

**APPROVED**

**BOARD OF GOVERNORS MEETING MINUTES**

MINUTES OF THE MEETING NUMBER FIVE HUNDRED AND THIRTY SEVEN OF THE BOARD OF GOVERNORS OF ALGONQUIN COLLEGE, HELD ON MONDAY, DECEMBER 11, 2023 AT 4:00 PM AT THE OTTAWA CAMPUS IN NAWAPON, ROOM C100.

<p><b><u>Present:</u></b>                  Jamie McCracken, Board Chair                  Claude Brulé, President &amp; CEO                  Stephen Tudor, Board Vice Chair                  Anthony Pollard                  Bharat Rudra                  Brandon Wong-Dearing                  Gabrielle Berard                  Jeff Darwin                  Michele Bellows                  Robert Harvey                  Rodney Wilson                  Shaun Denis                  Tanya Buckley                  Wadhah Al-monaifi</p> <p><b><u>Regrets:</u></b>                  Laura Jarrell</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>                  Emily Woods, Director, Corporate Planning                  Grant Perry, Chief Financial Officer                  Krista Marsden, Acting Registrar                  Ryan Southwood, Executive Director, Facilities Management                  Scott Gonsalves, Director, Strategy and Planning</p> <p><b><u>Changemaker Awards Presenters:</u></b>                  Dominique Germain, Academic Chair, Police and Public Safety Institute                  Cheryl Hardwick, Full-Time Professor, Police and Public Safety Institute</p>
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**WELCOME REMARKS**

Governor McCracken, Board Chair, welcomed members and observers to the meeting at 4:03 p.m. and offered a land acknowledgement.

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

Governor McCracken, Chair Board of Governors, constituted the meeting at 4:03 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: T. Buckley & J. Darwin**

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

**CARRIED.**

**1. Celebrating Success – Changemaker Award: Pre-Service Firefighter (PSFF) Education and Training**

C. Janzen, Senior Vice President, Academic, provided a brief overview and introduced presenter D. Germain, Academic Chair, Police and Public Safety Institute. Pre-Service Firefighter Education and Training (PSFF) professor C. Hardwick joined the College in 2014, and helped develop several PSFF initiatives, including the Community Risk Reduction Showcase, where PSFF learners instruct the broader community on fire prevention and public safety best practices; the Discovery Day for Young Women Firefighters, which encouraged women to explore the firefighting field; the Metabolic Heat Build Up Exercise, which saw PSFF learners conduct exercises with Paramedic learners; the Life Skills Class and Summer Camp Day for Academic Assistance for Adults with Developmental Disabilities (AAADD) Learners, which saw PSFF volunteers support the AAADD program; and the Firefighter Boot Drive, which raised \$2,810.97 for the Algonquin Students' Association Food Cupboard in 2022. Hardwick was recognized for going above and beyond in her efforts to further student success.

Governor McCracken, Chair of the Board of Governors, and C. Brulé, President and CEO extended their sincere congratulations to C. Hardwick for her hard work and presented her with the Changemaker Award certificate.

Governor Wilson joined the meeting at 4:08 p.m.

**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 October 23, 2023**

Approval of the Board of Governors meeting minutes of October 23, 2023.

**RESOLUTION**

**MOVED & SECONDED: G. Berard & S. Denis**

**THAT** the Board of Governors approves the meeting minutes of October 23, 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 November 29, 2023 Board Executive Committee meeting. Meeting highlights included:

- Board Members' Generative Discussions Opportunities
  - Date: February 7, 2024: 2025 Strategic Plan Development Framework
- Planning for 2024 Spring Board Retreat (March 23, 2024)
  - Topic for Retreat: 2025-2030 Strategic Plan
- 2023 Fall Board of Governors Retreat – Survey Results

- December 11, 2023 Board of Governors Meeting Agendas

Members accepted this report for information.

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

Members accepted this report for information. Governor Wilson provided additional details on agenda items presented at the November 7, 2023 Committee meeting.

Members accepted this report for information.

