

APPROVED

BOARD OF GOVERNORS MEETING MINUTES

MINUTES OF THE MEETING NUMBER FIVE HUNDRED AND THIRTY NINE OF THE BOARD OF GOVERNORS OF ALGONQUIN COLLEGE, HELD ON MONDAY, APRIL 22, 2024 AT 4:00 PM AT THE OTTAWA CAMPUS IN BUILDING T, ROOM T102 ABC.

<p><u>Present:</u> Anthony Pollard Bharat Rudra Brandon Wong-Dearing Claude Brulé, President & CEO Gabrielle Berard Jamie McCracken, Board Chair Julia Fortey Robert Harvey Rodney Wilson Shaun Denis Stephen Tudor, Board Vice Chair Tanya Buckley Wadhah Al-monaifi</p> <p><u>Regrets:</u> Jeff Darwin Michele Bellows</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 Paul Gardner, Director, Risk Management Sue Mainse, Manager, Risk Management Krista Pearson, Registrar and Business Co-Lead of the R3 Project Lois Pollock, Executive Technical Lead and Business Co-Lead of the R3 Project</p> <p><u>External Guest Presenters:</u> Vikas Bhardwaj, Associate Partner, Gartner Consulting Curtis Sawyer, Senior Director, Gartner Consulting</p> <p><u>Changemaker Awards Presenters:</u> Julie Beauchamp, Dean, School of Business Corey Haskins, Chair, Culinary Arts</p> <p><u>Students:</u> Oluwakemi Ajaji, Ethan Angnatok, Patrick Barrios, Niranjana Bindhudileep, Jack Bradley, Amritpal Doad, Qing Gao, Anamaria Gonzalez-Gallardo, Maryann Lumbria, William MacNeil, Joshua Morisson, Keiann Saunders, Hyungjee Seo, Daksh Singh, Rithika Subramanian, & Emily Taylor</p>
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WELCOME REMARKS

Governor McCracken, Board Chair, welcomed members and observers to the meeting at 4:00 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 4:01 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: B. Rudra & G. Berard

THAT the Board of Governors approves the meeting agenda April 22, 2024.

CARRIED.

1. Celebrating Success – Changemaker Award: Tablée des Chefs

C. Janzen, Senior Vice President, Academic introduced C. Haskins, Chair, Culinary Arts, School of Business and Hospitality. C. Haskins provided a brief overview and introduced student presenters Ethan Angnatok, Patrick Barrios, and Joshua Morisson. Eighteen students from various culinary programs at Algonquin College received the Student Changemaker Award from the Board of Governors for their exceptional service and kindness. These students, representing the Culinary Skills, Culinary Management, and Bachelor of Culinary Arts Food Science programs, dedicated their time in February to prepare 2,000 meals for the Ottawa Food Bank in collaboration with La Tablee des Chefs' Solidarity Kitchens. This initiative aimed to address food insecurity in the community. The meals not only provided essential nourishment to those in need but also equipped the students with valuable skills and knowledge about food autonomy. Patrick Barrios highlighted the significance of this effort, emphasizing the growing issue of food insecurity both locally and nationally. The students' participation in Solidarity Kitchens contributed to the nationwide expansion of the project, with Algonquin College being one of only four establishments outside Québec involved in 2023. The recognized students included Oluwakemi Ajaji, Ethan Angnatok, Patrick Barrios, Niranjana Bindhudileep, Jack Bradley, Amritpal Doad, Qing Gao, Anamaria Gonzalez-Gallardo, Maryann Lumbria, William MacNeil, Joshua Morisson, Keiann Saunders, Hyungjee Seo, Daksh Singh, Rithika Subramanian, and Emily Taylor.

Governor McCracken, Chair of the Board of Governors, and C. Brulé, President and CEO extended their sincere congratulations to the students for their hard work 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 February 26, 2024

Approval of the Board of Governors meeting minutes of February 26, 2024.

RESOLUTION

MOVED & SECONDED: S. Tudor & W. Al-monaifi

THAT the Board of Governors approves the meeting minutes of February 26, 2024.

