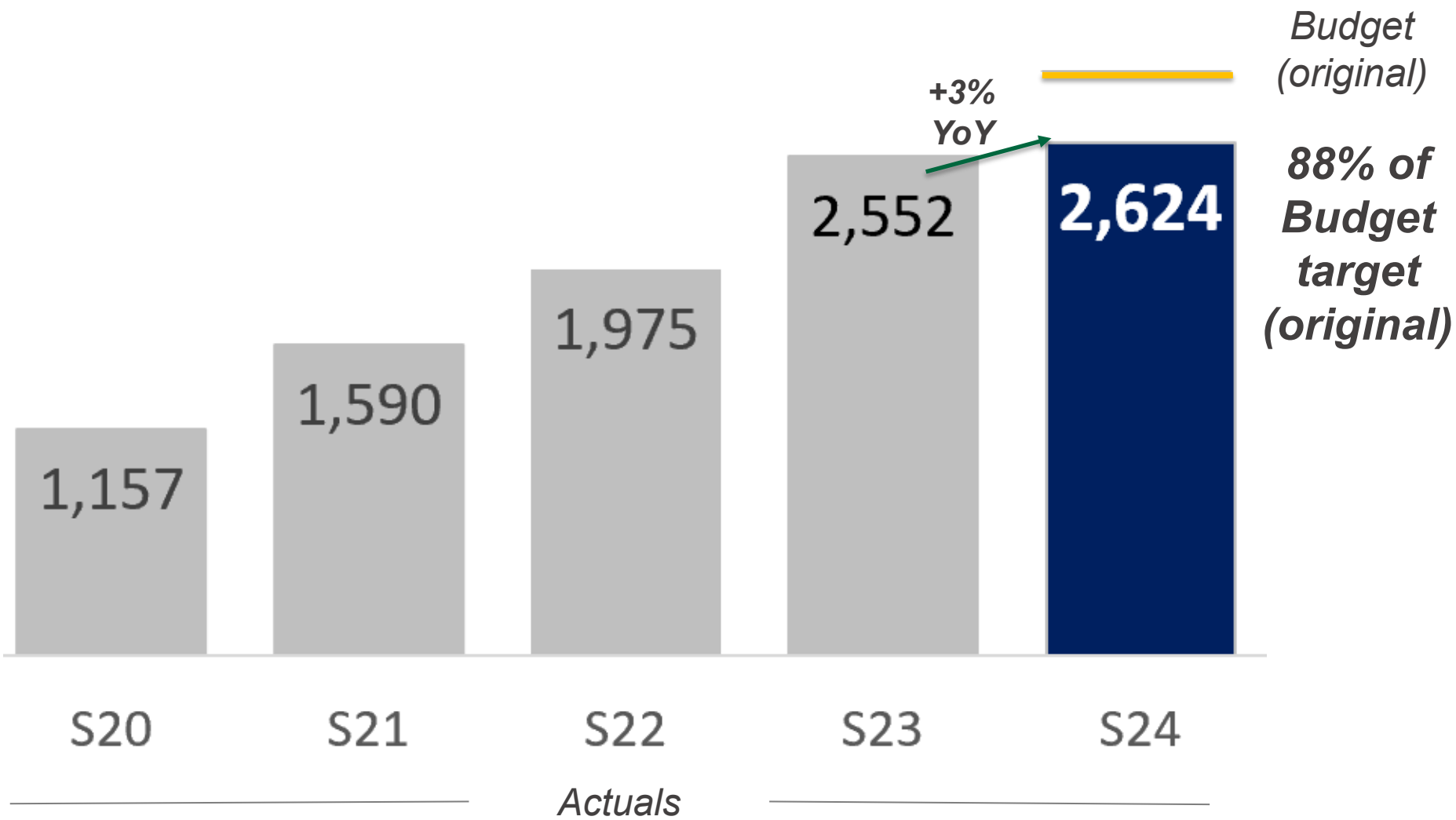
Academic Operations and Planning

And the Registrar's Office

Spring 2024 Admissions

(all campuses as at Mar. 15, 2024; Level 01 with confirmed or paid status)

Potential risk to achieving original Budget target based on current admission trends



Domestic (861 confirmed / paid)

- Year-over-year increase of 14% and 84% towards Budget target

International (excluding PCPP 1,379)

- Decrease of 5% versus last year
- Progress towards Budget target currently at 109%
- 950 students with approved study permits (75% of budget target)

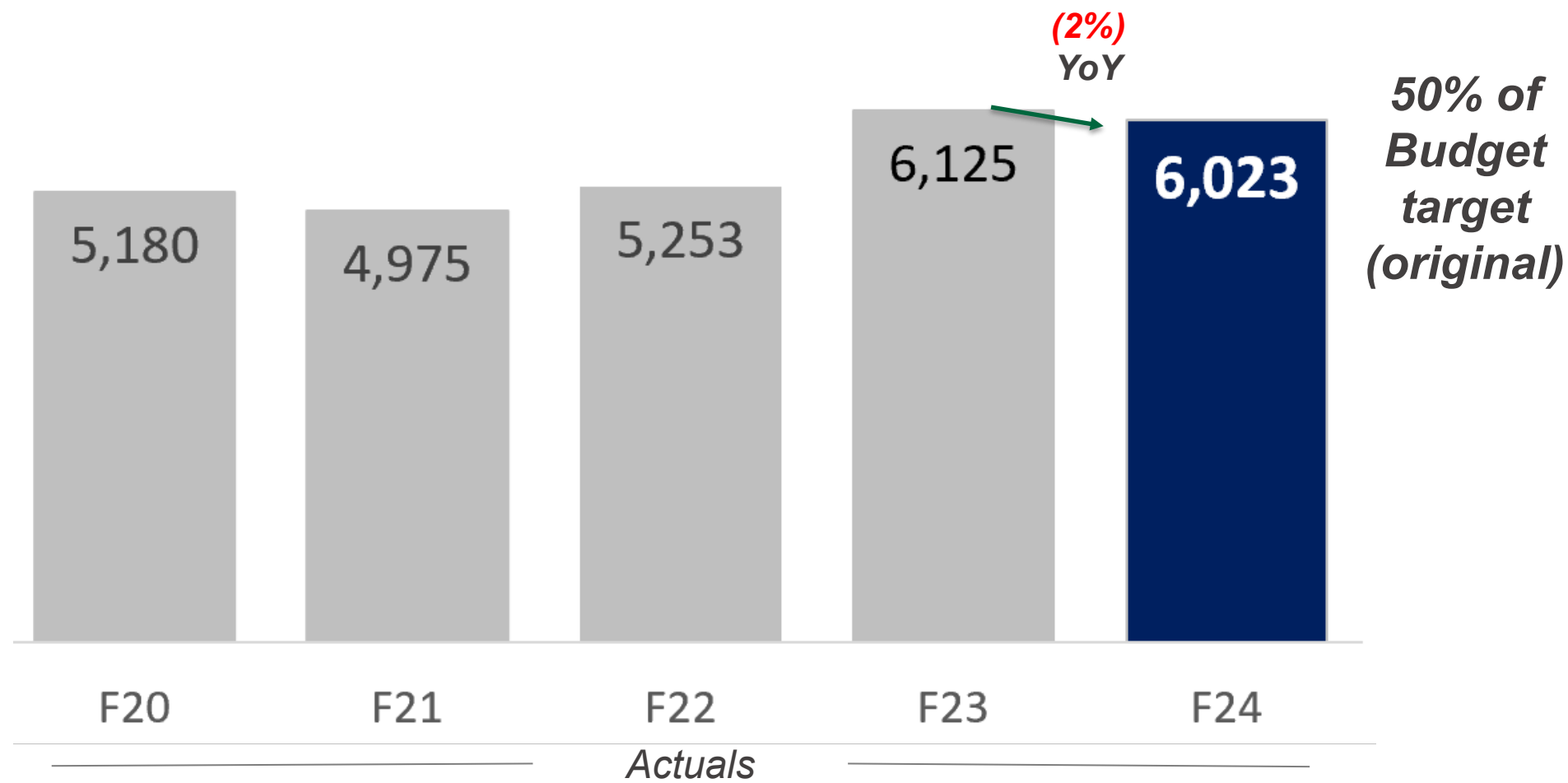
International (CDI 384 confirmed / paid)

- 12% year-over-year increase compared to same time last year
- Currently at 56% of Budget target

Fall 2024 Admissions

(all campuses as at Mar. 15, 2024; Level 01 with confirmed or paid status)

Early in Fall admission cycle however domestic trending well, significant uncertainty for international admissions until Ministry provides study permit application cap



Domestic (3,537 confirmed / paid)

- Year-over-year increase of 3% and progressing well towards Budget

International (2,486 confirmed / paid)

- 7% lower than last year at same time
- Trailing behind Budget target because of IRCC measure and College's decision to suspend Fall 2024 intakes at CDI campus
- 604 students with approved study permits (18% of budget target)

Report title:	Governor Reappointments
Report to:	Board of Governors
Date:	April 22, 2024
Author/Presenter:	Stephen Tudor, Chair, Governance Committee Claude Brulé, President and CEO

1. RECOMMENDATION:

THAT the Board of Governors approves the reappointment of Governors Stephen Tudor (one year) and Gabrielle Berard for a second term of office (three years, effective September 1, 2024 pending their Lieutenant Governor in Council reappointments.

2. PURPOSE / EXECUTIVE SUMMARY:

The purpose of this report is to provide the Board of Governors with information regarding vacancies and terms of office that are ending, to ensure external Governors’ terms of office are aligned with Algonquin College Bylaw 1, that identifies external governors’ terms and term limits (4.5). The Governance Committee will present the reappointment of Governors Stephen Tudor and Gabrielle Berard at the April 22, 2024 Board of Governors meeting for approval pending their Lieutenant Governor in Council reappointments.

3. BACKGROUND:

The Board of Governors delegates the responsibility of appointing and reappointing external Governors to the Governance Committee. The committee acts as the Nominating Committee for this purpose. During the course of its duties, the Governance Committee regularly reviews the terms of office and term limits of its external Governors, to ensure that vacancies are filled appropriately. This oversight role ensures the overall strategic direction of the College, and the Board’s succession plans as per governance policy BGI-02 “Appointment / Reappointment of External Governors”.

4. DISCUSSION:

Stephen Tudor and Gabrielle Berard have expressed their interests to the Ministry of Colleges and Universities, to be reappointed as a Lieutenant Governor in Council appointees. The Board Office is awaiting confirmation from the Ministry’s Public Appointments Secretariat regarding their reappointment.