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

Members accepted this report for information. Governor Darwin provided additional details on agenda items presented at the November 23, 2023 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 November 20, 2023 Committee meeting on behalf of Governor Tudor. Board of Governors approvals were requested for the following:

##### **BG I-05 Election of Internal Members to the Board of Governor - Amended**

##### **RESOLUTION**

##### **MOVED & SECONDED: A. Pollard & B. Rudra**

**THAT** the Board of Governors approve of Board Policy BG I – 05 – Election of Internal Members as amended.

**CARRIED.**

##### **Bylaw 1 Proposed Amendments**

##### **RESOLUTION**

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

**THAT** the Board of Governors approve of Bylaw 1 as amended.

**CARRIED.**

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

There is no Business arising from the minutes.

#### **6. NEW BUSINESS**

##### **6.1 2024-25 Schedule of Tuition and Ancillary Fees**

L. Stanbra, Vice President Student Services provided a brief overview and introduce presenter K. Marsden, Acting Registrar. The presentation focused on the proposed schedule of tuition fees, emphasizing the one-year planning process that began in the fall of 2022. The proposed 2024-25 Tuition and Fees Schedules apply to the academic year beginning September 1, 2024 and ending August 31, 2025. There is no tuition increase for domestic students. Average domestic tuition rate will remain at \$1,361.29 per term in 2024-25. Province-wide, the standard rate tuition would remain within approximately \$75.00 per term, which has been true since the tuition freeze and reduction. International tuition fees are comprised of the domestic tuition rate plus an international premium. A 3% increase applied to the international premium portion (only); this aligns with Algonquin College Executive Team direction on the international education centre pro-forma (budget). This single 3%

increase applied to all international premiums will result in a modest but relevant increase given the cost of living and inflation at just under \$200 per term for most international students.

The proposed increase in compulsory ancillary fees for 2024-25 was presented, indicating an overall increase of \$16.18 for the academic year or less than 1% (0.84%). This is, in part, due to Students' Association not approving additional fees in support of Student and Career Services for students. From \$1,928.46 to \$1,944.64 per academic year (two terms); this represents an increase of \$16.18.

The draft 2024-25 Tuition and Fees Schedules were developed in consultation with Academic Operations and Planning, Academic Areas, the International Education Centre, the Students' Association, the City of Ottawa (Universal Bus Pass), Campus Services, Information Technology Services, Registrar's Office and Student Support Services.

## **RESOLUTION**

**MOVED & SECONDED: R. Harvey & S. Tudor**

**THAT** the Board of Governors approve the proposed 2024-25 Tuition and Fees Schedules.

**CARRIED**

### **6.2 First Draft Concepts of the 2024-26 Business Plan & 2024-25 Budget Assumptions, Five-Year Pro Forma**

M. Savenkoff, Vice President, Advancement and Strategy provided a brief overview and presenter S. Gonsalves, Director, Strategy and Planning presented the First Draft Concepts of the 2024-26 Business Plan. The College's Strategic Plan outlines the following three primary goals:

- 1) Provide flexible, personalized, and lifelong learner experiences;
- 2) Empower our people to foster a high-quality, innovative, learner-driven culture; and
- 3) Create an equitable, diverse, and inclusive work environment.

S. Gonsalves provided details of the initiatives under each Goal and the next steps in the development of the plan. For the next year, the following seven major themes are designed to help achieve these goals, outcomes and measures:

- 1) Strategic renewal;
- 2) Infrastructure;
- 3) Academic Priorities;
- 4) Financial Sustainability;
- 5) System Transformation;
- 6) Talent and Skills;
- 7) Inclusion, Diversity, Equity, & Accessibility.

The Draft 2024-26 Business Plan will be presented at the February 26, 2024 Board of Governors meeting for approval.

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

D. McNair, Vice President, Finance and Administration provided a brief overview and presenter E. Woods presented the 2024-25 Budget Assumptions, Five-Year Pro Forma. The following are the leading budget challenges and opportunities:

- Changing demographics.
- Impacts of the corridor funding model and the Strategic Mandate Agreement 3 (SMA3).

- 10% tuition reduction introduced in 2019-20 and the ongoing tuition freeze that is anticipated to extend to the 2024-25 fiscal year.
- Increasing operating costs and high inflation.
- Growing deferred maintenance backlog for physical and technological infrastructure.
- Supports and investments required to accommodate international enrolment growth.

