

APPROVED

BOARD OF GOVERNORS MEETING MINUTES

MINUTES OF THE MEETING NUMBER FIVE HUNDRED AND FOURTY OF THE BOARD OF GOVERNORS OF ALGONQUIN COLLEGE, HELD ON MONDAY, JUNE 3, 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 Jeff Darwin Julia Fortey Michele Bellows Robert Harvey Rodney Wilson Shaun Denis Stephen Tudor, Board Vice Chair Tanya Buckley Wadhah Al-monaifi</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> Adam Shane, Chair, Applied Science & Environmental Technology Emily Woods, Director, Corporate Planning Grant Perry, Chief Financial Officer Krista Pearson, Business Co-Lead, R3 Project Ryan Southwood, Executive Director, Facilities Management Scott Gonsalves, Director, Strategy and Planning</p> <p><u>External Guest & Presenters:</u> Aditya Mishra, Incoming Internal Governor Curtis Sawyer, Senior Director, Gartner Consulting Heather Simpson, Incoming External Governor Mehdi Zahed, Incoming Internal Governor Rich Goodyear, Incoming External Governor Tanya Dube, Incoming External Governor Vikas Bhardwaj, Associate Partner, Gartner Consulting</p> <p><u>Changemaker Awards Presenters:</u> Sandra Wu, Chair, Financial, Accounting and Legal Studies</p> <p><u>Students:</u> Arya Sudharsanan Dane Ly Daniela Estupinan Mitra Farokhpourlangroudi Namandeep Singh Saara Maknijia Sanu Varghese, Shruti Savani Tejas Ranpara</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. He welcomed incoming members whose terms will commence on September 1, 2024: H. Simpson, R. Goodyear, T. Dube, M. Zahed, and A. Mishra.

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: S. Tudor & T. Buckley

THAT the Board of Governors approves the meeting agenda June 3, 2024.

CARRIED.

1. Celebrating Success – Changemaker Award: Community Volunteer Income Tax Program

C. Janzen, Senior Vice President, Academic introduced S. Wu, Chair, Financial, Accounting and Legal Studies provided a brief overview and introduced student presenters: S. Savni, D. Estupinan, M. Farokhpourlangroudi, S. Varghese Philip, T. Ranpara, A. Sudarsanan, S. Sayed Maknoja, N. Singh and Dane Ly.

Nine learners from the Financial Services – Canadian Context program are the latest recipients of the Board of Governors’ Student Changemaker Award. In partnership with the Canada Revenue Agency, the learners led the Community Volunteer Income Tax Program, assisting 149 fellow Algonquin College students with tax return filings and providing newcomers vital financial and tax literacy support. Through this project, the students successfully filed 129 tax returns predominantly for first-time filers, generated \$63,984 in HST rebate cheques – averaging approximately \$496 per student – and achieved \$29,025 in collective savings through the Climate Action Incentive.

This initiative not only enhanced their customer service skills, but their efforts garnered significant recognition on LinkedIn, casting a favourable light on the College and demonstrating the real-world impact of our educational programs. Through their applied knowledge, dedication and commitment to the financial health of their peers, these students embodied the spirit of a Changemaker.

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 April 22, 2024

Approval of the Board of Governors meeting minutes of April 22, 2024.

RESOLUTION

MOVED & SECONDED: T. Pollard & J. Darwin

THAT the Board of Governors approves the meeting minutes of April 22, 2024 with amendments to item agenda item 7.2 Update on the 2024-25 Annual Budget.

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 May 28, 2024 Board Executive Committee meeting. Meeting highlights included:

- 2024 External Governors Recruitment - Final Update
- 2024 Internal Election – Academic Representative
- 2024-25 Board Officer Position and Committee Memberships – FINAL
- 2024 Fall Board Retreat Planning (September 29, 2024)
- Board Members’ Generative Discussions Opportunities
- 2023-24 President’s Performance Review Process

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 May 7, 2024 Committee meeting.

Members accepted this report for information.