5. LINK TO STRATEGIC PLAN:

STRATEGIC PLAN 2022-2025	
LEARNER DRIVEN	
Goal 1: Provide Flexible, Personalized, and Lifelong Learner Experiences	<input type="checkbox"/>
PEOPLE	
Goal 2: Empower Our People to Foster a High-Quality, Innovative, Learner-Driven Culture	<input checked="" type="checkbox"/>
Goal 3: Create an Equitable, Diverse, and Inclusive Work Environment	<input type="checkbox"/>

6. STUDENT IMPACT:

The appointment and reappointment of Governors benefits students by ensuring continuity on the Board of Governors, which is Algonquin College’s highest governing body.

7. FINANCIAL IMPACT:

There are no direct financial impacts associated with the appointment of new Governors to the Board.

8. HUMAN RESOURCES IMPACT:

There are no direct human resources impacts associated with the reappointments of Governors to the Board.

9. GOVERNMENT / REGULATORY / LEGAL IMPACT:

In accordance with Algonquin College’s corporate Bylaw 1, the Board of Governors is responsible for the appointment and reappointment of external governors as follows:

Section 4.2.2

“Eight (external) governors are to be appointed by the members of the Board holding office at the time of appointment; “

10. COMMUNICATIONS:

Communication regarding the reappointment of Governors will be made public to the College and broader community through the public posting of approved Board of Governors meeting minutes.

11. CONCLUSION:

This report provides information regarding the reappointment of external Governors to the Board pending Lieutenant Governor in Council reappointments.

Respectfully submitted:



Claude Brulé
President and CEO

BGI-01 Responsibilities of the Board Report Card as of April 22, 2024

4.4 Appendix B

Policy BGI-01 Responsibilities of the Board of Governors states: “The Governance Committee shall report on Board compliance with all Board responsibilities by reporting to the Board any deficiencies on an annual basis.” This table was developed from the list of Board responsibilities listed in each of the key Board source documents – By-Laws, terms of reference and governance policies.

#	Source Document	Responsibility	Comments
1.	Bylaw 5	Summary of the Program Advisory Committees’ Annual Report.	A summary of the Program Advisory Committees’ Annual Report was submitted to the Academic and Student Affairs Committee at the November 7, 2023 meeting, and to the Board of Governors at the December 11, 2023 meeting.
2.	Executive Committee Terms of Reference	Conduct the President’s annual performance on the attainment of corporate goals and outcomes and compensation review. (1-3)	The President’s annual performance for 2023-24 is to be completed in June 2024.
3.	BGI-01 and Audit and Risk Management Committee, Terms of Reference	Risk Management/Internal Controls The Board should ensure that appropriate practices are implemented to identify and manage risk including appropriate monitoring and reporting. (BGI-01, 2.2)	The Audit and Risk Management Committee reviews the corporate risk profile and receives updates on corporate risks and risk mitigation plans on a quarterly basis. The risk reports are submitted to the Board through the Audit and Risk Management Committee’s regular reports to the Board.
4.	Financial Statement review	Review the annual draft financial statements.	This will be conducted through the Audit and Risk Management Committee at the May 22, 2024 meeting and submitted to the Board at the June 3, 2024 meeting.
5.	Audit and Risk Management Committee Terms of Reference	Evaluate the Audit and Risk Management Committee’s performance through the periodic review of the Terms of Reference.	The Audit and Risk Management Committee’s work plan includes a review of the Terms of Reference, which was completed at the September 28, 2023 meeting. The review resulted in no changes to the Terms of Reference.
6.	Governance Committee Terms of Reference	To be responsible for the annual nomination of the Chair and Vice Chair.	The Governance Committee will recommend the appointment of the Chair and Vice Chair to the Board at the June 3, 2024 Board meeting.

BGI-01 Responsibilities of the Board
Report Card as of April 22, 2024

#	Source Document	Responsibility	Comments
7.	BG I-01 Responsibilities of the Board of Governors	The Board shall establish governance structures to enable the achievement of expected institutional outcomes with clear lines of communication and internal accountability. (1-1)	<p>For the 2023-24 Academic year, the Board exercised Board Oversight of the President by including the President’s Performance Contract review/update as part of the agenda in the In Camera portion of every Board meeting.</p> <p>In support of the Board responsibilities, the Board has started the Meeting without Management in 2017. This meeting occurs directly after the Board meeting and allows reflection on the meeting and additional information as required.</p>
8.		The Board shall assess periodically the attainment of College mission and strategic plan. (1-2)	Quarterly business plan updates are submitted to the Board. The Board annually reviews Key Performance Indicator results and final results of the business plan, based on the Strategic Plan. The Key Performance Indicator results will be presented at the June 3, 2024 Board meeting as part of the Academic and Student Affairs Committee Report to the Board.
9.		The Board shall review, amend, and approve the College’s annual business plan, budget, and annual report that support the strategic plan. (1-4)	<p>The multi-year business plan and the annual budget was not presented for approval at the February 26, 2024 Board meeting due the January 22, 2024 announcement from the Immigration, Refugees and Citizenship Canada (IRCC). It is now planned that they will be presented at the June Board meeting, providing Management time to revise its proposed multi-year business plan and the annual budget to reflect the impact of the IRCC announcement.</p> <p>The Annual Report will be submitted for approval at the June 3, 2024 Board meeting.</p>

BGI-01 Responsibilities of the Board
Report Card as of April 22, 2024

#	Source Document	Responsibility	Comments
10.		The Board shall periodically assess its effectiveness with respect to governance, accountability, and the attainment of the College mission and strategic plan. (1-5)	The Board will complete the Board Evaluation Survey and Self-Assessment Survey in April 2023. The Board of Governors Evaluation Survey Results will be presented to the Board at the June 3, 2024 meeting.
11.	Board Accountability	The Board shall take corrective action, as necessary, if any expected outcomes or quality of performance are not achieved. (1-6)	Processes are in place to ensure that reviews of all outcomes and performance are completed in a regular and timely fashion. Board reporting follows work plan timelines for all committees.
12.		<p>The Board shall approve all programs of instruction that a college will offer, suspend or cancel.</p> <p>The Board shall ensure that programs of instruction are developed and implemented consistent with provincial standards where they exist. (1-7)</p>	The Program Review Committee ensures all programs of instruction are developed and implemented consistent with provincial standards where they exist. This occurs prior to programs being submitted to the Academic and Student Affairs Committee and Board for approval. Following Board approval, the Credential Validation Service validates programs once it is demonstrated that they are in compliance with the Minister’s Binding Policy Directive Framework for Programs of Instruction and in adherence with Program Provincial Standards where they exist. Such credentials can only be conferred by the College once validation from the Credential Validation Service has been received.
13.		The Board shall approve the creation of a wholly owned subsidiary corporation if required. (1-8)	The College does not require an additional subsidiary corporation at this time.

BGI-01 Responsibilities of the Board
Report Card as of April 22, 2024

#	Source Document	Responsibility	Comments
14.		The Board should ensure that proven methods for program development and review occur. (2-1)	The Program Review Committee has a mature and well documented program development and approval process. The Program Quality Assurance Framework is detailed within policy AA38: Program Quality Assurance that consists of three primary elements, Annual Curriculum Review, Program Mix Review and a cyclical five-year Program Quality Review. Deans' Program Quality Review and Implementation. Follow-up status reports were provided to the Academic and Student Affairs Committee at the January meeting, and to the Board at the February meeting as part of the Academic and Student Affairs Committee Report to the Board. New governors are introduced to the Program Lifecycle Management process during Fall of each year.
15.		The Board should ensure that regular reports on the operational and financial situation of the College are completed, including reports on the progress the College is making towards meeting the strategic plan and on performance measures against benchmarks. The Board should also ensure that necessary audit systems are in place. (2-3)	Regular quarterly progress reports against the annual business plan and quarterly financial projections are provided to the Board in October, December, February, and June. Performance against the Strategic Plan is included in the College's annual report. Exceptions are reported to the Board of Governors through the quarterly business plan updates.
16.		The Board should use an established process for recruitment, delegation of accountability for College operations, and performance review and compensation of the President. (2-4).	A performance evaluation framework is in place. The President's performance is evaluated by the Board and the final review is delegated to the Board's Executive Committee.

BGI-01 Responsibilities of the Board
Report Card as of April 22, 2024

#	Source Document	Responsibility	Comments
17.		The Board should ensure that the College's communications with students, business, community stakeholders, and the Ministry is ongoing and effective. (2-5)	The College's total communication efforts will be summarized in the June 2023-24 Annual Report. The Director, Communications, Marketing and Government Relations ensures timely and comprehensive communication of major initiatives and issues.
18.		The Board should ensure that the college operates in accordance with legal and regulatory requirements. (2-6)	Quarterly remittance declarations are presented to the Board to identify compliance with legal and regulatory requirements. A statement is included in the College's Annual Report.
19.		The Board should ensure that ongoing review and development of academic programs uses proven methods that involve stakeholders in an effective and meaningful way. (2-7) The Board should ensure the College's commitment to quality education and service excellence including continuous improvement. (2-8)	All programs have Advisory Committees in place in accordance with College policy AA01: Advisory Committees. Due to the aftermath of the COVID-19 pandemic, the Program Advisory Committees Annual Report was submitted to the Board at the December 11, 2023 Board meeting. The Program Quality Review process engages faculty, student, and industry stakeholders in informing continuous improvement processes.
		The Board should ensure that the College's applied research activities have appropriate accountability for research funds and appropriate processes for research outcomes, including commercialization. (2-9)	Reports are submitted to all granting and funding agencies, as per contractual obligations including timeline and audit requirements. The Academic and Student Affairs Committee reviewed an annual report from the Algonquin College Research Ethics Board at the November 7, 2023 meeting.
	BG I-02 Appointment/ Reappointment of External Governors	The Governance Committee will bring recommendations for appointments or reappointments of external governors for approval.	Governance Committee will endorse the reappointment of Governors S. Tudor and G. Berard for approval at the Board of Governors meeting on April 22, 2024 pending the Ministry's Lieutenant Governor in Council reappointment.

BGI-01 Responsibilities of the Board
Report Card as of April 22, 2024

#	Source Document	Responsibility	Comments
	BG I-03 Communication with the Board of Governors	Communication of all major issues and initiatives will be made with approval of the Board Chair.	Policy BGI-04 describes the responsibility of the Board Chair in terms of communications on behalf of the Board. Board members are given a brief update of College events and initiatives at each Board meeting, for use in the community.
	BG I-04 Responsibilities of the Board Chair	The Board Chair’s responsibilities will be clearly defined in a Board policy with accompanying procedures.	Policy BGI-04 has a mandatory review every 5 years, however the policy is reviewed annually to ensure compliance. The last policy update was approved by the Board on December 11, 2017.
	BG II-01 Programs of Instruction	The Board shall be informed of joint college university programs and new apprenticeship programs.	Staff will submit information to the Board regarding joint college/university programs and new apprenticeship programs, through the Academic and Student Affairs Committee. This information is included in the Summary Report of Program Launches and Enrolments that will be submitted to the Committee at the May 14, 2024 meeting.
	BG II-01 Programs of Instruction	The Board is responsible for approving program suspensions.	Program suspensions occur as needed. There were no program suspension decisions for the 2023-24 academic year.
	BG II -02 Financial Management	At fiscal year end, the President shall present to the Board for approval a report on the achievements of the operational outcomes of that year’s Business Plan and the audited financial statements.	This occurs annually at the June Board meeting. The report will be presented at the June 3, 2024 Board meeting.
		The Board’s annual report shall be submitted.	This occurs annually at the June Board meeting.

