

Financial Sustainability Roadmap Governance Model

1. Context

The Financial Sustainability Roadmap ('Roadmap') endorsed by the Algonquin College Executive Team (ACET) on April 28, 2021 identified 22 priority initiatives to move the College toward financial sustainability in the long term.

The Roadmap lists the financial conditions that must be true in order to achieve financial sustainability. The primary conditions serve as leading indicators used to guide the College's annual budget development process and future financial pro forma. In addition to the primary conditions, secondary conditions will also be monitored.

Also included in the Roadmap is a small set of high-level financial sustainability health measures aligned under the four Capacity Pillars of the Integrated College Development Planning (ICDP) Framework, that directly contribute to financial sustainability. These measures have been selected to be tested for data quality and their impact on financial sustainability.

2. Governance Responsibilities

The Vice President, Finance and Administration serves as the Executive Sponsor and is accountable for the design, delivery, and reporting on the Financial Sustainability Roadmap. There will be regular monitoring of progress against targets. Ongoing monitoring will ensure achievement of expected benefits, appropriate support and resourcing of initiatives, and identify the need for assistance when corrective actions are required.

Each Roadmap Theme is the responsibility of an ACET member who will assign a Lead for each priority initiative in the Theme, and provide progress updates to the Executive Sponsor. The priority initiatives will be assessed for strategic value, learner value, and financial value along with delivery risk and business risk. Additional planning will define timelines and resource requirements for each initiative.

A representative for each of the four Capacity Pillars will identify available, accurate data to be collected to measure the financial sustainability health targets. Performance targets and benchmarks are tracked using a visual management dashboard developed in Power BI.

With support from the Finance Department, the College Budget Committee (CBC), will monitor the financial conditions and health measures on an ongoing basis, provide performance reporting to ACET, and develop plans to address root causes and provide countermeasures for any measure that experiences a trend deviating from tolerance levels.

3. Senior Management Reports

The Finance Department will report to the Algonquin College Executive Team (ACET) on the overall performance of the Financial Sustainability Roadmap, the performance of individual initiatives, and the financial conditions and health measures. The status reports will include the extent to which planned objectives have been achieved, budgeted resources used, set performance targets met and identified risks mitigated.

4. Responsibility Matrix

Activity	Accountable	Responsible	Consulted	Informed
Deploy a performance monitoring method that records targets; captures measurement; provides a succinct, all-around view of roadmap performance; and fits within the enterprise monitoring system.	ACET	CFO	CBC	ACET
Review health measures performance against agreed-upon targets and initiate necessary remedial action.	ACET	CFO (Finance), CDO (Technology) ED, FM (Space) D P&C (People)	CBC CTC ICDP	ACET
Maintain accurate, timely data in Power BI in support of the PowerBI visual dashboard for health measures.	CFO (Finance), CDO (Technology) ED, FM, (Space) D P&C (People)	Teams of the Accountable Leaders	ITS	VPFA VPHR
Measure initiative delivery, monitor contributions to financial sustainability, and initiate necessary remedial action.	Initiative Owner	Initiative Owner Dept.	VPFA	ACET ACLT
Periodically review overall Roadmap performance against targets, analyze the cause of any deviations, and initiate remedial action to address the underlying causes. At appropriate times, perform root cause analysis across deviations.	VPFA	Initiative Owners	CBC CTC ICDP	ACET ACLT
Develop and deliver senior management reports.	VPFA	CFO	Initiative Owners CFO (Finance), CDO (Technology) ED, FM (Space) D P&C (People)	ACET ACLT
Review the set of health measures to ensure appropriate measures are being tracked.	ACET	VPFA	CFO (Finance), CDO (Technology) ED, FM (Space) D P&C (People)	ACET ACLT

Acronyms: Algonquin College Executive Team (ACET), Algonquin College Leadership Team (ACLT), College Budget Committee (CBC), Chief Digital Officer (CDO), Chief Financial Offer (CFO), College Technology Committee (CTC), Director, People and Culture (D P&C), Executive Director, Facilities Management (ED, FM), Integrated College Development Planning (ICDP), Information Technology Services (ITS), Vice President, Finance and Administration (VPFA), Vice President, Human Resources (VPHR).

5. Roadmap Performance Indicators

The following indicators will be measured to demonstrate overall progress on the Roadmap.

- Number of Initiatives approved for resourcing and execution vs total initiatives
- Status of each initiative implementation through project phases
 - a. Initiating
 - b. Planning
 - c. Executing
 - d. Monitoring and Controlling
 - e. Closing
- Financial Health Measures actual vs target
- Primary Financial Conditions actual vs target
- Supporting Financial Conditions actual vs target
- Percent of Financial Sustainability Health Measures meet set targets
- Percent of Primary Financial Conditions meeting set targets
- Percent of Secondary Financial Conditions meeting set targets
- Time lag between the reporting of the deficiency and the action initiation.
- Number of cause-and-effect relationships identified and incorporated in monitoring.
- Amount of reduction in the number of outstanding metric performance deficiencies.
- Amount of satisfaction of ACET with the performance reporting.
- Amount of stakeholder satisfaction with the measuring process.
- Number of improvement actions driven by monitoring activities.