

**APPROVED**

**BOARD OF GOVERNORS MEETING MINUTES**

MINUTES OF THE MEETING NUMBER FIVE HUNDRED AND FORTY-SEVEN OF THE BOARD OF GOVERNORS OF ALGONQUIN COLLEGE, HELD ON MONDAY, DECEMBER 8, 2025 AT 4:00 PM AT THE OTTAWA CAMPUS, C-BUILDING, NAWAPON, ROOM C100

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| <p><b><u>Present:</u></b><br/> <b>Rodney Wilson, Board Chair</b><br/>         Claude Brulé, President &amp; CEO<br/>         Bharat Rudra<br/>         Gabrielle Berard<br/>         Jean-Charles Fahmy<br/>         John James (virtual)<br/>         Julia Fortey<br/>         Madelaine Thurston<br/>         Mehdi Zahed<br/>         Richard Goodyear<br/>         Shaun Denis (virtual)<br/>         Tanya Buckle, Board Vice Chair<br/>         Tony Pollard</p> <p><b><u>Regrets:</u></b><br/>         Heather Simpson<br/>         Kevin Ishimwe<br/>         Tania Dube</p> <p><b><u>Recorder:</u></b><br/>         Victoria Tiqui-Sanford, Senior Executive Assistant, Board of Governors</p> | <p><b><u>Algonquin College Executive Team:</u></b><br/>         Grant Perry, Vice President, Finance &amp; Administration<br/>         Julie Beauchamp, Senior Vice President, Academic<br/>         Kin Choi, Vice President, Human Resources<br/>         Krista Pearson, Vice President, Student Services<br/>         Mark Savenkoff, Vice President, Advancement &amp; Strategy<br/>         Tracy McDougall, Director, Communications &amp; President’s Office</p> <p><b><u>Presenters/Guests:</u></b><br/>         Emily Woods, Chief Financial Officer<br/>         Ryan Southwood, Executive Director, Facilities Management<br/>         Krista Marsden, Registrar</p> <p><b><u>Student Changemaker Award</u></b><br/>         Jane Trakalo, Dean, School of Wellness, Public Safety and Community Studies<br/>         Dominique Germain, Academic Chair, Police and Public Safety Institute</p> <p><b><u>Students:</u></b><br/>         Taylor Carnegie, Emily Lefebvre, Markus Ptak, Haileigh Dyke, Alyssa McCoshen, Brianna Jacques</p> |
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**WELCOME REMARKS**

Governor Wilson, Board Chair, called the meeting to order at 4:00 p.m., extending a warm welcome to both members in attendance and observers online. He began with a land acknowledgement and extended a warm welcome to the newly appointed board member Jean-Charles Fahmy.

**1. CONSTITUTION OF THE MEETING & APPROVAL OF THE AGENDA**

Governor Wilson constituted the meeting at 4:02 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: R. Wilson & T. Buckley**

**THAT** the Board of Governors approves the meeting agenda December 8, 2025.

**CARRIED.**

## **2. CELEBRATING STUDENT SUCCESS – CHANGEMAKER AWARD**

### **2.1 24 Hours of Homelessness, Community Justice Services Program**

J. Beauchamp, Senior Vice President, Academic, provided a brief overview and welcomed Community Justice Services (CJS) students Taylor Carnegie, Haileigh Dyke, Bree Jacques, Emily Lefebvre, Alyssa McCoshen, and Markus Ptak, who were present to deliver a presentation on the 24 Hours of Homelessness initiative.

The student-led initiative, held from Oct. 17–18, raised awareness and funds for Operation Come Home and youth homelessness in Ottawa. Participants spent 24 hours on the street to better understand the lived experiences of homelessness, raising \$4,291 this year and more than \$65,000 over the initiative’s 14-year history.

Two-thirds of the funds were designated to support Operation Come Home, with the remaining funds contributing to a CJS bursary for students facing financial insecurity. Students emphasized that youth homelessness was driven by systemic factors rather than choice and highlighted the importance of prevention, youth-focused supports, and community partnerships to help achieve the City of Ottawa’s goal of ending youth homelessness by 2030.

Jane Trakalo, Dean, School of Wellness, Public Safety and Community Studies and Dominique Germain, Academic Chair, Police and Public Safety Institute were in attendance in support of this initiative.

Governor Wilson and President Brulé extended their sincere congratulations to the students for their hard work and was presented with the Changemaker Award certificate.

## **3. DECLARATION OF CONFLICT OF INTEREST**

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

## **4. APPROVAL OF PREVIOUS MEETING MINUTES AND THE CONSENT AGENDA**

### **4.1 Minutes of the Board of Governors’ meeting of October 27, 2025**

Approval of the Board of Governors meeting minutes of October 27, 2025.

#### **RESOLUTION**

**MOVED & SECONDED: R. Wilson & A. Pollard**

**THAT** the Board of Governors approves the meeting minutes of October 27, 2025.

**CARRIED.**

## **5. COMMITTEE REPORTS**

### **5.1 Board Executive Committee Report (verbal)**

Governor Wilson provided members with a verbal report of agenda items discussed at the December 2, 2025 Board Executive Committee meeting. Members accepted this report for information.