BGI-01 Responsibilities of the Board
Report Card as of April 22, 2024

#	Source Document	Responsibility	Comments
		The College will have an Integrated College Development Plan (ICDP).	Management presented the Integrated College Development Plan at the September 2014 Board Retreat. The Five-Year Ottawa Campus Master Development Plan was presented to the Board at the February 26, 2024 meeting. Management has developed a new Integrated College Development Planning (ICDP) Framework Principles that was presented at the June 8, 2020 Board meeting.
	Freedom of Information	Under the Freedom of Information and Protection of Privacy Act (FIPPA) the Board must be informed of Freedom of Information requests made to the College.	The Information and Privacy Commission of Ontario's Year-End Statistical Report for Algonquin College for the 2023 reporting year will be submitted to the Board at the June 3, 2024 meeting.
	Sexual Assault/Sexual Violence Policy	To monitor compliance with SA16 Sexual Assault/Sexual Violence policy	The SA16 - Sexual Assault/Sexual Violence Policy is the only College policy that requires formal approval from the College's Board of Governors. The policy is currently up to date and is scheduled for mandatory review by September 2024. The 2023-24 Sexual Assault/Sexual Violence Annual Report to the Board will be presented at the June 3, 2024 Board meeting.

BGI-01 Responsibilities of the Board
Report Card as of April 22, 2024

#	Source Document	Responsibility	Comments
	New BOG Responsibility	To oversee Executive Compensation and performance of President and Vice Presidents, through an Executive Compensation Committee of the Board.	<p>As per Provincial directive, a new Board Executive Compensation Committee will be required subsequent to the Executive Compensation Program being approved and posted.</p> <p>The current regulatory framework allows for compensation adjustments in certain circumstances, including, where there has been a restructuring of a role. In the last ten to fifteen years, colleges have become significantly more complex, which has in turn had a material impact on the scope and complexity of college senior leadership roles, including the president.</p> <p>Accordingly, as permitted by the Broader Public Sector Executive Compensation Act and its regulations, and after a comprehensive review, the Board approved an adjustment in compensation after consideration of the changes to the president's circumstances and responsibilities. Where adjustments in compensation have occurred, the College has done so within existing rules.</p>

Board Governance Policy

BG I-04 Responsibilities of the Board Chair

Policy Type:	Board Process		
Date First Approved:	2015-02-02	Date Last Reviewed:	2017-12-11
Board Meeting Number:	505	Mandatory Review Date:	2020-12-11

RATIONALE

In reference to Bylaw 1 Section 11, this policy outlines the responsibilities of the Algonquin College Board Chair with respect to the responsibilities of the Board, Board Committees, and the President.

POLICY

The Board Chair maintains the integrity of the Board’s governance processes and represents the Board to outside parties, serving as the authorized Board spokesperson (other than delegated instances). The responsibilities of the Board Chair are to:

1. Provide guidance to the Board governance process, including:
 - a. Preside at all meetings of the Board and the Executive Committee;
 - b. Interpret the resolutions of the Board and the intent of the Board By-laws;
 - c. Foster a spirit of collegiality among Governors and resolve conflict;
 - d. Ensure the Board operates in accordance with By-Laws, policies and regulations and legislation such as *the Ontario Colleges of Applied Arts and Technology Act* and the *Broader Public Sector Act* and other related legislative requirements; and,
 - e. Ensure the Board prepares an annual schedule of activities and monitors the Board’s progress.

If required, responsibilities of the Chair may be delegated to the Vice Chair, and additional duties may be assigned in support of the Board Chair.

2. As a member of the Board Executive Committee, make decisions on behalf of the Board that fall within and are consistent with any reasonable interpretation of Board policies on governance process and on the Board-CEO relationship.
3. Facilitate the Board-President relationship, as follows:
 - a. Lead the selection process and establish the President’s compensation on behalf of the Board, subject to the Board By-laws and the Executive Committee terms of reference;
 - b. Maintain close communication with the President; and lead the Executive Committee in conducting the President’s annual performance and compensation review.
 - c. Lead the Executive Committee in succession planning and talent management.

EXPECTATIONS OF THE CHAIR

1. An example of some desired traits of a Board Chair are: knowledge of organization, effective leadership qualities, fair and objective, able to delegate and motivate volunteers, good facilitator of meetings, willing to make difficult decisions, positive communicator.
2. The Board Chair's time commitment is normally 50% more than other active Board members.

RELATED MATERIALS

1. Colleges Ontario, *The Board Chair and President Relationship*.
2. Strategic Leverage Partners *National Study of Board Governance Practices in the Non-Profit and Voluntary Sector In Canada* 2006.
3. Fredric L. Laughlin and Robert C. Andringa *Good Governance for Nonprofits: Developing Principles and Policies for an Effective Board* American Management Association 2007.
4. Canadian Coalition for Good Governance *Building High Performance Boards*, March 2010.
5. MTCU *Policy Framework on Board-President Relations*.
6. Government of Ontario *Broader Public Sector Procurement Directive: Mandatory Requirement # 24 Conflict of Interest*.

GUIDELINES FOR SUCCESSION TO THE POSITION OF BOARD CHAIR

To prepare, identify and select the best possible Board Chair for Algonquin College, the following are guidelines for the successful succession to Board Chair:

- An external member of the Board who typically has several years of experience may express their interest in the position of Board Chair to the incumbent Board Chair and/or President & CEO any time during their term of office.
- An official “Call for Interest” for the Board executive positions (Board Chair, Board Vice Chair, and Board Committee Chairs) is communicated by way of memo to all external members of the Board. The Call for Interest occurs annually in January or February.
- The Board Chair typically serves a 2-year term.
- The Board Vice Chair typically serves a 1-year term.
- Typically, an external member of the Board who is interested in the position of Board Chair would have held the position of Board Vice Chair and/or served as a Board Committee Chair for two years in total prior to assuming the role of Board Chair. This governance experience provides the member of the Board with an enhanced understanding of the Board Chair role.

Report title:	2024 Risk Appetite Statements
Report to:	Algonquin College Board of Governors
Date:	April 22, 2024
Author(s)/Presenter(s):	Duane McNair, Vice President, Finance and Administration Paul Gardner, Director, Risk Management Sue Mainse, Manager, Risk Management C. Trollope, Partner, National Leader of Business Resilience Services, MNP

1. RECOMMENDATION:

THAT the Algonquin College Board of Governors approve the 2024 DRAFT Risk Appetite Statements.

2. PURPOSE / EXECUTIVE SUMMARY:

The purpose of this initiative is to provide the Algonquin College Board of Governors with the updated DRAFT 2024 Risk Appetite Statements (Appendix A) for approval.

3. BACKGROUND:

The College’s Risk Appetite Statements provide guidance when considering the pursuit of (or continuing to pursue) new initiatives and projects. During Risk Appetite testing, they help identify whether initiatives (those that require the investment of human or financial assets) are likely to introduce opportunity or unacceptable risk, or impair or facilitate the College’s ability to achieve its Strategic Plan.

In keeping with the College’s Enterprise Risk Management Framework, the College reviews its Risk Appetite Statements every two years. This activity ensures that risk evaluation remains current and reflective of the College’s internal, external, and competitive environments.

4. DISCUSSION:

Algonquin College recognizes that it must take some degree of risk to achieve its stated mission of transforming hopes and dreams into lifelong success and to accomplish its 2022-2025 Strategic Plan. With this mindset, the College works to employ sound risk management principles when prioritizing and managing risks.

As part of the College’s Enterprise Risk Management (“ERM”) framework, Algonquin College

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has documented the type and amount of risk that it is willing to accept while pursuing the achievement of its mission, vision, and values. The DRAFT 2024 Risk Appetite Statements (Appendix A) provide high-level guidance on the amount of risk the College is willing to accept, based on six summary strategic categories. The categories are:

- Learner Experience
- Employee Experience
- Academic Excellence
- Innovation and Technological Advancement
- Academic Excellence
- Reputation

On March 28th, 2024, DRAFT Risk Appetite Statements were presented and obtained endorsement by the Board Audit and Risk Management Committee.

5. LINK TO STRATEGIC PLAN:

STRATEGIC PLAN 2022-2025	
LEARNER DRIVEN	
Goal 1: Provide Flexible, Personalized, and Lifelong Learner Experiences	<input checked="" type="checkbox"/>
PEOPLE	
Goal 2: Empower Our People to Foster a High-Quality, Innovative, Learner-Driven Culture	<input checked="" type="checkbox"/>
Goal 3: Create an Equitable, Diverse, and Inclusive Work Environment	<input checked="" type="checkbox"/>

6. STUDENT IMPACT:

The Risk Appetite Statements support the mitigation of Strategic/Reputation, Legal/Compliance, Operational/Hazard, and Financial risks that influence the achievement of the College’s Strategic Plan and Business Plans. Effectively mitigating these risks contributes to organizational performance across the entire business entity which ultimately support learner success.

7. FINANCIAL IMPACT:

The Risk Appetite Statements provide strategic guidance that increases focus on making reasoned business decisions. This helps to ensure improved decision-making, resource allocation, and financial performance.

8. HUMAN RESOURCES IMPACT:

The Risk Appetite Statements assist College management by increasing awareness that business decisions not only impact the College’s physical and financial assets but also impact human resources.

9. GOVERNMENT / REGULATORY / LEGAL IMPACT:

There is an expectation from the Ministry of Colleges and Universities that College management will undertake risk assessments when carrying out major capital projects and entrepreneurial activities. Industry standards for Enterprise Risk Management (such as ISO-31000) recommend the development and use of Risk Appetite Statements to maintain a strategically balanced approach when business planning.

10. COMMUNICATIONS:

The Risk Appetite Statements are communicated to the College's management during Risk Appetite testing – this committee-based assessment activity is required with all College major capital investments.

11. CONCLUSION:

The Risk Appetite Statements, as used during Risk Appetite testing, are an effective means to ensure governance and oversight in the pursuit of new investments and entrepreneurial activities. Committee-based Risk Appetite testing and Risk Evaluation are crucial mechanisms to ensure that all major capital investments are assessed for risks and if approved, subject to risk mitigation planning.