1. Appendix A: Transmittal Program Suspension – Hairstyling and Esthetics Program

J. Beauchamp, Dean School of Business and Hospitality presented members with the details of the Program Suspension – Hairstyling and Esthetics Program.

Questions from Governors were answered.

RESOLUTION

MOVED & SECONDED: R. Wilson & G. Berard

THAT the Board of Governors receive for information the Program Costing for Fiscal Year 2022-23, for the Hairstyling Ontario College Diploma (1104X), Hairstyling Apprentice (0348X), Esthetician Ontario College Diploma (1103X) and AC Salon and Spa cluster, as well as the full review of remediation options for the cluster.

AND

THAT the Board of Governors approves of the suspension of the Hairstyling Ontario College Diploma (1104X) and Esthetician Ontario College Diploma (1103X) programs effective Winter 2025 with the intent to cancel, subsequent to existing cohort teach-out.

OPPOSED: R. Harvey, W. Al-monaifi, B. Wong-Dearing

CARRIED

2. Appendix B: Transmittal New Program Proposal: Indigenous Studies Foundations – Inuit, Métis, and First Nations, Ontario College Certificate

Questions from members were answered.

RESOLUTION

MOVED & SECONDED: R. Wilson & S. Tudor

THAT the Board of Governors approve the Indigenous Studies Foundations – Inuit, Métis, and First Nations, Ontario College Certificate effective Fall 2025.

OPPOSED: R. Harvey

CARRIED.

3. Appendix C: Transmittal New Program Proposal: Indigenous Studies, Ontario College Diploma

RESOLUTION

MOVED & SECONDED: R. Wilson & J. Darwin

THAT the Board of Governors approve the Indigenous Studies, Ontario College Diploma effective Fall 2025.

OPPOSED: R. Harvey

CARRIED.

4. Appendix D: Transmittal New Program Proposal: Game – Art , Ontario College Diploma

RESOLUTION

MOVED & SECONDED: R. Wilson & G. Berard

THAT the Board of Governors approve the proposed new Game – Art, Ontario College Diploma program effective Fall 2025.

CARRIED.

4.3 Audit & Risk Management Committee Report

Members accepted this report for information. Governor Darwin provided additional details on agenda items presented at the May 22, 2024 Committee meeting.

Members accepted this report for information.

4.4 Governance Committee Report

Members accepted this report for information. Governor Tudor, Committee Chair provided additional details on agenda items presented at the May 21, 2024 Committee meeting.

Appendix A: Transmittal 2024-25 New External Governor Appointment

RESOLUTION

MOVED & SECONDED: S. Tudor & T. Pollard

THAT the Board of Governors approve the appointment of Tania Dube to serve on the Board for a three-year term of office beginning September 1, 2024.

AND

THAT the Board of Governors approve the appointments of Heather Simpson and Richard Goodyear for a three-year term of office beginning September 1, 2024. This recommendation is contingent upon the reappointment of Governors Stephen Tudor and Gabrielle Berard as Lieutenant Governors in Council; if not reappointed, they will be retained as external Governors on the Board of Governors and will fill the two external Governor vacancies.

CARRIED.

5. BUSINESS ARISING FROM THE MINUTES

There is no Business arising from the minutes.

6. DECISION ITEMS & REPORTS

6.1 Fourth Quarter 2023-24 Financial Report

D. McNair, Vice President, Finance & Administration provided a brief overview and introduced presenter, G. Perry, Chief Financial Officer. Overall enrolment increased by 6.7% from the Approved Annual Budget, which is being driven by an increase in international enrolment. Domestic enrolment has decreased slightly by 0.6% from the Approved Annual Budget target. International enrolment continues to show strong growth, exceeding the budget by almost 25%, a 62.6% growth year over year.

Algonquin continues to demonstrate strong domestic enrolments within the college sector. The Public College - Private Partnership (PCPP) continues strong enrolment trend, achieving an enrolment of 2,876 or 23.3% higher than the approved annual budget. The College drew down \$12 million from reserves in the current fiscal year used to fund Strategic Investment Priorities and operations, \$8.7 million less than budgeted, however these expenses are not being reduced, but only delayed until next fiscal year. As noted, it has been a positive year. From a financial perspective, the College has been able to add to the reserve balances while continuing to invest in strategic projects which has been positive.