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 April 9, 2024 Board Executive Committee meeting. Meeting highlights included:

- Lieutenant Governor in Council (LGIC) Reappointment – Update on Stephen Tudor and Gabrielle Berard. Board approval will be requested under 4.4 Appendix A Governance Committee Report
- 2024 External Governors & Indigenous Representative Recruitment – Verbal Update
- Board Policies and Directives under 4.4 Governance Committee Report Appendix B & C for information
- April 22, 2024, 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 March 19, 2024 Committee meeting.

Members accepted this report for information.

4.3 Audit & Risk Management Committee Report

Members accepted this report for information. Governor Buckley on behalf of Governor Darwin provided additional details on agenda items presented at the March 28, 2024 Committee meeting.

RESOLUTION

MOVED & SECONDED: T. Buckley & R. Wilson

THAT the Board of Governors approves of the Investment Policy for College Endowment Funds and the Investment Policy for Operating Funds as presented without amendments.

CARRIED.

4.4 Governance Committee Report

Members accepted this report for information. Governor Tudor, Committee Chair provided additional details on agenda items presented at the April 2, 2024 Committee meeting.

RESOLUTION

MOVED & SECONDED: J. Fortey & R. Wilson

THAT the Board of Governors approves the reappointment of Governors Stephen Tudor (one year) and Gabrielle Berard for a second term of office (three years), effective September 1, 2024 pending their Lieutenant Governor in Council reappointments.

ABSTAINED: G. Berard & S. Tudor

CARRIED.

5. BUSINESS ARISING FROM THE MINUTES

There is no Business arising from the minutes.

6. **DECISION ITEMS & REPORTS**

There is no decision item or report.

7. NEW BUSINESS

7.1 2024 Risk Appetite Statements

D. McNair, Vice President, Finance & Administration provided a brief overview and introduced presenter P. Garner, Director Risk Management. P. Gardner informed members that risk appetite statements help guide an organization's approach to risk and risk management. Algonquin College recognizes that it must take some degree of risk to achieve its mission of transforming hopes and dreams into lifelong success and to accomplish its 2022-2025 Strategic Plan; the College employs a risk management assessment when prioritizing and managing risks; and the Risk Appetite Statements guide the risk assessment and prioritization. The College takes a collaborative approach in the Risk Appetite Statements development process.

S. Mainse, Manager Risk Management was in attendance to answer questions members may have.

RESOLUTION

MOVED & SECONDED: T. Buckley & T. Pollard

THAT the Algonquin College Board of Governors approve the 2024 DRAFT Risk Appetite Statements.
CARRIED.

7.2 Update on the 2024-25 Annual Budget

President Brulé briefed the members on the reason behind the delay in presenting the 2024-25 Draft Annual Budget for approval and introduced presenter G. Perry, the Chief Financial Officer. The announcement from Immigration, Refugees, and Citizenship Canada (IRCC) on January 22, 2024, which limited the intake of new international students into Canada, caused a delay in the budgeting process as the College awaited guidance from the Ministry of Colleges and Universities regarding the allowable number of provincial attestation letters for international students for the 2024-25 fiscal year. The subsequent implementation of a two-year cap on international student enrolment growth presented various potential impacts on the college. G. Perry provided members with details of some of the following leading budget challenges and opportunities:

- Corridor funding model and the Strategic Mandate Agreement 3 (SMA3) does not consider inflationary pressures;
- Estimated increase in annual provincial Operating Funding of \$4.7M;
- Estimated increase in annual Facilities Renewal Grant of \$0.8M;
- Estimated international enrolment growth of 2% in 2024-25 over the original 2024-25 Draft Budget;
- Two-year cap on international study permits implemented by IRCC;
- 10% tuition reduction introduced in 2019-20 and the ongoing tuition freeze that is anticipated to extend at least three more years until the 2027-28 fiscal year.