Respectfully submitted:



Duane McNair
Vice President, Finance and Administration

Approved for submission:



Claude Brulé
President and CEO

Appendices:

Appendix A: 2024 DRAFT Risk Appetite Statements

2024 Draft Risk Appetite Statements

Presentation to: Algonquin College Board of Governors

April 22, 2024

DRAFT

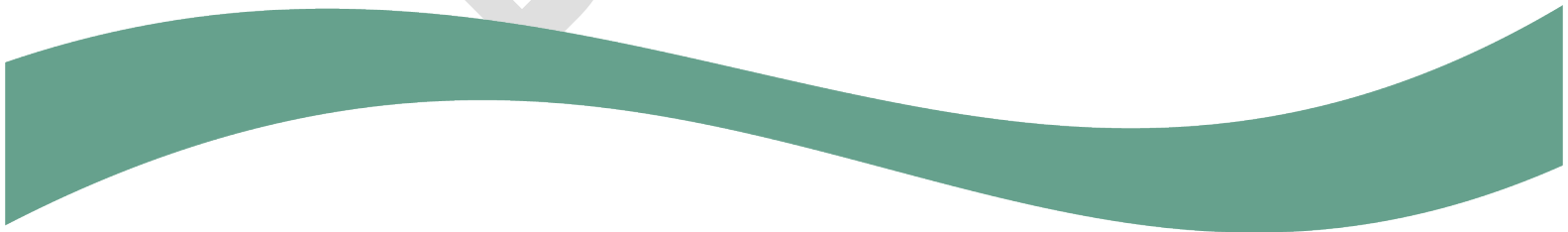


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DRAFT

2024 DRAFT Risk Appetite Statements

Introduction

Algonquin College (“Algonquin” or “the College”) recognizes that some degree of risk must be taken in order to achieve the stated mission of transforming hopes and dreams into lifelong success and to accomplish the 2022-2025 Strategic Plan. With this mindset, the College works to employ sound risk management principles when prioritizing and managing risks.

As part of the Enterprise Risk Management (“ERM”) framework, Algonquin College has documented the type and amount of risk, at a broad level, that it is willing to accept while pursuing the achievement of the mission, vision, and values. The Risk Appetite Statements are meant to provide high-level guidance on the amount of risk the College is willing to accept, dependent on risk topic and context. The following risk appetite statements reflect the College’s desired level of risk taking and should be interpreted as guidance for future decisions relating to achieving the 2022-2025 Strategic Plan.

General Risk Appetite Statement

Algonquin has a **moderate appetite for risk**. Guided by the 2022-2025 Strategic Plan, the College applies a balanced approach to risk – recognizing that risk avoidance may result in inefficiencies, stifle innovation, and limit the ability to capitalize on opportunities, while arbitrary risk-taking may lead to adverse impacts on learners, employees, reputation, and financial performance. Dependent on the topic and context, the College’s appetite for risk varies; however, what will be consistent is the approach that Algonquin will take to ensure its risk-taking is reasoned and well-managed, leading us towards positive outcomes.

Risk Appetite Statements for 6 Key Areas

Following are Algonquin’s summarized appetite statements for managing risk and pursuit of opportunity.

Learner Experience

Algonquin strives for flexibility, accommodation, and innovation as it serves learners and works to maximize the learner experience. Recognizing that every learner has different needs, goals, expectations and life circumstances, the College strives to be learner-driven and serve each learner on an individual level. Meeting learners “where they are” is a key differentiator for the College.

- Recognizing that the College will continuously seek to advance learner inclusivity and improvement to learner satisfaction, Algonquin has a **high appetite for risks that enhance learner experience**, without negatively impacting the College’s reputation or financial health.
- Recognizing the increasingly important role that international learners play in the College environment and success, Algonquin has a **high appetite to pursue opportunities that strengthen international learner experience**, providing that opportunities do not negatively impact domestic learner experience, employee engagement, or the College’s financial health.

Employee Experience

Algonquin College recognizes that having highly engaged and knowledgeable employees is key to realizing its mission, now and into the future. To achieve this, Algonquin College is willing to take thoughtful risks to improve employee retention and support recruitment activities.

- Recognizing that delivering excellence to learners and employees requires talented and committed employees, Algonquin College has a **moderate to high appetite to pursue innovative opportunities that advance its ability to successfully retain and recruit employees**, provided there is a positive impact on the College's long-term financial performance.
- Algonquin College has a **high appetite to pursue initiatives that could positively impact the College's ability to provide an inclusive, diverse, equitable, and accessible work environment**.

Academic Excellence

As a learner driven institution, Algonquin College will continue to advance the quality of its academic programs, capture the learner's voice and act on opportunities to deliver academic excellence.

- Recognizing that it must continue to innovate and evolve to meet the needs of learners and remain competitive, Algonquin College has a **low appetite for risk related to investments in underperforming programs and activities** and a **moderate appetite for risk associated with program development and program mix management**, provided there is alignment with labour market demand, and positive impacts to reputation, employee experience, and financial performance.
- Recognizing the importance of experiential learning to learners and their future employers, Algonquin has a **high appetite to pursue opportunities that advance industry and community partnerships** provided that opportunities improve learner satisfaction, have a positive impact on the College's competitive reputation, and deliver an equal balance of benefits to the College and external stakeholders.

Innovation and Technological Advancement

Considering the current competitive environment, the increasing role of technology, and learner and employee expectations, the Algonquin College will continue to look for innovative and efficient ways to deliver services and embrace technology.

- Algonquin College has a **moderate appetite to pursue opportunities that improve the efficiency of internal administrative processes**, provided there is an enhancement to learner experience or employee engagement.

- Algonquin has a **high appetite to pursue technological advancements that enhance curriculum delivery, learner experience, and the delivery of services** provided that advancements do not increase risk to data security or have an adverse impact on the College's financial health.

Financial Health

Algonquin College will be prudent with its financial resources in the fulfillment of its mission. Algonquin College will seek to maintain financial sustainability utilizing a holistic approach that includes effective internal controls, capital investments, revenue generation, and cost containment. Though Algonquin College may not be able to control external factors that may affect its financial resources, it will work as best it can to make risk-based decisions to mitigate potential impacts while also capitalizing on opportunities.

- Recognizing an increasing need to fund the long-term strategic growth, Algonquin College has a **moderate appetite to pursue risks related to investments**, provided that risks pursued are unlikely to negatively impact financial health.
- Algonquin College has a **high appetite to pursue new revenue generating opportunities** provided that opportunities increase the College's financial sustainability and produce a net financial contribution without negatively impacting learner experience or employee engagement.
- Algonquin College has a **high appetite to pursue donation opportunities** provided that the opportunities do not negatively impact the College's reputation in the community.

Reputation

Algonquin College has grown and fostered its reputation as an education innovator that puts learners first and understands this is a key aspect to achieving its mission and strategic priorities. As such, Algonquin College will do its utmost to manage reputational risks in a manner that is mission-focused and in accordance with its values.

- Recognizing the important role that international learners will play in Algonquin College's future success, there is a **high appetite to pursue opportunities that are likely to improve Algonquin College's reputation with international learners and the international community**, provided it does not negatively impact its reputation with domestic learners, the domestic community or industry partners.
- Algonquin College has a **high appetite to pursue opportunities that would protect and enhance its reputation with learners, employees, alumni, the community, and industry stakeholders**, provided that opportunities do not negatively impact Algonquin College's academic priorities, strategic objectives, or financial performance.

Report title:	Update to the 2024-25 Budget Assumptions and Five-Year Pro Forma
Report to:	Board of Governors
Date:	April 22, 2024
Author(s)/Presenter(s):	Claude Brulé, President and Chief Executive Officer Duane McNair, Vice President, Finance and Administration Grant Perry, Chief Financial Officer Emily Woods, Director, Corporate Planning

1. RECOMMENDATION:

That the Board of Governors accepts the updated 2024-25 Budget Assumptions and the Draft Five-Year Pro Forma for information.

2. PURPOSE / EXECUTIVE SUMMARY:

The purpose of this report is to present to the Board of Governors the revised budget assumptions for 2024-25, and scenarios for a five-year pro forma for the period 2024-25 to 2028-29. These revisions are required following the Immigration, Refugees and Citizenship Canada (IRCC) announcement of January 22, 2024. On March 27, 2024, the Ministry of Colleges and Universities released the allocation of International Student Provincial Attestation Letters (PALs) to institutions across the province, which allowed Management to prepare enrolment estimates to inform the Draft 2024-25 Annual Budget for presentation to the Board of Governors for approval in June 2024.

3. BACKGROUND:

For the foreseeable future, the College will be facing several challenges:

- An immediate two-year cap on international study permits due to the Federal Government’s announcement on January 22, 2024.
- Impacts of the Ministry of Colleges and Universities’ Corridor Funding Model and the Strategic Mandate Agreement 3, which provides a stable level of funding, but is not adjusted to account for inflationary pressures.
- A 10% tuition reduction introduced in 2019-20, and the ongoing tuition freeze that has been continued for the fifth year into the 2024-25 fiscal year. The sector was further advised on February 26, 2024, in an [update](#) by the Ministry of Colleges and Universities that the freeze will continue until at least through 2026-27. This continues

- the trend of minimal revenue growth in the College's Funded Activity / College Operations budget segment (core programs, services, and operations).
- Increasing operating costs and rising inflation rates (expected to be 3.7% in 2024, in Canada according to the Organization for Economic Co-operation and Development).
 - Growing deferred maintenance backlog for physical and technological infrastructure.
 - As of March 31, 2024, the deferred physical maintenance liability is estimated at \$60M.
 - A workforce that has been increasing to support existing and future enrolment growth, growth that is not likely to materialize as originally expected.

Each of the above noted challenges impacts the College's operating budget. The College Budget Committee, comprised of a cross-college team of Deans and Directors, and the Algonquin College Executive Team have worked collaboratively since the Spring of 2023 to develop estimates and assumptions supporting the draft five-year pro forma scenarios presented in Appendix A. This version includes consideration for the impacts of the IRCC announcement of January 22, 2024, as well as some components of the Blue-Ribbon Panel Response from the Ministry of Colleges and Universities on February 26, 2024. The current timeline projects that the final 2024-25 Annual Budget and Business Plan will be presented to the Board of Governors for approval in June 2024.

4. DISCUSSION:

Since the Board of Governors meeting in December 2023 when the 2024-25 Budget Assumptions were presented, both the Federal and Provincial governments have made announcements that are significantly impacting the financial stability of the post-secondary sector across the country and within Ontario.

On January 22, 2024, IRCC announced a 35% reduction in international study permits across Canada. Each provincial government was then responsible for the allocation of Provincial Attestation Letters to each institution. Algonquin's allocation of attestation letters combined with the strong international enrolment growth realized in 2023-24, will allow Algonquin to maintain current international enrolment levels for the next two years. However, if the current levels of Provincial Attestation Letters are maintained, with minimal or no growth, across the province, and nationally, beyond the two-year period initially identified by IRCC, Algonquin will begin realizing declining international enrolments by 2026-27.