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

6.2 Fourth Quarter 2023-24 Business Plan Performance Report

Members accepted this report for information.

6.3 2023-24 Annual Report and Progress against Strategic Plan 2022-2025

M. Savenkoff, Vice President, Advancement & Strategy provided a brief overview and introduced presenter S. Gonsalves, Director, Strategy and Planning. The Annual Report provides a summary of the College's achievements and success for the prior year, highlighting performance against the year's Business Plan outcomes and how the College has been fulfilling its strategic commitments to learner and employee success. S. Gonsalves highlighted details of the College's three Strategic Goals:

Goal 1: Provide flexible, personalized, and lifelong learner experience;

Goal 2 Empower our people to foster a high-quality, innovative, learner-driven culture; and

Goal 3: Create an equitable, diverse, and inclusive work environment.

Eight of the nine initiatives targeted for completion in 2023-24 were fully accomplished, with 18 of the 19 targeted deliverables within those initiatives being realized. This is a testament to the strategic focus and organizational effort of the College.

Questions from members were answered.

RESOLUTION

MOVED & SECONDED: R. Wilson & J. Darwin

THAT the Board of Governors approve the 2023-24 Algonquin College Annual Report.

CARRIED

7. NEW BUSINESS

7.1 2024-26 Business Plan & 2024-25 Annual Budget

President Brulé provided a brief overview and introduced presenters M. Savenkoff, Vice President, Advancement and Strategy and S. Gonsalves to present the 2024-26 Business Plan. The strategic allocation of the College's organizational resources and efforts are focused on advancing these

initiatives specifically to situate the College for the new set of strategic directions for 2026, and beyond. Nine of the initiatives detailed in the in the College’s 2023-24 Annual Report represent multi-year initiatives that will continue into the current year with a revised set of deliverables. The following three initiatives have been introduced this year: Academic Plan Implementation, Student Housing Support, and Science Labs. In total, the college will focus on 12 initiatives for 2024-25, and an expected 10 initiatives in 2025-26.

A question from a member was answered.

D. McNair provided a brief overview and introduced presenter E. Woods, Director, Corporate Planning to present the 2024-25 Annual Budget. Overall, enrolment is projected to increase by 8.5% compared to the 2023-24 levels, with domestic enrolment expected to grow by 2.8% and international enrolment by 19.7%. The tuition fee freeze, introduced in 2019 after a mandated 10% reduction, will be extended through at least 2027. The College projects a net investment in Strategic Investment Priorities of \$51.1 million dollars, with \$34.6 million dollars invested in major capital projects. E. Woods shared details of the three-year Pro Forma with members and highlighted that the 2025-26 domestic enrolment is expected to decrease by 3%, and international enrolments will remain relatively stable. Within the proposed budget, the College is requesting that the Board of Governors approve the use of up to \$24.7 million dollars from Internally Restricted net assets or reserves to fund some essential projects including:

- R3, the Student Information System;
- Science Labs;
- Infrastructure Renewals and Campus Accessibility;
- Salesforce Lightning Upgrade; and
- Pedestrian Bridge to Rapid Transit Station

The 2024-25 proposed Annual Budget is based on assumptions and the information currently available as the College progress through the fiscal year. The College will update and report quarterly financial projections to ensure that the College is responding appropriately to any changes from the original assumptions.

Questions from members were answered.

RESOLUTION

MOVED & SECONDED: J. Darwin & R. Wilson

THAT the Board of Governors approves the 2024-26 Draft Business Plan and 2024-25 Annual Budget with a projected net contribution of \$21.1 million on a Public Sector Accounting Standards basis.

CARRIED.

7.2 2023-24 Draft Audited Financial Statements

D. McNair provided a brief overview and G. Perry introduced presenter G. Perry. Members were provided with the 2023-24 Financial Results recap:

- \$35 million surplus in 2023-24 (\$10.3 million surplus: 2022-23).
- Increasing international enrolment continued to support revenue growth.
- \$5.5 million increase in net contribution from our Public College Private Partnership with CDI in Toronto.
- \$4.9 million increase in investment income from rising interest rates.