## **5.2 Academic & Student Affairs Committee Report**

Governor Berard, Chair, Academic and Student Affairs Committee, provided an overview of the agenda items discussed at the November 3, 2025 Committee meeting. Members accepted this report for information.

Board of Governors approval was requested for the following agenda item:

### **5.2.1 New Program Proposal: Military Defence and Security Ontario College Certificate**

J. Beauchamp responded to Governor Mehdi's question regarding the quality control process when a third party entity is involved.

#### **RESOLUTION**

**MOVED & SECONDED: G. Berard & T. Buckley**

**THAT** the Board of Governors approves the proposed Military Defence and Security Ontario College Certificate effective Fall 2026.

**CARRIED.**

## **5.3 Audit & Risk Management Committee Report**

Governor Buckley, Chair, Audit and Risk Management Committee provided an overview of the agenda items discussed at the November 18, 2025 Committee meeting. Members accepted this report for information.

## **5.4 Governance Committee Report**

Governor Pollard, Vice Chair of the Governance Committee, speaking on behalf of Committee Chair Governor Simpson, provided an overview of the agenda items discussed at the November 20, 2025 Committee meeting. Members accepted this report for information.

Board of Governors approvals were requested for the following agenda items:

### **Audit and Risk Management Committee Terms of Reference - Amended**

#### **RESOLUTION**

**MOVED & SECONDED: A. Pollard & G. Berard**

**THAT** the Board of Governors approves the Audit and Risk Management Committee Terms of Reference, as amended.

**CARRIED.**

### **BG II-01 Programs of Instructions - Amended**

#### **RESOLUTION**

**MOVED & SECONDED: A. Pollard & R. Goodyear**

**THAT** the Board of Governors approves Board Policy BG II-01 Programs of Instruction, as amended.

**CARRIED.**

### **BGII-03 Investment Policy for College Endowment Funds – Amended and**

### **BGII-04 Investment Policy for College Operating Fund (no changes)**

#### **RESOLUTION**

**MOVED & SECONDED: A. Pollard & G. Berard**

**THAT** the Board of Governors approves the Investment Policy for College Endowment Funds, as amended, and

**THAT** the Board of Governors accepts the Investment Policy for College Operating Funds with no changes.

**CARRIED.**

## **6. BUSINESS ARISING FROM THE MINUTES**

There was no business arising from the minutes.

## **7. NEW BUSINESS & DECISION ITEMS**

### **7.1 2026-27 Schedule of Tuition and Ancillary Fees (Approval)**

Krista Pearson, Vice President, Student Services provided members with a brief overview and introduced presenter Krista Marsden, Registrar. The proposed 2026-27 Tuition and Fees Schedules apply to the academic year beginning September 1, 2026 and ending August 31, 2027. There is no tuition increase for domestic students. The average domestic tuition rate will remain at \$1,361.29 per term in 2026-27. Province-wide, the standard tuition rate would remain within approximately \$75.00 per term, which it has been since the tuition freeze and 10% reduction in 2019-20. International tuition fees are comprised of the domestic tuition rate plus an international “premium” fee. On the recommendation of the International Education Centre based on competitive market review, the following is proposed:

- No change to international premium in high demand programs.
- Five percent increase to the international premium in all other programs that are eligible for post-graduation work permits.
- No change in the international premium to all other programs that are not eligible for post-graduation work permits.

With respect to compulsory ancillary fees, an annual increase of up to 20% is permitted each year. For 2026–27, a proposed increase of \$110.90—equivalent to 5.6%—would raise fees from \$1,984.07 to \$2,094.97 per academic year (two terms), remaining well below the allowable limit while preserving competitive value.

## **RESOLUTION**

### **MOVED & SECONDED: R. Wilson & J. C. Fahmy**

**THAT** the Board of Governors approves the proposed 2026-27 Schedule of Tuition and Ancillary Fees as presented.

**CARRIED.**

### **7.2 Second Quarter 2025-26 Financial Projection (Approval)**

G. Perry, Vice President, Finance and Administration provided a brief overview and introduced E. Woods, Chief Financial Officer. E. Woods presented the College’s Second Quarter 2025–26 Financial Projections, including enrolment trends, revenue and expense variances, deficit status, mitigation strategies, and long-term planning considerations. Overall enrolment increased by 0.5% relative to the approved budget. Domestic enrolment rose by 2.6% compared to the previous year, while international enrolment was slightly above budget by 1.3% but remained 39.7% below last year’s levels. Reductions in salary and benefit costs were achieved through lower teaching costs, mitigation measures, and salary cost avoidance from a five-week support staff strike, partially offset by increased instructional supply and mental health support spending. The College projects a \$28 million deficit on a modified cash flow basis and a \$14 million deficit under public sector accounting standards. By the

end of the second quarter, planned expenditures from reserves were reduced by \$6 million, to a total of \$35 million.