On February 26, 2024, in response to the Blue-Ribbon Panel struck by the Ontario Provincial Government to provide advice and recommendations for keeping the postsecondary education sector financially strong, Minister Jill Dunlop announced \$1.3B in funding for the sector over a three-year period. Details on how the funding will be allocated to institutions is still being sought, however, based on the information received to date, Algonquin College is likely to receive approximately \$4.7M in incremental operating grant revenue annually for

the next three years, and will also receive approximately \$785,000 in increased Facilities Renewal funding annually. While this additional funding is a good first step, it falls short of the [Blue Ribbon Panel's recommendations](#). In addition to the increased funding, the Minister also announced that the tuition freeze which has been in effect since the 10% tuition roll-back mandated by the Ontario Government in 2019, will continue for at least another three years. The February 26, 2024 News Release can be found here: [February 26 2024 MCU News Release](#).

Combined, this ongoing domestic tuition freeze, the Corridor Funding Model, and now the addition of restrictions on future international student growth has put severe constraints on the College's financial sustainability plans.

Appendix A: 2024-25 Pro Forma Scenarios provides a Draft Five-Year Pro Forma for what the College considers its Most Likely Scenario. Management has also provided multiple alternative scenarios for 2024-25 to demonstrate the range of possible outcomes that the College has identified for next fiscal year.

The draft pro forma includes the following **general assumptions**:

- Provincial operating funding has been increased by an estimated \$4.7M in 2024-25 and in all future years to reflect the funding announcement of February 26, 2024.
- The overall operating funding is aligned with the funding projected as per the terms of the Strategic Mandate Agreement 3 and the Corridor Funding Model.
- Domestic tuition remains frozen for 2024-25 at 2015-16 levels, with no increases for the next three years. Following that period, the pro forma is reflecting domestic tuition increases at 2% in 2027-28 and 3% in 2028-29, in line with historical increase levels.
- International tuition will increase by 3% in 2024-25, and then by 1% in each of the following years because international student tuition fees are not frozen.
- Domestic enrolments are budgeted to increase by 2% over the 2023-24 levels in 2024-25, but then the College is projecting a 3% reduction in each of the following years due to demographic changes.
- International enrolments following the two-year cap set by the Federal government are projected to increase by 5% annually.
- The Public College - Private Partnership (PCPP) will suspend level one program intakes beginning in Fall 2024, however, program delivery for students already enrolled in programs will continue. It is expected that the PCPP will no longer be attractive to new international students as the IRCC announcement of January 22nd included the elimination of the post-graduate work permit program for students of PCPPs.
- Salaries and benefits are estimated based on current collective agreements and existing compensation practices.

- Expenditures have been held constant where possible or reduced modestly to reflect the budgetary constraints within all scenarios presented. Some exceptions for increases to goods and services have been projected where significant inflationary pressures are being observed.
- Strategic Investment Priorities projections include major capital project investments previously approved by the Board of Governors, as well as initiatives that have not yet received approval, but are deemed essential to continue operations.

Each of the draft 2024-25 pro forma scenarios includes the following **specific assumptions**:

Worse Case

- The Worse-Case Scenario assumes that the College's conversion rate of Provincial Attestation Letters to enrolment weakens, resulting in fewer international enrolments secured. Currently, the College's conversion rate is approximately 71%, and this scenario reduces the conversion rate closer to the national average of 65%.
- No changes have been made to expenditures, however, if this scenario was realized during the fiscal year, measures would be taken to review and potentially reduce or defer capital investments, and to reduce operating expenditures.
- While the risk impact is deemed moderate in terms of financial impact, the likelihood of this risk is deemed low.

Most Likely

- The Most Likely Scenario assumes that the College's conversion rate of Provincial Attestation Letters to enrolments remains at levels consistent with the College's historical rates of IRCC approvals for prospective international student applicants.

Better Case

- The Better Case Scenario assumes an increase in the College's conversion rate, and an increase in international enrolments through the attraction of international students who do not require a Provincial Attestation Letter, such as international students currently in Canada seeking a second credential.
- The Better Case realizes a 10% increase in international enrolment over the Most Likely Scenario.

The Most Likely Scenario has been presented as the College's Five-Year Pro Forma to demonstrate the potential challenges the College may face because of the international growth limitations imposed by the Provincial Attestation Letter limits. Over the next two years, the

College will need to review all programs and services to ensure core operations and standards are maintained, and that reserves are preserved for future investment.

5. LINK TO STRATEGIC PLAN:

STRATEGIC PLAN 2022-2025	
LEARNER DRIVEN	
Goal 1: Provide Flexible, Personalized, and Lifelong Learner Experiences	<input checked="" type="checkbox"/>
PEOPLE	
Goal 2: Empower Our People to Foster a High-Quality, Innovative, Learner-Driven Culture	<input checked="" type="checkbox"/>
Goal 3: Create an Equitable, Diverse, and Inclusive Work Environment	<input checked="" type="checkbox"/>

6. STUDENT IMPACT:

As the range of impacts of the scenarios presented is wide, the impacts that will be realized cannot be assessed with any level of certainty. Algonquin College will continue to prioritize the resources required to maintain and protect appropriate student service levels and academic programs standards.

7. FINANCIAL IMPACT:

As presented, these budget assumptions and financial pro formas demonstrate the impacts of both the Federal and Provincial Governments decisions since January 2024. A number of assumptions have been made, particularly in future years as information provided by both the Federal and Provincial Governments only the short-term (within a two-to-three-year period). Until the College receives more specific information on the longer-term plan of the Federal and Provincial Governments, it continues to plan for multiple scenarios and will focus on ensuring the preservation of college reserves to help the institution through the next few fiscal years as Management recalibrates to the policy changes announced by both governments.

8. HUMAN RESOURCES IMPACT:

The 2024-25 financial pro forma scenarios will include sufficient resources to staff full-time and other-than-full-time complement positions to support College programs and services. However, the impact on future years will not be known until the Ministry of Colleges and Universities completes and communicates their plans for the ongoing International Student Provincial Attestation Letters allocation process.

9. GOVERNMENT / REGULATORY / LEGAL IMPACT:

All 2024-25 pro forma scenarios adhere to the Ministry's Business Plan Directive on Deficit Recovery plans and the College's Board Financial Management Policy.

10. COMMUNICATIONS:

The budget estimates will inform the development of the College's Annual Budget and Business Plan. At this time, Management is expecting that both will be presented to the Board of Governors for approval in June 2024.

11. CONCLUSION:

These budget assumptions and financial pro formas are projected based on the current information available to the College. As information from the Ministry of College and Universities is received and interpreted, the College will continue to re-state and refine the pro forma to reflect the changing data.

Respectfully submitted:



Duane McNair
Vice President, Finance and Administration

Approved for submission:



Claude Brulé
President and CEO

Appendices:

Appendix A: 2024-25 Pro Forma Scenarios

7.2 Appendix A



PRO FORMA SUMMARY SCENARIO COMPARISON - APRIL 12, 2024

GENERAL ASSUMPTIONS	Original Draft Annual Budget 2024-25	Pro Forma 2024-25 All Scenarios	Variance
Grant Revenue	\$ 100,096,856	\$ 104,871,432	\$ 4,774,576
Potential ESCO Incentive Revenue	-	1,808,300	1,808,300
General Contingency	1,250,000	1,250,000	-
Special Contingency	6,500,000	2,500,000	(4,000,000)

SCENARIO SPECIFIC ASSUMPTIONS	Original Draft Annual Budget 2024-25	Pro Forma 2024-25 Worse Case	Pro Forma 2024-25 Most Likely	Pro Forma 2024-25 Better Case
Domestic Enrolment	34,478	34,478	34,478	34,478
<i>Variance from Draft Budget 2024-25 %</i>		0%	0%	0%
International Enrolment	20,105	18,400	20,444	22,488
<i>Variance from Draft Budget 2024-25 %</i>		-8%	2%	12%
TOTAL ENROLMENT	54,583	52,878	54,922	56,966
<i>Variance from Draft Budget 2024-25 %</i>		-3%	1%	4%
PCPP Enrolment	5,211	2,449	2,449	2,449
<i>Variance from Draft Budget 2024-25 %</i>		-53%	-53%	-53%
Net Operating Revenue Ratio	7.9%	7.2%	9.3%	10.7%
Return on Net Assets Ratio	8.7%	5.1%	10.9%	15.7%



**PRO FORMA SUMMARY
SCENARIO COMPARISON - APRIL 12, 2024**

(All figures in 000's)

	Third Quarter Projection 2023-24	Original Draft Annual Budget 2024-25	Pro Forma 2024-25 Worse Case	Pro Forma 2024-25 Most Likely	Pro Forma 2024-25 Better Case
Funded Activity/College Operations					
Revenue	\$ 311,916	\$ 331,866	\$ 330,980	\$ 339,107	\$ 350,801
Expenditures					
Salary and Fringe Expenditures	232,861	250,713	247,786	251,108	254,430
Discretionary Expenditures	2,179	2,154	2,154	2,154	2,154
Non-Discretionary Expenditures	76,498	84,949	80,948	80,948	80,948
Principal Portion of Debt	2,945	3,184	3,184	3,184	3,184
Total Expenditures	314,482	340,999	334,072	337,393	340,716
Net Contribution as per Modified Cash Flow Basis	(2,566)	(9,133)	(3,092)	1,713	10,086
Net Contribution %	-0.8%	-2.8%	-0.9%	0.5%	2.9%
Contract Activity & Other Non-Funded Activity					
Revenue	56,732	72,513	49,228	49,228	49,228
Expenditures	51,727	63,303	44,969	44,969	44,969
Net Contribution as per Modified Cash Flow Basis	5,005	9,209	4,259	4,259	4,259
Net Contribution %	8.8%	12.7%	8.7%	8.7%	8.7%
Campus Services					
Revenue	38,257	41,043	39,764	41,298	42,839
Expenditures	30,509	33,514	32,449	33,744	35,216
Principal Portion of Debt	3,125	3,330	3,330	3,330	3,330
Net Contribution as per Modified Cash Flow Basis	4,624	4,199	3,985	4,225	4,293
Net Contribution %	12.1%	10.2%	10.0%	10.2%	10.0%
International Education Centre					
Revenue	107,565	128,041	118,669	130,009	142,505
Expenditures	73,674	87,129	84,980	88,233	98,449
Net Contribution as per Modified Cash Flow Basis	33,891	40,911	33,689	41,776	44,055
Net Contribution %	31.5%	32.0%	28.4%	32.1%	30.9%
Net Contribution on Operating Activities	40,953	45,187	38,842	51,973	62,693
Net Contribution Margin % on Operating Activities	8.0%	7.9%	7.2%	9.3%	10.7%
Strategic Investment Priorities					
Revenue	6,403	6,325	7,110	7,110	7,110
Expenditures	36,993	60,670	62,539	62,539	62,539
Net Contribution as per Modified Cash Flow Basis	(30,591)	(54,345)	(55,429)	(55,429)	(55,429)
Net Contribution as per Modified Cash Flow Basis	\$ 10,363	\$ (9,159)	\$ (16,588)	\$ (3,457)	\$ 7,264
Non-Cash Revenue Adjustments					
Capital Grants recorded as Deferred Capital Contributions	(2,200)	(1,700)	(1,700)	(1,700)	(1,700)
Amortization of Deferred Capital Contributions	7,800	8,080	8,080	8,080	8,080
Non-Cash Expenditure Adjustments					
Expenditures to be Capitalized	19,877	33,068	33,068	33,068	33,068
Amortization Expense	(18,600)	(18,700)	(18,700)	(18,700)	(18,700)
Change in Vacation, Sick Leave & Post-Employment Benefits	(500)	(600)	(900)	(900)	(900)
Add back:					
Principal Portion of Debt	6,069	6,514	6,514	6,514	6,514
Net Contribution as per Public Sector Accounting Standards (PSAS)	\$ 22,809	\$ 17,503	\$ 9,774	\$ 22,905	\$ 33,625
Unrestricted and Internally Restricted Net Assets (Reserves)	\$ 88,133	\$ 78,974	\$ 71,545	\$ 84,677	\$ 95,397

