

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.

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

0. 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.

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 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.

4. 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.

5. BUSINESS ARISING FROM THE MINUTES

There is no Business arising from the minutes.

6. 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.

7. 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.

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:

- 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.

9. UPCOMING EVENTS

Board Chair McCracken informed members of upcoming events for information.

10. 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.

11. 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 McDonnell, 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