

**03.1**

**APPROVED**

**BOARD OF GOVERNORS MEETING MINUTES**

MINUTES OF THE MEETING NUMBER FIVE HUNDRED AND THIRTY FOUR OF THE BOARD OF GOVERNORS OF ALGONQUIN COLLEGE, HELD ON MONDAY, JUNE 5, 2023 AT 4:00 PM AT THE OTTAWA CAMPUS IN ROOM T102 AB OR BY ZOOM WEBINAR VIDEO/TELECONFERENCE.

<p><b><u>Present: - Update</u></b>                  Gail Beck, Board Chair                  Claude Brulé, President &amp; CEO                  Jamie McCracken, Board Vice Chair                  Anthony Pollard                  Audrey Claire Lawrence                  Cyan Shields                  Gabrielle Berard                  Jeff Darwin                  Laura Jarrell                  Rebecca Wakelin                  Shaun Denis                  Stephen Tudor                  Steve Barkhouse                  Valerie Sayah                  Gabrielle Berard</p> <p><b><u>Regrets:</u></b>                  Cyril McKelvie                  Ikram Zouari                  Rodney Wilson</p> <p><b><u>Recorder:</u></b>                  Victoria Tiqui-Sanford, Senior Executive Assistant, Board of Governors                  Wendy Eastwood, Executive Support Clerk, Board of Governors</p>	<p><b><u>Algonquin College Executive Team:</u></b>                  Chris Janzen, Senior Vice President, Academic                  Diane McCutcheon, Vice President, Human Resources                  Duane McNair, Vice President, Finance &amp; Administration                  Laura Stanbra, Vice President, Student Services                  Mark Savenkoff, Vice President, Advancement &amp; Strategy                  Tracy McDougall, Director, Communications &amp; President’s Office</p> <p><b><u>Presenters/Guests:</u></b>                  Michael Laviolette, Director, Risk Management                  Susan Mainse, Manager, Risk Management.</p> <p><b><u>Changemaker Awards Presenters:</u></b>                  Kristine Dawson, Associate Vice-President, Experiential Learning and Innovation                  Adesh Nilesh Shah, Principal Investigator, Applied Research                  Sherryl Fraser, Chair, Design Studies Faculty of Arts, Media and Design</p> <p><b><u>Students:</u></b>                  Evan Liko, Mobile Application Design and Development</p>
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**WELCOME REMARKS**

Governor Beck, Board Chair, welcomed members and observers to the meeting at 4:00 p.m.

**0. CELEBRATING STUDENT SUCCESS – Changemaker Award: *Smart Tenant Team***

Chris Janzen, Senior Vice President, Academic introduced A. Nilesh Shah, Principal Investigator, Applied Research to provide a brief overview and introduce student presenter E. Liko, Mobile

Application Design and Development program. The Smart Tenant team designed and developed a mobile application for Smart Living Properties that aimed to provide a seamless and intuitive experience for renters. The team conducted market research to understand the needs of renters and how they would interact with the app. Through their exceptional work, the project grew from an in-class research project to a potential long-term partnership with a leading Canadian rental company. The team's impeccable communication skills helped them win back-to-back finals in the College's Applied Research Showcase, making them the first in the College's history to do so. Additionally, the team received an honourable mention from Co-operative Education and Work Integrated Learning (CEWIL) for the Canada Co-op Student of the Year Award in 2022. The Smart Tenant app provides an opportunity for Smart Living Properties to support community engagement and relationship building for their tenants. The app aims to differentiate the business and provide economic benefits by connecting tenants with each other and the community around them. By fostering a sense of community and belonging, the app will enhance the overall renting experience and help renters feel more at home.

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

Governor Lawrence joined the meeting at 4:04 p.m.

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

Governor Beck, Chair Board of Governors, constituted the meeting at 4:11 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: S. Tudor & S. Barkhouse**

**THAT** the Board of Governors approves the meeting agenda of June 5, 2023.

**CARRIED.**

**2. DECLARATION OF CONFLICT OF INTEREST**

Governor Beck asked members to declare any conflicts of interest with items on the agenda. Governor McCracken declared a conflict of interest for agenda item 5.1 Sale of Surplus Property - Lotta Avenue was sold by the Ottawa Catholic District School Board when he was the Director of Education of the School Board.

**3. APPROVAL OF PREVIOUS MEETING MINUTES AND THE CONSENT AGENDA**

**3.1 Minutes of the Board of Governors' meeting of April 17, 2023**

Approval of the Board of Governors Meeting minutes of April 17, 2023.