PRO FORMA SUMMARY
SCENARIO: MOST LIKELY

(All figures in 000's)



	Third Quarter Projection 2023-24	Original Draft Annual Budget 2024-25	Pro Forma 2024-25	Pro Forma 2025-26	Pro Forma 2026-27	Pro Forma 2027-28	Pro Forma 2028-29
Funded Activity/College Operations							
Revenue	\$ 311,916	\$ 331,866	\$ 339,107	\$ 341,139	\$ 321,069	\$ 321,639	\$ 327,377
Expenditures							
Salary and Fringe Expenditures	232,861	250,713	251,108	264,697	277,156	290,642	303,616
Discretionary Expenditures	2,179	2,154	2,154	2,159	2,164	2,169	2,174
Non-Discretionary Expenditures	76,498	84,949	80,948	84,252	84,605	85,638	86,632
Principal Portion of Debt	2,945	3,184	3,184	3,503	3,296	3,553	3,825
Total Expenditures	314,482	340,999	337,393	354,612	367,221	382,002	396,246
Net Contribution as per Modified Cash Flow Basis	(2,566)	(9,133)	1,713	(13,473)	(46,151)	(60,362)	(68,869)
Net Contribution %	-0.8%	-2.8%	0.5%	-3.9%	-14.4%	-18.8%	-21.0%
Contract Activity & Other Non-Funded Activity							
Revenue	56,732	72,513	49,228	35,889	31,680	33,394	34,181
Expenditures	51,727	63,303	44,969	34,208	30,889	31,997	32,736
Net Contribution as per Modified Cash Flow Basis	5,005	9,209	4,259	1,681	791	1,397	1,444
Net Contribution %	8.8%	12.7%	8.7%	4.7%	2.5%	4.2%	4.2%
Campus Services							
Revenue	38,257	41,043	41,298	40,691	37,043	36,944	36,898
Expenditures	30,509	33,514	33,744	32,884	29,954	31,842	31,718
Principal Portion of Debt	3,125	3,330	3,330	3,729	3,375	1,397	1,480
Net Contribution as per Modified Cash Flow Basis	4,624	4,199	4,225	4,078	3,714	3,704	3,700
Net Contribution %	12.1%	10.2%	10.2%	10.0%	10.0%	10.0%	10.0%
International Education Centre							
Revenue	107,565	128,041	130,009	130,607	111,684	118,533	125,760
Expenditures	73,674	87,129	88,233	88,636	77,635	81,265	85,132
Net Contribution as per Modified Cash Flow Basis	33,891	40,911	41,776	41,971	34,050	37,268	40,628
Net Contribution %	31.5%	32.0%	32.1%	32.1%	30.5%	31.4%	32.3%
Net Contribution on Operating Activities	40,953	45,187	51,973	34,257	(7,597)	(17,993)	(23,096)
Net Contribution Margin % on Operating Activities	8.0%	7.9%	9.3%	6.2%	-1.5%	-3.5%	-4.4%
Strategic Investment Priorities							
Revenue	6,403	6,325	7,110	7,110	7,110	6,325	6,325
Expenditures	36,993	60,670	62,539	56,699	49,758	45,583	45,407
Net Contribution as per Modified Cash Flow Basis	(30,591)	(54,345)	(55,429)	(49,589)	(42,648)	(39,258)	(39,082)
Net Contribution as per Modified Cash Flow Basis	\$ 10,363	\$ (9,159)	\$ (3,457)	\$ (15,332)	\$ (50,245)	\$ (57,251)	\$ (62,178)
Unrestricted and Internally Restricted Net Assets (Reserves)	\$ 88,133	\$ 78,974	\$ 84,677	\$ 69,344	\$ 19,100	\$ (38,152)	\$ (100,330)

2023-24 Board Performance

The Board Governance Committee coordinated the review and distribution of the Annual Board of Governors Evaluation tools. The Board Evaluation Survey was distributed on April 8, and the Governor Self-Assessment Survey will be distributed on April 29 by the Board Office. These tools allow Governors to evaluate their own effectiveness, and the effectiveness of the Board as a whole. Governors were encouraged to complete these surveys promptly, to allow the Governance Committee to review and discuss the results. The results of the Evaluation of the Board will be shared with all Board members before the end of the academic year. The results of the Governor Self-Appraisal will be submitted to the Board Chair only for his review.

2024 Spring Board of Governors Retreat – March 23, 2024

Board members attended the 2024 Spring Board of Governors Retreat on March 23, 2024. Scott Gonsalves, Director, Strategy and Planning, engaged in a generative discussion with the Board and the Algonquin College Executive Team on the topic of the development of the 2025 Strategic Plan. The Nous Group went through a higher education environmental scan in the morning, and Scott led the afternoon breakout sessions for the Algonquin College Board of Governors and Executive Team on a visioning exercise.

New Governor Recruitment Campaign 2024

The Board Governance Committee launched a governor recruitment campaign in the Ottawa Region in February and closed on March 8, 2024 to fill three external Governor vacancies including an Indigenous representative to the Board. The Governor Recruitment Selection Committee held interviews and conversations with qualified candidates on April 10, 11 and 15, 2024. Results will be presented at the June 3 Board meeting.

2024 Election of Internal Members to the Board of Governors – Results

The call for nominations for an Administrative Staff representative, Academic Employee Representative and a Student representative went out College-wide on January 22, with the close of nominations on January 29, 2024. Governor Julia Fortey won by acclamation as the Administrative Staff Representative replacing Laura Jarrell effective February 26, 2024 with the term ending August 31, 2026. Shawn Pentecost won by acclamation as the Academic Employee Representative and Aditya Mishra is the Governor-elect as the student representative. Appointments will be effective September 1, 2024 with the Academic Staff representative serving a three-year term, and the Student representative serving a one-year term.

2023-24 Board Meeting Dates

The Board meeting dates from September 2023 to June 2024 are posted on the Board's public website. The meetings for the remainder of the year are as follows:

- Monday, June 3, 2024 Board meeting and Annual General Meeting

2023-24 Board Dinners and 2024 Board Retreat

- Board of Governors End of Year Dinner: Tuesday, June 7, 2023 at the Ottawa Hunt and Golf Club

**Report from the President
Board of Governors Meeting
April 22, 2024**

For the reporting period, from February 26 to April 19, 2024, President Brulé met primarily in-person and occasionally virtually with the following key external contacts from the post-secondary education leaders, community leaders and elected officials:

- Board Members, College Employer Council (CEC);
- Board Members, Invest Ottawa;
- Board Members, Ontario College Application Service (OCAS);
- Cara Vaccarina, CEO, The Royal;
- Randy Boissonnault, Member of Parliament;
- Members, Algonquin College Indigenous Education Council;
- Members, Polytechnics Canada;
- Michael McCallen, President & Founder, Cheetah Networks;
- Mitch Dumas, President & CEO, Northern College;
- Professor Costmza Conti, Science Counsellor at the Italian Embassy;
- Sarah Beutel, Vice President, Community Building, Interim CEO, Jewish Federation of Ottawa;
- Samuel Duncan and Trisha Rinneard, Vice Presidents, Wellington Advocacy;
- Val Walker, CEO, Business & Higher Education Roundtable (BHER); and
- Matt McKean, Chief R&D Officer, Business & Higher Education Roundtable (BHER).

Date	Event	Purpose
Feb. 29, 2024	Mayor’s Breakfast – The Honourable Francois-Philippe Champagne	President Brulé joined Mayor Mark Sutcliffe, the Ottawa Board of Trade, and the Ottawa Business Journal for the the first Mayor’s Breakfast of 2024 at City Hall. The Honourable Francois-Philippe Champagne, was the keynote speaker at this event.
Feb. 29, 2024	High Commission of St. Christopher (St. Kitts) and Nevis	President Brulé, along with Ernest Mulvey, Director of the International Education Centre, and Clarecia Christie, Faculty in International Business Operations Management, welcomed a delegation from the High Commission of St. Christopher (St. Kitts) and Nevis. The delegation included Samuel Berridge, High Commissioner, Eustace T. Wallace, Minister Counsellor, and Kressell Daniel, Senior Programme Advisor/First Secretary, for a presentation and tour of Algonquin College.
Mar. 15, 2024	Future of Health & Wellness Speaker Series	President Brulé hosted the Future of Health & Wellness Speaker Series at Algonquin College. The theme of the event was the importance of children's early years and the well-being of families, particularly in the wake of the pandemic.
Mar. 21, 2024	17th Annual Francophone	President Brulé attended in the 17th Annual Francophone RendezVous with Mayor Sutcliffe at City Hall. This year's event focused on Ottawa's francophone and bilingual post-