E. Woods shared information regarding the Preliminary 2024-25 Pro Forma with the members. Over the next five years, the budget will prioritize enrolment growth, specifically focusing on international enrolments. Projections indicate a 3% decline in total domestic enrolments each fiscal year. The decrease in domestic student numbers opens up opportunities with international students, and the College anticipates a 15% annual increase in international student enrolment over the next five years. E. Woods also presented details on the Strategic Investment Priorities requirements to the members. The College looks forward to the next steps and the presentation of the 2024-25 Budget at the February 26, 2024, Board meeting for approval.

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

### **6.3 Five-Year Capital Investment Plan**

D. McNair provided a brief overview and E. Woods presented the Five-Year Capital Investment Plan and provided details of the current situation:

- Deferred Maintenance Liability
  - Currently \$58 million and could potentially grow to \$252 million by 2032 if the College ceased funding these requirements.
  - College receives approximately \$4 million annually in Facilities Renewal Program funding from the Ministry of Colleges and Universities to address deferred maintenance
- Cost Escalations / Inflation
  - Construction costs, digital infrastructure costs remain high
  - Supply chain issues remain, causing delays and increased costs
- Enrolment Growth / Space
  - Over the next five years, enrolment is projected to grow by 24%
  - Additional academic, social, housing and office space is required

The College is currently tracking five potential new major capital projects:

- Science Labs;
- Data Centre Facility;
- Campus Services Renewal Projects;
- Infrastructure Renewal; and
- Enterprise Portal.

The estimated sum of funds required over the next five years is \$236 million. The College is committed to regularly updating and managing the Five-Year Capital Investment Plan. The administration will persist in refining projections, formulating investment cases, identifying funding sources, and prioritizing investment needs. These efforts aim to align with the objectives of the Strategic Plan and mitigate risks to the College.

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

#### **6.4 College Accessibility Major Capital Project Annual Budget Request**

D. McNair provided a brief overview and R. Southwood, Executive Director, Facilities Management presented the College Accessibility Major Capital Project Annual Budget Request. R. Southwood provided a brief background of the approved scope of work for fiscal year 2023-24 and the proposed scope of work for fiscal year 2024-25.

In consideration of the College's priorities as it relates to the completion of accessibility improvements and the goal to be substantially aligned with Accessibility for Ontarians with Disabilities Act legislation by 2025, it is recommended the College complete the balance of the remaining accessibility improvements during the 2024-25 fiscal year.

#### **RESOLUTION**

##### **MOVED & SECONDED: T. Buckley & St. Tudor**

**THAT** the Board of Governors approves an expenditure of up to \$3,100,000 from the College's Strategic Investment Priorities budget for fiscal year 2024-25 to address campus infrastructure upgrades that support legislated Accessibility for Ontarians with Disabilities Act (AODA) compliance across the Ottawa campus. Sources of funds include in-year net operating revenues, reserves and/or the Facilities Renewal Program Grant.

**CARRIED**

### **7. DECISION ITEMS & REPORTS**

#### **7.1 Second Quarter 2023-24 Financial Projection**

D. McNair provided a brief overview and G. Perry delivered the Second Quarter 2023-24 Financial Projection. College enrolment surpassed the approved annual budget by 6.8%, primarily due to a rise in international enrolments. Public College - Private Partnership enrolments remain robust and are anticipated to exceed the approved annual budget target by 20.3%. Positive changes to the reserve amount to \$21.2 million, mainly influenced by the surplus achieved at the end of the last fiscal year. G. Perry presented members with detailed tuition revenue information and comparisons between domestic and international figures. The College's funded activities, representing the core operations, experienced a net contribution increase of \$6.6 million, driven by an overall 22.6% surge in international student enrollments.

Internally Restricted Funds of \$14.6 million at Second Quarter used to fund Strategic Investments Priorities & Operations. 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 million at the conclusion of the current fiscal year.

A question from a member was answered.

#### **RESOLUTION**

##### **MOVED & SECONDED: S. Denis & A. Pollard**

**THAT** the Board of Governors approve the Second Quarter 2023-24 Financial Projection for submission to the Ministry of Colleges and Universities.