Overall, the College is committed to achieving financial sustainability, and work is ongoing to identify further strategies to address the deficits projected in future years. The second quarter results are encouraging and provide indications that the mitigation strategies are being implemented and moving the college towards greater financial sustainability.

A question from a member was answered.

#### **RESOLUTION**

**MOVED & SECONDED: B. Rudra & T. Buckley**

**THAT** the Board of Governors approves the Second Quarter 2025-26 Financial Projection for submission to the Ministry of Colleges, Universities, Research Excellence and Security.

**CARRIED.**

#### **7.3 2026-27 Budget Timeline Update (Approval)**

G. Perry informed members that the Audit and Risk Management Committee endorsed the 2026–27 Budget Timeline Update and recommended that the Board approve the revised timeline for the preparation and presentation of the 2026–27 draft annual budget. The approval would also authorize the College to operate without an approved budget from April 1 to June 1, 2026. During this period, non-essential expenditures will remain restricted, with only major capital projects already in progress proceeding, until the 2026–27 annual budget is presented to and approved by the Board of Governors at the June 1, 2026 meeting.

The revised timeline reflected both the significant financial pressures facing the College and delays in budget development caused by the five-week work stoppage strike in the Fall. It would also allow for the incorporation of more accurate information on mitigation measures and enrolment before presenting the 2026–27 budget. An updated summary of budget assumptions, along with updated information and a preview of the proposed 2026–27 budget, is scheduled to be presented at the April 20, 2026, Board meeting.

A question from a member was answered.

#### **RESOLUTION**

**MOVED & SECONDED: A. Pollard & M. Thurston**

**THAT** the Board of Governors approve the revised timeline for the preparation and presentation of the 2026-27 Draft Annual Budget and allows the College to operate without an approved budget in place from April 1, 2026, to June 1, 2026.

**CARRIED.**

#### **7.4 Major Capital Project - Paramedicine Program Implementation and Capital Equipment Acquisition (Approval)**

G. Perry provided a brief overview and introduced the presenter, R. Southwood, Executive Director, Facilities Management. R. Southwood presented the investment case for a new Paramedicine Lab, outlining the project status, financial structure, grant funding, equipment procurement, and anticipated enrolment growth. He reported that the Paramedicine program is transitioning from a two-year diploma to a three-year bachelor's degree, requiring additional dedicated lab space.

Renovations and base-building work have been completed, with equipment installation targeted for fall 2026 to support double cohorts and long-term enrolment growth.

An application was submitted to the Competitive College Equipment Renewal Fund, a Ministry of Colleges, Universities, Research Excellence and Security (MCURES) program that provides up to \$1 million in matching funding primarily for equipment investments. The total project costs is estimated at \$2.733 million. The College's share would be covered by reserves, and both the grant and College funds must be spent within one year of the agreement's signature.

D. Germain, Academic Chair, Police & Public Safety Institute was in attendance to answer questions Governors may have.

Questions from members were answered.

## **RESOLUTION**

**MOVED & SECONDED: T. Buckley & J. James**

**THAT** the Board of Governors approval of an investment of up to \$2,733,000 to implement the infrastructure and equipment required for the Paramedicine Labs over fiscal years 2024-25 to 2026-27. The sources of funds for these investments are Algonquin College reserves and Provincial Government grants.

**CARRIED.**

## **8. REPORTS**

### **8.1 Second Quarter 2025-26 Business Plan Performance Update**

M. Savenkoff, Vice President of Advancement and Strategy, delivered a verbal update on the Second Quarter 2025–26 Business Plan performance. The Business Plan consists of ten major initiatives aligned with the three priorities in the College's strategic plan. Each initiative includes specific deliverables, for a total of 25 deliverables with defined deadlines that are actively monitored. At the end of the second quarter, six deliverables had been completed, nine were progressing toward completion, three had not yet started, and five were experiencing delays. A key success highlighted was the Science Labs Initiative, where occupancy has been achieved for new science labs supporting academic program delivery. This initiative reinforced the College's commitment to delivering industry-driven polytechnic education that supports employability and career growth. The enhanced research capacity of these labs will also enable the College to expand partnerships across the Ottawa area, with opportunities in areas such as genetic testing, urban farming, and culinary science, and the official public opening of the science labs is scheduled for early 2026. The College will continue to closely monitor initiatives that are delayed or at risk of missing milestones and will work with the leadership team to implement mitigation measures.

Members accepted the performance update for information.

## **9. ITEMS FOR INFORMATION**

### **9.1 Report from the Board Chair**

Members accepted the report from the Board Chair information.

### **9.2 Report from the President**

Members accepted the report from the President for information.

**9.3 Confirmation of Mandatory Government Remittances**

Members accepted the remittances for information.

**10. UPCOMING EVENTS**

Board Chair Wilson informed members of upcoming events for information.

**11. REGULAR MEETING ADJOURNMENT**

There being no further business, Governor Wilson moved the regular meeting to adjourn at 5:11 p.m.



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Rodney Wilson, Board Chair



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Victoria Tiqui-Sanford, Recorder