	RendezVous with the Mayor Sutcliffe	secondary education institutions and their significant economic and cultural contributions to the community.
Mar. 22, 2024	Round Dance Ceremony	President Brulé attended the Round Dance Ceremony hosted by the Mamidosewin Centre. Though the Round Dance's original purpose was to honour those who have passed on, it is now used as a celebration for a variety of reasons, including honouring someone's accomplishments, celebrating birthdays, anniversaries, weddings, graduations, and more.
Mar. 25, 2024	Algonquin SA Faculty Recognition Awards	President Brulé attended the Algonquin Student's Association Faculty Recognition Awards, where Sam Demma served as the keynote speaker.
Mar. 27, 2024	Business & Higher Education Roundtable (BHER) Members' Meeting & Reception	President Brulé attended the BHER Members' Meeting & Reception in Toronto. The theme of the meeting was "Training the AI generation to reimagine Canadian companies and classrooms." Panel discussions were had with Heather Scoffield, Senior VP of Strategy at the Business Council of Canada, Chris Madan, VP Customer Digital Solutions and Product at TELUS, Elissa Strome, Executive Director of the Pan-Canadian Artificial Intelligence Strategy at CIFAR, Mark Daley, Chief AI Officer at Western University, and Stephanie Enders, Chief Delivery Officer at Amii.
Mar. 28, 2024	Mayor's Breakfast with Premier Doug Ford	President Brulé, Duane McNair, Vice President, Finance and Administration and Michael Qaqish, Manager, Government Relations and Special Advisor to the President joined Mayor Mark Sutcliffe, for a conversation with Ontario Premier Doug Ford at The Shaw Centre. As one of the Breakfast Sponsoring organizations, President Brulé provided opening remarks to over 600 people at the soldout event.
Apr. 2, 2024	A Pathway Forward - VIP Event	President Brulé hosted The Pathway Forward Event, where the accomplishment was celebrated with community members from Pikwakanagan and Kitigan Zibi, members of the Indigenous Education Centre, the Ottawa Community, and the Algonquin College Community. As part of its continuing commitment to Reconciliation and its indigenization strategy, Algonquin College honored the Indigenous language of the region by naming four private streets on the Ottawa campus with Anishinaabe names.
Apr. 11, 2024	Canada Growth Summit 2024: Fixing Productivity Once and For All	President Brulé attended the Canada Growth Summit 2024: <i>Fixing Productivity Once and For All</i> in Toronto.
Apr. 11, 2024	Public Policy Forum's Testimonial Dinner and Awards	President Brulé and Sarah Watts-Rynard, CEO of Polytechnics Canada, co-hosted a table at the Public Policy Forum's 36th Annual Testimonial Dinner and Awards at the Metro Toronto Convention Centre.
Apr. 16, 2024	Applied Museum Studies Grad Showcase	President Brulé participated in the Applied Museum Studies Grad Showcase at the Ottawa Art Gallery's Alma Duncan

		Salon. The event highlighted the accomplishments of the graduates from the Applied Museum Studies class of 2024 and celebrated their internships at their respective institutions.
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COMMITTEE OF PRESIDENTS

The Committee of Presidents met in person at Colleges Ontario on March 18 & 19, 2024, and many times virtually through the rest of March and in April to discuss the following:

- January 22 Immigration, Refugees and Citizenship Canada (IRCC) announcement – implications for international student enrolment and management, priorities and next steps;
- International agent training implementation;
- Financial Stability for the sector stemming from the Ministry of Colleges and Universities (MCU) February 26 announcement, student letter of attestation allocations, and Strategic Mandate Agreement (SMA4) discussions;
- Approval of the 2024-25 Colleges Ontario Operating Budget;
- Higher Education Summit Debrief & Feedback;
- Update on planning and approach for sector participation at the 2024 Association of Municipalities of Ontario (AMO) Conference; and
- Memorandum of Understanding with the Ontario Colleges Application Service (OCAS) regarding implementation of the Provincial Student Experience Survey.

For Algonquin College to deliver on its Mission and Vision we have two Strategic Directions and six Foundational Themes, focused on three goals. These commitments guide our strategic priorities and budget process.

STRATEGIC DIRECTION

Reporting Timeframe: January 2, 2024 to March 4, 2024

LEARNER DRIVEN

Goal 1: Provide Flexible, Personalized, And Lifelong Learner Experiences

Summary Report from:	Activity
Academic Services	<ul style="list-style-type: none"> • On February 20, 2024, the Bachelor of Early Learning and Community Development (Honours) degree was approved by the College of Early Childhood Educators (CECE) as meeting the approval of education programs policy for a period of five years (2024 – 2028). This means graduates of this degree will continue to be eligible to be registered with the College of Early Childhood Educators (RECE status). • Through the Canadian Colleges for Resilient Recovery (C2R2) funded project “Quick Train Canada,” Business Development was able to develop and deliver six new microcredentials in the area of sustainability and green economy. The courses were offered as virtual instructor-led sessions with industry experts, and learners were able to attend at no cost. Through this initiative, Business Development was also able to provide funding to the School of Advanced Technology to develop two courses around electric vehicles and purchase courseware from other Canadian colleges that will be offered in the Corporate Training portfolio. • Experiential Learning through Peer-To-Peer Tax Clinic: From March 13 to April 4, Financial Services students, under the supervision of dedicated faculty, offered Algonquin College students free insight and knowledge on various tax-related topics, including tax obligations, residency status, and available exemptions that could significantly benefit tax returns. • A total of 50 Culinary students were on site to support top chefs during the 2024 Canadian Culinary Championships. The activity was featured in the School’s latest sponsored article in the Ottawa Business Journal (OBJ) –Click here to view.
Advancement and Strategy	<ul style="list-style-type: none"> • Philanthropic donations totalling over \$2.5 million were confirmed, and communication initiatives and gift announcement events are planned for five donors to demonstrate the impact of donor support and inspire future contributions.

	<ul style="list-style-type: none"> In recognition of International Women's Day, the College hosted its first dedicated fundraising campaign to highlight the diverse and impactful roles of women at Algonquin College and in the broader community. Donors were encouraged to support fundraising effort for women students and promote a culture of inclusion and empowerment.
Communications Events and External Relations	<ul style="list-style-type: none"> Algonquin College has been working with Colleges and Institutes Canada, Colleges Ontario, the City of Ottawa, local Members of Parliament and local Members of Provincial Parliament, following the announcement made by Immigration, Refugees and Citizenship Canada on January 22, 2024. Algonquin College hosted Minister Randy Boissonnault on February 29, 2024, for a Federal announcement for an additional \$6 million to Inspire for their Building Brighter Futures: Bursaries, Scholarships and Awards program. In January and February, the College Events Team lead 41 in-person, virtual and hybrid workshops for students, focused on a variety of interests.
Human Resources	<p><u>Learning and Development</u></p> <ul style="list-style-type: none"> Collaborated with Information Technology Services and developed self-directed employee training for the College adopted chat-based generative artificial intelligence tool, Microsoft Copilot.
Student Services	<ul style="list-style-type: none"> For the period of January 2, 2024, to March 4, 2024, there were a total of 11,081 Ontario Student Assistance Program applicants receiving close to \$109.6 million, 52% of which was given as grants. These figures represent increases of 3.9% in the number of applicants and 4.4% in the amount of funding compared with this same period last year. The proportion of funding issued as grants has declined since last year as programming returned to pre-pandemic levels. Standard program delivery schedule(s) were added to Availability and Schedule tab of each program page in January 2024. This new feature will help learners understand when their courses, breaks, co-ops and full-term placements will take place based on the intake they are interested in (for prospects) or when they enrolled (for students). On January 8, 60% of Level One learners (2,757 students) registered for Winter AC Day One with an additional 523 upper-level students, a 14% increase year-over-year for Level One. Attending students joined different activities and programming with the goal to enhance their experience while at Algonquin College by connecting them socially and building awareness of the services and supports they can access.
<p>PEOPLE Goal 2: Empower Our People to Foster a High-Quality, Innovative, Learner-Driven Culture Goal 3: Create an Equitable, Diverse, and Inclusive Work Environment</p>	
Summary Report from:	Activity:
Academic Services	<ul style="list-style-type: none"> Place-based learning activity at the Mādahòkì Farm held on February 29, 2024 included twenty faculty members from across the College learning about Inuit Relocations and Métis finger-weaving.

	<ul style="list-style-type: none"> • Generative Artificial Intelligence Task Force launched at the end of January with the mandate to identify recommendations to the Senior Vice-President Academic and Deans by the end of April 2024. • On both January 22nd and January 29th, 2024, the International Education Centre hosted a Korean Delegation through KMA, a non-profit institution driven by private citizens, specializing in education and management consulting. The delegation, known as "The College Innovation Support Project," comprised 60 Directors and Professors from 32 Colleges & Universities in Korea. The International Education Centre highlighted the Career and Co-op Programs while offering an immersive tour of the Algonquin College campus. Notably, the opportunity was leveraged to provide a glimpse into the upcoming short-term summer programs. • The Co-op and Career Centre hosted a sold-out 2024 Career Networking Fair welcoming 81 organizations to the Ottawa campus on February 13, 2024. Hosted for the first time in the DARE district, the event location was a welcomed change for employer partners. The event had 2,200 students and graduates pre-registered for the event, up 500 registrants from 2023.
<p>Communications Events and External Relations</p>	<ul style="list-style-type: none"> • Algonquin College played host as the first location in Ottawa to “Light the Capital Red” by illuminating the Jack Doyle Athletic and Recreation Centre’s pedestrian bridge as part of the University of Ottawa Heart Institute Foundation’s annual awareness campaign for Heart Month. • On February 28, 2024, 230 employees from each campus came together to attend AC Engage, a two-hour employee engagement event. Employees participated in a scavenger hunt, Algonquin College trivia, and generated 15 pounds of aluminum pop tabs donated to March of Dimes.
<p>Human Resources</p>	<ul style="list-style-type: none"> • Provided course design, course scheduling, Learning Management System guidance and overall advice for the delivery of 33 employee learning and development sessions to 875 registrants. These sessions were offered in collaboration with the Centre for Accessible Learning, Finance, Human Resources and Learning & Teaching Services. • Psychological Health and Safety and Employee Well-being was supported through the delivery of Wellness Webinar, “The Five Bucket Principles” facilitated by TELUS Health and the College hosted its fifth annual Blue Monday event “Success is a Laughing Matter” with keynote speaker Jennifer Grant. Over 347 employees registered for the event. • Delivery of training during Black History Month (February 15) which included keynote presentations from Dr. Antija Allen and Justin Stewart, as well as a workshop focused on the potential ramifications of racial disparities on social belonging and mental health. Topics included racial trauma, tokenism, code switching, and imposter syndrome.
<p>Student Services</p>	<ul style="list-style-type: none"> • AC Explore, an event to offer Ottawa campus tours targeted to existing leads and applicants, took place on January 20, 2024. A total of 440 unique individuals registered for this event exceeding the target of 400. This was a new targeted twist for the January recruitment push and therefore a comparison to a prior year is not available.