**RESOLUTION**

**MOVED & SECONDED: A. Pollard & J. McCracken**

**THAT** the Board of Governors approves the meeting minutes of April 17, 2023.

**CARRIED.**

## **4. COMMITTEE REPORTS**

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

Governor Beck provided members with a verbal report of agenda items discussed at the May 25, 2023 Board Executive Committee meeting. Meeting highlights included:

- Board Members' Generative Discussions Opportunities;
- 2023 External Governors Recruitment - Final Update;
- 2023-24 Board Officer Position and Committee Memberships;
- 2023 Fall Board Retreat Planning (October 1, 2023);
- Board Policies and Directives (Approval at today's Meeting);
- 2022-23 President's Performance Review Process (will discussed In Camera);
- 2023 Spring Board Retreat Survey Results;
- Board Executive Committee Retreat Agenda– June 6, 2023; and
- June 5, 2023 Board Meeting & Annual General Meeting.

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

Members accepted the Academic & Student Affairs Committee Report for information. Governors McCracken and Lawrence moved and seconded the following consent agenda items:

Major Program Modification: Illustration and Concept Art, Ontario College Diploma

#### **RESOLUTION**

**THAT** the Board of Governors approve of a major program modification for Illustration and Concept Art, Ontario College Diploma program, effective Fall 2024.

**CARRIED.**

Major Program Modification: Green Architecture, Ontario College Graduate Certificate

#### **RESOLUTION**

**THAT** the Board of Governors approve of a proposed program title modification and associate curriculum changes for Green Architecture, Ontario College Graduate Certificate to Sustainable Design Architecture, effective Fall 2024.

**CARRIED.**

Program Proposal: Visual Development for Entertainment, Ontario College Graduate Certificate

#### **RESOLUTION**

**THAT** the Board of Governors approve of the Visual Development for Entertainment, Ontario College Graduate Certificate program, effective Fall 2024.

**CARRIED.**

Revision to the Approved 2023-24 Schedule of Tuition Fees for Three Programs based on a Ministry Approved Fee Anomaly Adjustment – Time Sensitive to Action Adjustments

#### **RESOLUTION**

**THAT** the Board of Governors approve of the proposed revision to the 2023-24 Tuition Fees for three programs based on tuition anomaly adjustments approved by the Ministry of Colleges and Universities on May 8, 2023.

**CARRIED.**

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

Governor McCracken chaired this section of the meeting and Governor Beck provided the Audit & Risk Management Committee Report on behalf of Governor Zouari who was not in attendance.

Members accepted the Audit & Risk Management Committee Report for information.

#### **4.4 Governance Committee Report**

Board of Governors approval was requested for the following:

##### **For Board of Governors Approvals:**

Appendix B: Draft BG II-02 Financial Management Policy Clean

##### **RESOLUTION**

**MOVED & SECONDED: S. Barkhouse & S. Tudor**

**THAT** the Board of Governors approve of BG II-02 Financial Management Policy at the June 5, 2023 Board of Governors Meeting as presented.

**CARRIED.**

Appendix D: BG II-06 Delegation of Contract Signing Authority Policy Clean

##### **RESOLUTION**

**MOVED & SECONDED: S. Barkhouse & V. Sayah**

**THAT** the Board of Governors approve of BG II-06 Delegation of Contract Signing Authority Policy at the June 5, 2023 Board of Governors Meeting as presented.

**CARRIED.**

Transmittal 2023-24 New External Governor Appointment

##### **RESOLUTION**

**MOVED & SECONDED: S. Barkhouse & S. Tudor**

**THAT** the Board of Governors approve the appointment of Brian Coburn, Michele Bellows, and Bharat Rudra to the Board of Governors for a three-year term of office, effective September 1, 2023.

**CARRIED.**

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

### **5.1 Sale of Surplus Property - Lotta Avenue**

R. Southwood, Executive Director, Facilities Management presented members with the details of the Sale of Surplus Property located on Lotta Avenue. The College request that the Board of Governors approve and direct the Facilities Management Department to proceed with the sale of land, which has been deemed by the Algonquin College Executive Team, to be surplus to the ongoing requirements of the College. This is a small parcel of land off Lotta Avenue abutting a residential area on the Eastern boundary of the Ottawa Campus. This parcel of land would be an attractive residential development site. This approval will provide Facilities Management the flexibility to negotiate on the open market with third parties, via a contracted real estate agent.

Questions from members were answered.

##### **RESOLUTION**

**MOVED & SECONDED: S. Tudor & J. Darwin**

**THAT** the Board of Governors approve the disposal of the surplus property located on Lotta Avenue, along the East border of the Ottawa Campus, in accordance with the Proceeds from Sale or Encumbrance of College Property Minister's Binding Policy Directive.