Overall, total full-time post-secondary enrolment is set to increase by 8% compared to the enrolment figures from the third quarter of 2023-24. However, a subsequent 1.5% decrease is expected in enrolment for the 2025-26 fiscal year, followed by a 9% year-over-year decline in 2026-27. The negative impact to the projected net contribution projected for the 2025-26 and 2026-27 fiscal years as compared to the original pro forma projections presented at the December 2023 Board of Governors meeting is due to the anticipated allocation of Provincial Attestation Letters that will reduce the number of international students that the College can enroll for these fiscal years as compared to the original plan. It is anticipated that the restriction on international student enrolments will equate to a 1% increase in international enrolment over the 2024-25 projection,

followed by an 18% decrease in international enrolment in 2026-27. This reduction in on-campus international enrolments, combined with the planned suspension of our Public College Private Partnership with CDI in Toronto, due to the elimination of post graduate work permits will significantly impact the financial stability of Algonquin College for the foreseeable future.

G. Perry presented members with the updated 2024-25 Pro Forma budget assumptions and key figures. There are several mitigation steps that the College is taking to address the financial sustainability challenges that are anticipated.

The College believes that even with challenges, what it already knows will keep the institution safe for its current and future students. The full 2024-25 Draft Annual Budget will be presented at the June 3, 2024 Board Meeting.

Questions from members were answered. Members accepted the 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:

- 2023-24 Board Evaluation & Self Evaluation Surveys sent to the Board;
- March 23, 2024 Spring Board Retreat; and
- June 7, 2024 End of Year President and Board Dinner.

8.2 Report from the President

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

- Meetings with community leaders and elected officials;
- March 15, 2024 Future of Health and Wellness Speaker Series;
- March 28, 2024 Mayor's Breakfast;
- April 2, 2024 hosted A Pathway Forward; and
- 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 5:11 p.m. and moved by Governor McCracken and seconded by Governor Tudor.

Jamie McCracken, Board Chair

Victoria Tiqui-Sanford, Recorder

APPENDIX A - Observers:

Alanna McDonell, Director, Marketing and Recruitment
Anita Tenasco, Director, Indigenous Initiatives
Ben Bridgstock, Director, Student Support Services
Brent Brownlee, Director, Campus Services
Bruce Hickey, Manager, Communications
Carolyn McCluskey, Finance Manager, School of Advanced Technology
Christopher Hahn, Dean, Algonquin College Heritage Institute
Cindy Harrison, Professor, Health Foundations
David Corson, ITS Case Resolution & Process Development Specialist
David Soloman, Full-Time Professor, Project Management
David Soltis, Director, People and Culture
Don Breedon, Acting Director, Employee and Labour Relations
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
Grant Perry, Chief Financial Officer
Heather Ryall, Dean, Faculty of Arts, Media, and Design
Heather Woods, Senior Institutional and Research Analyst
Heidi Upson Ferris, Chair, Marketing and Management Studies
Izabela Buglar, Executive Assistant to the Vice President, Finance and Administration
James Pede, Associate Director, Financial Operations
Jane Trakalo, Dean, School of Wellness, Public Safety
Jessica Devries Chair, Academic Development
Julie Beauchamp, Dean, School of Business
Kerry Surman, Chair, Operations Management
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
Leon Manoukian, Professor
Linda Nguyen, Senior Financial Analyst, Communications
Lois Pollock, Executive Technical Lead and Business Co-Lead of the R3 Project
Louise Boudreault, Full-Time Professor
Marcus Christian, Manager, Total Compensation
Marina Spivak, Senior Financial Analyst, Finance
Martin Lee, Full-Time Professor
Mary Grammatikakis, Director, Experiential Learning & Entrepreneurship
Megan Fraser, Communications Officer
Natalie Gamble, Academic Manager, AC Online
Patrick Devey, Associate Vice-President, Global, Online and Corporate Learning
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

Shaideh Mogharrabin, Senior Planning Analyst
Shawn Qu, External Viewer
Sobhi Fanos, Budget Officer, Campus Services
Sue Mainse, Manager, Risk Management
Tara Kelly, Coordinator, HR Special Projects
Teri Kinnunen, Manager, Corporate Planning
Trevor Oattes, Communications Officer
Yen Do, Acting Chief Digital Officer, Finance and Administration