

**Mission:** *To transform hopes and dreams into lifelong success.*

**Vision:** *To be a global leader in personalized, digitally connected, experiential learning.*

**Values:** *Caring, Learning, Integrity, Respect*

**APPROVED**

**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.

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| **Present:** | **Algonquin College Executive Team:**  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  **Presenters/Guests:**  Grant Perry, Chief Financial Officer  Krista Pearson, R3 Business Lead  Lois Pollock, R3 Business Lead  Ryan Southwood, Executive Director, Facilities Management  **External Guests:**  Vikas Bhardwaj, Associate Partner Gartner Consulting  Curtis Sawyer, Senior Director, Gartner Consulting  Paul McConville, Chief Executive Officer, Thesis Student Management  **Changemaker Awards Presenters:**  Paula Benbow, Chair Allied Health, School of Health Studies  **Students:**  Tuli Chakma  Zeel Patel  Priya Retna Kumari  Sule Hamamcioglu  Lisa McLeod |
| 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  **Regrets:**  Michele Bellows  Rodney Wilson  Shaun Denis  **Recorder:**  Victoria Tiqui-Sanford, Senior Executive Assistant, Board of Governors  Wendy Eastwood, Executive Support Clerk, Board of Governors |

**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.

1. **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.

1. **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.

1. **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.**

1. **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.

1. **BUSINESS ARISING FROM THE MINUTES**

There is no Business arising from the minutes.

1. **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.**

1. **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.**

1. **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.

1. **UPCOMING EVENTS**

Board Chair McCracken informed members of upcoming events for information.

1. **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.

1. **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 McDonell, 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 Analys

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