**CARRIED.**

## 6. NEW BUSINESS

### 6.1 2022-23 Draft Audited Financial Statements

G. Perry presented the 2022-23 Draft Audited Financial Statements. The Draft Audited Financial Statements of Algonquin College are prepared in the format required by the Ministry of Colleges and Universities that complies with financial reporting standards set by the Public Sector Accounting Board. The 2022-23 Financial Results highlights included:

- \$11.3 million surplus in 2022-23 (\$3.7 million deficit: 2021-22);
- Increasing international enrolment is supporting financial sustainability efforts;
- \$1.5 million in additional ministry funding for apprenticeship program enhancements;
- \$3 million increase in investment income from rising interest rates; and
- \$33.2 million invested in Strategic Investment Priorities Projects.

The net assets of the College have increased by \$10.8 million over the previous fiscal year, reflecting a \$10.8 million increase in capital assets, an increase of \$0.7 million to the vacation liability of the College, and \$0.6 million reduction in the value of the endowment fund. This was offset by a \$1.3 million increase in internally restricted assets.

Contributing to the overall earned surplus of \$11.3 million were several factors, including higher enrolment of international students (increase of 14% in year-over-year tuition revenue) and a \$4.7 million improvement in contribution margin from Campus Services. Coming out of the pandemic, the increased number of employees and students on campus led to improved results from residence and parking operations.

Questions from members were answered.

The following approval was requested at the Annual General Meeting following the Regular Meeting of the Board.

#### **RESOLUTION**

- a. **THAT** the Board of Governors approves the 2022-23 Draft Audited Financial Statements of Algonquin College (Appendix A: 2022-23 Draft Audited Financial Statements – Algonquin College),

**AND**

- b. **THAT** the Board of Governors approves the transfer of \$1,815,822 from unrestricted net assets to internally restricted net assets,

**AND**

- c. **THAT** the Board of Governors approves the transfer of \$1,250,627 from internally restricted net assets to unrestricted net assets due to the retroactive restating of fiscal 2021-22 financial results related to asset retirement obligations,

**AND**

- d. **THAT** the Board of Governors accepts for information, the 2022-23 Audited Financial Statements for 2364193 Ontario Inc. (Appendix B: 2022-23 Audited Financial Statements – 2364193 Ontario Inc.).

## **7. DECISION ITEMS AND REPORTS**

### **7.1 Fourth Quarter 2022-23 Financial Report**

G. Perry provided details of the fourth quarter report highlights:

1. Enrolment decreased by 12.6% over the approved annual budget;
2. Increase of \$8.4 million to the overall net contribution of the College was achieved for the fiscal year; and
3. Public College – Public Partnership resulted in an increase of 47.7% in enrolments not included in overall enrolments.

Internally Restricted Funds of \$11.0M at Fourth Quarter used to fund Strategic Investment Priorities & Operations

The Fourth Quarter 2022-23 Financial Report details an increase in net contribution of \$8.3 million above the 2022-23 Approved Annual Budget of \$3.0 million, for a total net contribution of \$11.3 million for the fiscal year.

Members accepted this report for information.

### **7.2 Fourth Quarter 2022-23 Business Plan Performance Update**

S. Gonsalves, Director, Strategy and Planning, Advancement and Strategy informed members that there is a total of 29 targeted actions for 2022-23. Overall, significant progress was made on all nine initiatives this year. With the exception of the initiatives focused on Indigenization, the bulk of the work has been completed on all of the initiatives, with some work continuing into the first half of 2023-24. Twenty (20) of the 29 (69%) targeted actions identified in the 2022-23 Business Plan have been fully completed. There are nine (31%) of the targeted actions within four initiatives, that were not fully completed by fiscal year-end. The Business Plan Scorecard reports six of the eight targets were achieved or exceeded, and three measures (Graduation Rate, Employee Engagement and Departmental Support for Diversity) are not available at the time of reporting.

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

### **7.3 2022-23 Annual Report and Progress against Strategic Plan 2022-25**

S. Gonsales presented the 2022-23 Annual Report and Progress against the 2022-25 Strategic Plan. This year, the College launched a new Strategic Plan with the theme of Becoming Again with a continued focus on being learner-driven while recognizing the importance of its people. As such, the Annual Report is anchored around the three primary strategic goals: Exceptional Learner Experiences, Empowered People, and Inclusive Work Environment.

The 2022-23 Annual Report highlights provides some of the College's efforts below:

- Continue to invest in flexible program options through increased programs and courses offered in multimodal delivery and accompanied pedagogical training to faculty;
- Achieve strategic enrolment management objectives including expansion of part-time offerings, attracting international learners through academic programs, expanding online program offerings, increasing and supporting enrolment in co-op programs, and launching the College's first Public College-Private Partnership;
- Engage in strategic partnerships with world-class businesses and institutions, preparing learners through real-world, experiential learning opportunities to achieve their career dreams and contribute to regional prosperity;

- Advancing transformational strategic initiatives such as the R3 project for the renewal of student information system, and the strategic workforce planning;
- Embed Indigenous Knowledge and Indigenous Ways of Knowing in the College culture - living the commitments to Truth, Reconciliation, and Indigenization; and
- Enhance the College's value proposition to employees through the design and implementation of a flexible work model program.