	<ul style="list-style-type: none"> • Student Support Services was successful in receiving Mental Health funding from the Ministry of Colleges and Universities in the amount of \$472,625 over two years. These funds will be spent on student psychiatry appointments (290 per year), clinical supervision, knowledge exchanges, a speaker series, specialist training for Health Services clinicians, training on trans related issues and a marketing campaign.
<p>STUDENT & EMPLOYEE SUCCESSES:</p>	<p>Activity</p>
<p>Academic Services</p>	<ul style="list-style-type: none"> • Jayde Medland from the Interactive Media Design program has been chosen as a recipient of the 2023 Co-op Student Award of Excellence. Jayde also won Experiential & Work-Integrated Learning Ontario (EWO) Co-op Student of the Year (provincial award) and Co-operative Education and Work-Integrated Learning Canada (CEWIL) Co-op Student of the Year (national award). • Paramedic student Emma Vidad was recognized for her professionalism, dedication and compassion during a complicated call while performing her duties in preceptorship. The family of a patient sent a letter to the Ottawa Paramedic Services in recognition of their gratitude for the life-saving measures Emma and her team performed during the call. • Philip Dawe, Director of Applied Research, was invited to be a member of the Natural Sciences and Engineering Research Council of Canada (NSERC), Technology Access Center Proposal Review Committee. • Dr Ahmad Teymouri and Dr Nadim Abboud’s, proposal to EurOMA 2024 was accepted and their paper, <i>Application of Capacitated Vehicle Routing with Time Windows in Regional Postal Networks</i> will be included at this European Operations Management Conference in June 2024. • Dr. Carol Ann Samhaber published two new textbooks <i>Labour Relations</i> (Sixth Edition) and <i>Strategic Compensation: A Human Resources Management Approach</i> both through Pearson Canada. • Every single student of the Graduating Dental Hygiene program who wrote the National Dental Hygiene Certification Exam in January 2024 passed! Algonquin writers scored above the national average in every subject category.
<p>Advancement and Strategy</p>	<ul style="list-style-type: none"> • Della Siemens, Alumni Relations Officer, moderated a session for “Get Hired! Miniseries for New Grads - Alumni Career Chat” on January 24, 2024, that included three alumni panelists. The event was hosted in collaboration with the Coop and Career Centre. • Advancement and Strategy team welcomed a Public Relations student to the team as part of their program placement. Annette Pun, a mature international student from Hong Kong, supported alumni research, strategic planning and fundraising projects during her 10-week placement.

<p>Communications Events and External Relations</p>	<ul style="list-style-type: none"> • A President’s Star Award was presented to Jennifer Thurston, Workforce Planning Analyst, in recognition for her work as Manager of Enrolment Services.
<p>Human Resources</p>	<ul style="list-style-type: none"> • Algonquin College leaders were invited to participate in Robust Listening for Leaders on February 29 which focused on Inclusion, Diversity, Equity & Accessibility fundamentals, inclusive language, privilege and allyship, and unconscious bias.
<p>Student Services</p>	<ul style="list-style-type: none"> • Registrar’s Office Team Day was held on February 27, 2024. The theme was “Embracing Diversity within our Teams and our Students”. Presentations were provided from Anita Tenasco, Director, Indigenous Initiatives, as well as the Students’ Association on the International Student Experience. Nine Registrar’s Office Employees also shared their own unique experiences in a cultural showcase. • Three representatives from Health Services participated in a survey and focus group designed to provide the Ontario Ministry of Health with a better understanding of how college and university health care centres contribute to Ontario’s health care network. This project was facilitated by the Ontario University College Health Association.

8.4

2023-24 BOG Workplan							
LEGEND: D - Discussion I - Information Item P - Presentation V - Verbal	Total Meeting Time		MEETING DATES				
ROLE OF THE BOARD OF GOVERNORS	120		23-Oct-2023	11-Dec-2023	26-Feb-2024	22-Apr-2024	3-Jun-2024
STRATEGIC DIRECTION SETTING - The Board develops and adopts a strategic plan consistent with its mission, vision and values, and enables the organization to realize its mission. The Board oversees major decisions, monitors progress on implementation of strategic directions and approves annual business plans. The Board annually reviews the Strategic Plan as part of the regular planning cycle.	RESPONSIBLE AREA/PERSON	Remaining Time >>	40.0	-5.0	-10.0	15.0	-5.0
Time Required							
2024-25 Budget Assumptions, Three-Year Pro Forma, First Draft Concepts of the 2024-26 Business Plan	VP Finance & VP Advancement	30		P			
Approval of the 2024-26 Business Plan & 2024-25 Annual Budget	M. Savenkoff, D. McNair	60			P		
Major Capital Projects, Endowment Fund and Operating Fund Investment Reports, etc. (Included in ARM Report to BOG, see row 50)	VP Finance	0	I	I	I		I
New/Suspended and Cancelled Academic Programs (Included in ASAC report to BOG, see row 45)	Chair ASAC & SVP Academic	0					
Campus Tours for BOG (Before each Board meeting) will commence once the College is back to regular operations	President						
Executive compensation	President	0			I	I	
Five- Year Capital Investment Plan	VP Finance & CFO	15		P			
Student Satisfaction and Engagement Report (Included in ASAC Report, see row 45)	SVP Academic	10					I
Learner-Driven Plan Implementation Update (Paused During COVID-19) C. Janzen to confirm pause	SVP Academic	20				P	
People Update (Information item only October & June meetings) <i>Defer to June meeting</i>	VP HR	0					I
Employee Engagement Update (Information item for October meeting) <i>not presented in Oct. Possible Apr or June</i>	VP HR	0					
Public College Private Partnership - Update (<i>Defer to April Board Meeting</i>)	SVP Academic	20				P	
R3 Project (Rethink, Redesign, Reimagine) Update	VP Student Services, R3 Project Leads	10			P	P (Tentative In-Camera)	P (In-Camera)
Academic Plan	SVP Academic, Associate VP ELI	0					I
OVERSIGHT OF THE PRESIDENT – The Board selects and supervises the President, including developing and approving the job description, recruiting and selecting the President, reviewing and approving annual performance goals, evaluating performance and determining compensation and ensuring a succession plan is in place.							
Board Oversight of the President's performance (IN Camera & Meeting Without Management)	President, Board Chair	10	D	D	D	D	D
PERFORMANCE MONITORING – The Board ensures that management has identified appropriate measures of performance, and has plans in place to address variances from expected/planned performance.							
Annual Report 2023-24 and progress against Strategic Plan 2022-25	Director Strategy	10					P
Quarterly 2023-24 Business Plan Update (for information)	VP Advancement	0	I	I	I		see row 24
Fourth Quarter 2023-24 Business Plan performance	VP Advancement	10					P
Program Advisory Committee's Annual Report (included in ASAC Report row 50)	SVP Academic	0		I			
2023-24 Sexual Assault/Sexual Violence Annual Report (Approval is not required at any board level it needs to be presented for compliance item ASAC Report)	VP Student Services	0					Via ASAC report

FINANCIAL OVERSIGHT – The Board is responsible for stewardship of financial resources, approves policies for financial planning, approves the annual operating and capital budgets, monitors financial performance against budget and compliance against investment policies, ensures the accuracy of financial information and approves the annual audited financial statements and ensures management has put into place measures that ensure the integrity of internal controls.			<u>23-Oct-2023</u>	<u>11-Dec-2023</u>	<u>26-Feb-2024</u>	<u>22-Apr-2024</u>	<u>3-Jun-2024</u>
2024-25 Schedule of Tuition and Ancillary Fees	VP Student Services, Registrar	20		P			
Science Labs Wing Major Capital Project Investment Case	VP Finance, ED Facilities	20					P
TENTATIVE: Major Capital Project: P & V Buildings: Improved Heating, Ventilation and Air Conditioning Systems (HVAC)	VP Finance, ED Facilities	15					P
Master Campus Development Plan 2025-35 Framework -	VP Finance, ED Facilities	20			P		I
College Accessibility Major Capital Project - Annual Budget Request - Approval	VP Finance, ED Facilities	15		P			
Major Capital Project: Residences Building: Improved Heating, Ventilation and Air Conditioning Systems (HVAC)	VP Finance, ED Facilities	15	P				
Banking Officers' resolution (AGM agenda) if new officers are to be added, present at next meeting	VP Finance	5					V
Colleges of Applied Arts & technology (CAAT) Retirement Compensation Annual Report to Sponsors (emailed to Governors)	President	0					I
Quarterly 2023-24 Financial Projection (Note: Q2 always requires Board Approval)	VP Finance	10	P	P	P		
Fourth Quarter Financial Report	VP Finance	10					P
Appointment of auditors (AGM agenda)	VP Finance	5					V
Draft Audited Financial Statements (AGM agenda)	VP Finance	20					P
Update on the 2024-25 Annual Budget	VP Finance	20				P	
RISK IDENTIFICATION AND OVERSIGHT – The Board oversees management's risks program, and identifies unusual risks in the organization and ensures plans are in place to manage and prevent such risks.							
Freedom of Information Annual Report	VP Finance	0					I
2024 Risk Appetite Statements	VP Finance	10				P	
STAKEHOLDER COMMUNICATION AND ACCOUNTABILITY – The Board ensures the organization appropriately contributes to strong stakeholder relationships, and advocates on behalf of College stakeholders in support of the							
Board Management Summary Report (Information published in YourAC are not to be included in this Report)	Algonquin College Executive Team	0	I	I	I	I	I
Celebrating Student Success - Changemaker Awards	SVP Academic, EA SVP Academic	10	P	P	P	P	P
GOVERNANCE – The Board is responsible for the quality of its own governance, establishes by-laws and governance policies to facilitate the performance of the Board's role and performance.							
Review and adoption of the Governors' Code of Ethical Conduct (Discussed at Fall Board Retreat)	Board Chair	0					
Board Generative Discussion - Session to be held as required (separate meeting)	Board Chair	0					
Board Committee reports (Academic & Student Affairs; Audit & Risk Management; Governance)	SEA Board of Governors	30	V	V	V	V	V
Appointment of new Governors for 2024-25	Board Chair	5					V
Board Officer; Committee Appointments; BGI-01 Report Card; Governor Reappointments (Included in Governance Committee Report, see row 50)	Chair Governance	0				I	
BOG Officer & Committee Memberships (AGM agenda)	Chair Governance	0					V
2023-24 Board of Governors Evaluation Results (Included in Governance Committee Report to the Board, see row 50)	Chair Governance	0					I
Approval of previous year AGM Minutes	Board Chair	5					V
LEGAL COMPLIANCE – The Board ensures that appropriate processes are in place to effect compliance with legal requirements.							
Confirmation of mandatory Government remittances (hand out to Board members at the meeting)	VP Finance	0	I	I	I		I
Attestation of Section 28 Process (Memo to Minister, Colleges and Universities from Board Chair)	VP Finance	0					I



REMITTANCE DECLARATION

The Financial Officers of the Corporation confirm that, as of March 19, 2024, in accordance with all Canada Revenue Agency and other various authorities' requirements and specified deadlines, the College has:

- (a) Made all applicable source deductions and remittances including the Employer Health Tax, Canada Pension Plan, Employment Insurance and Federal Income Tax; and,
- (b) All employee and employer benefit contributions have been remitted as required including Colleges of Applied Arts and Technology (CAAT) Pension Plan; and,
- (c) All salary and wages have been paid to employees as required; and,
- (d) The Harmonized Services Tax (HST) has been remitted, as required.

A handwritten signature in black ink, appearing to read "Grant Perry".

Grant Perry
Chief Financial Officer
Algonquin College

A handwritten signature in black ink, appearing to read "Duane McNair".

Duane McNair
Vice President, Finance and Administration
Algonquin College