**CARRIED**

#### **7.2 Second Quarter 2023-24 Business Plan Performance Update**

Members accepted this update for information.

## **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:

- 2023 Premier's Awards;
- Colleges Ontario 2023 Higher Education Summit – Professional Development;
- December 1, 2023 Christmas Cheer Breakfast; and
- December 5, 2023 Donour Appreciation Event

### **8.2 Report from the President**

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

- Attendance at several community Board meetings and community events; and
- Short description of main topics of discussions at the Committee of Presidents meetings held on November 15, November 21, November 26, and December 7, 2023.

### **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.

### **REGULAR MEETING ADJOURNMENT**

There being no further business, the Regular meeting was adjourned at 5:49 p.m. and moved by Governor McCracken and seconded by Governor Darwin.

## **10. IN CAMERA**

An IN CAMERA session was held with Board members only following a 15 minute break.

The IN CAMERA session adjourned at 6:26 p.m.

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Jamie McCracken, Board Chair

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Victoria Tiqui-Sanford, Recorder

**APPENDIX A - Observers:**

Alanna McDonell, Director, Marketing and Recruitment  
Barry Seller, Manager, Alumni Engagement  
Ben Bridgstock, Director, Student Support Services  
Brent Brownlee, Director, Campus Services  
Charmaine Childs, Manager, Change Management  
Christopher Hahn, Dean, Algonquin College Heritage Institute  
Cheryl Hardwick, Professor, Police and Public Safety Institute  
Claudia Ramirez, Philanthropy Advisor, Advancement  
David Soltis, Director, People and Culture  
Dominique Germain, Academic Chair, Police and Public Safety  
Doreen Jans, Manager, Financial Services  
Emily Woods, Director, Corporate Planning  
Ernest Mulvey, Director, International Education Centre, Global, Online and Corporate Learning  
Erin Stitt-Cavanagh, Dean, School of Health Studies  
Fatima Matar, Administrative Assistant, Facilities Management  
Gail Horvath, Academic Manager, AC Online  
Grant Perry, Chief Financial Officer  
Heather Ryall, Dean, Faculty of Arts, Media and Design  
James Pede, Associate Director, Financial Operations  
Jane Trakalo, Dean, School of Wellness, Public Safety  
Joanne Landry, Sr Executive Assistant, Senior Vice-President Academic  
Jodi Jaffray, Chair, Community Studies  
Julie Beauchamp, Dean, School of Business and Hospitality  
Kateryna Moroz, Senior Executive Operations Coordinator, Academic Services  
Krista Pearson, Registrar/R3 Project Business Lead  
Krista Marsden, Acting Registrar  
Kristine Dawson, Associate Vice-President, Experiential Learning, and Innovation  
Linda Nguyen, Senior Financial Analyst, Communications  
Lois Pollock, Executive Technical Lead and Business Co-Lead of the R3 Project  
Louise Boudreault, Professor, Nursing Studies  
Maggie Cusson, Dean, Academic Development  
Marina Spivak, Senior Financial Analyst, Finance  
Mark Leduc, Executive Director, Academic Operations and Planning  
Mary Grammatikakis, Director, Experiential Learning & Entrepreneurship  
Michael Qaqish, Manager, Government Relations  
Mistalyn Seguin, Director, Philanthropy  
Patrick Devey, Associate Vice-President, Global, Online and Corporate Learning  
Paula Benbow, Chair, Allied Health  
Paula ter Huurne, Field Placement Officer  
Paul Gardner, Director, Risk Management  
Philip Dawe, Director, Applied Research  
Pouya Safi, Director, Business Development  
Ryan Southwood, Executive Director, Facilities Management  
Sarah Hall, Dean, Pembroke Campus  
Scott Gonsalves, Director, Strategy and Planning, Advancement & Strategy  
Shaideh Mogharrabin, Senior Planning Analyst, Corporate Budgeting  
Tara Kelly, Human Resources Special Projects Coordinator



Ted Zeisner, Manager, Endpoint and AV Support Services  
Teri Kinnunen, Manager, Corporate Planning  
Trevor Oattes, Communications Officer  
Wilma Allan, Acting Manager, Enrolment Systems & Reporting  
Yen Do, Acting Chief Digital Officer, Finance and Administration