It is recognized that the College exists to serve the learners. The efforts presented in this report demonstrate the progress in ensuring the needs of the learner are embedded into every decision at the College, that the learner's voice is captured and acted upon at every opportunity, and that systems at the College are optimized to increase value and efficiency for the learner.

## **RESOLUTION**

**MOVED & SECONDED: J. McCracken & A. Pollard**

**THAT** the Board of Governors approve the 2022-23 Algonquin College Annual Report.

**CARRIED.**

## **8. ITEMS FOR INFORMATION**

### **8.1 Academic Plan**

C. Janzen, Senior Vice President Academic presented members with the Academic Plan. The Academic Plan will provide a future-focused polytechnic education that embraces and values the diversity of both our learners and our academic teams and fosters a flexible learning environment that will meet their needs and those of an evolving Canadian economy. Informed by both the College's Strategic Plan and the Strategic Mandate Agreement, the Academic Plan serves three main purposes:

1. To identify the academic goals and objectives that will support the attainment of the priorities outlined in the Strategic Plan;
2. To provide a framework on which to plan the activities of the individual schools and departments; and
3. To set a vision for future planning and activities to ensure ongoing relevance and financial sustainability.

A fulsome communications plan is being developed to both announce and celebrate the launch of the Academic Plan including events, webinars, and digital communication which will occur over the next several months. A robust engagement and planning process has produced a new six-year Academic Plan for Algonquin College to help it achieve its mission of transforming hopes and dreams into lifelong success.

A question from a member was answered. Members accepted the Academic Plan for information.

### **8.2 Freedom of Information and Protection of Privacy Act – 2022 Annual Report**

Members accepted this report for information.

### **8.3 Report from the Board Chair**

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

#### **8.4 Report from the President**

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

- Attended several community Board meetings as well as meetings with several elected officials; and
- Provided a short summary of the main topics of discussion at recent meetings of the Committee of Presidents.

#### **8.5 Board of Governors Management Summary Report**

Members accepted this report for information.

#### **8.6 2023-24 Board of Governors Meeting Schedules and Workplan**

Members accepted the Workplan for information.

### **9. UPCOMING EVENTS**

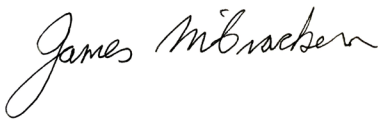
Board Chair Beck informed members of upcoming events for information.

#### **REGULAR MEETING ADJOURNMENT**

There being no further business, the Regular meeting was adjourned at 5:53 p.m. It was moved by Governor Beck. seconded by Governor Tudor.

### **10. IN CAMERA**

An IN CAMERA session for Board members only was held beginning at 6:15 p.m.



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Jamie McCracken, Board Chair



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Victoria Tiqui-Sanford, Recorder



## **APPENDIX A - Observers:**

Adesh Shah, Principal Investigator, Applied Research  
Alanna McDonnell, Director, Marketing and Recruitment  
Ben Bridgstock, Director, Student Support Services  
Brandon Wong-Dearing, Student, Board of Governors  
Brian Coburn, Board of Governors  
Bruce Hickey, Manager, Communications, President's Office  
David Soltis, Director, Human Resource, People and Culture  
Emily Woods, Director, Corporate Planning, Finance  
Eric Marois  
Erin Stitt-Cavanagh, Dean, School of Health Studies  
Ernest Mulvey, Director, International Education Centre, Global, Online and Corporate Learning  
Evan Liko, Student, Changemaker Award  
Farbod Karimi, Acting Dean, AC Online  
Grant Perry, Chief Financial Officer, Finance & Administration  
Krista Pearson, Registrar, Registrar's Office  
Kristine Dawson, Associate Vice-President, Experiential Learning and Innovation  
Kseniia Chornokondratenko, Student, Changemaker Award  
Maggie Cusson, Dean, Academic Development  
Mary Grammatikakis, Director, Experiential Learning & Entrepreneurship  
Minh Hoang Tran, Student, Changemaker Award  
Paul Garner, Senior Manager, Internal Control, Risk Management  
Pouya Safi, Director, Business Development  
Ryan Southwood, Executive Director, Facilities Management  
Sarah Hall, Dean, Pembroke  
Scott Gonsalves, Director, Strategy and Planning, Advancement & Strategy  
Son Tran, Student, Changemaker Award  
Wadhah Al-monaifi, Business Analyst, Business Relationship Management, Information Technology Services