- \$32 million invested in Strategic Investment Priorities Projects.

Positive results reflected the collective effort of the College community in working towards maintaining sustainability for learners of today and tomorrow.

Members accepted the Financial Statements for information.

7.3 Science Labs Major Capital Project Investment Case

D. McNair provided an overview and introduced presenter R. Southwood. He presented members with the following project overview:

- To modernize Algonquin College's aging science labs to align with its vision of leading polytechnic education as per the Algonquin College Academic Plan (2023-2029).
- Repurpose the former Students' Association fitness zone located at A125 and A225 into state-of-the-art science labs for the College. These renovated spaces will house three Biosafety level 2 labs on the second level (A225) and two Chemistry labs on the first level (A125).

The College has previously contemplated the construction of five new Science labs while ensuring the existing labs remain operational, aligning with Algonquin College's long-term growth objectives.

Option 1: Maintain current labs (no new construction)

Option 2: Construct three new biosafety level 2 labs (including the infrastructure required for the five labs)

Option 3: Construct five new Science labs (**Recommended**)

- Considerable investment required for infrastructure and equipment. A detailed return on investment has been developed and requires endorsement.

The design team has completed the design phase and provided a class B estimate for the project. The projected construction cost is \$15.5 million, which includes soft costs, taxes, and a 10% contingency. The total project cost is estimated at \$17.5 million, which covers construction and an initial provision for equipment. This estimate includes \$2 million allocated for new equipment, which will need to be verified as the project moves forward. Any additional equipment costs are expected to be funded separately from operational or Strategic Investment Priorities funds.

A. Shane, Chair, Applied Science & Environmental Technology was in attendance to answer questions Governors may have.

Questions from members were answered.

RESOLUTION

THAT The Board of Governors approve an expenditure of up to \$17,500,000 for the design, development, and construction of three new Bio Safety Level 2 labs, two new Chemistry labs and ancillary spaces spanning the fiscal years 2024-25 and 2025-26. Sources of funds include cash reserves, in-year operating revenues, capital grants, donations and sponsorships.

CARRIED.

Chair McCracken thanked retiring Algonquin College Executive Team members D. McCutcheon, Vice President, Human Resources, L. Stanbra, Vice President, Student Services, and C. Janzen, Senior Vice President, Academic.

8. ITEMS FOR INFORMATION

8.1 Academic Plan Implementation Update

Members accepted this update for information.

8.2 Freedom of Information and Protection of Privacy Act – 2023 Annual Report

Members accepted this report for information.

8.3 Report from the Board Chair

Members accepted this report for information.

8.4 Report from the President

Members accepted this report for information.

8.5 Board of Governors Management Summary Report

Members accepted this report for information.

8.6 2024-25 Board of Governors Workplan

Members accepted the Workplan for information.

8.7 Confirmation of Mandatory Government Remittances

Members accepted the remittances for information.

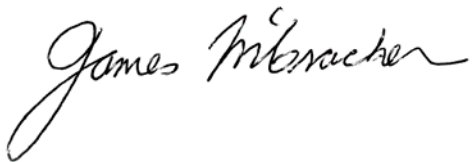
9. UPCOMING EVENTS

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 6:25 p.m. and moved by Governor McCracken.

The Annual General Meeting was held at 6:25 p.m.



Jamie McCracken, Board Chair



Victoria Tiqui-Sanford, Recorder

APPENDIX A - Observers: Updated 2024-06-12

Adam Shane, Chair, Applied Science and Environmental Technology
Aditya Mishra, Incoming Student Governor
Adrianna Simon, Student
Agrani Tiwari, Student
Ahmed Waked, Associate Director, Facilities Development
Ala' Qadi, Professor
Alanna McDonell, Director, Marketing and Recruitment
Alicia Cooper, External Observer
Amy Day, External Observer
Anita Tenasco, Director, Indigenous Initiatives
Annette Bouzi, Professor
Arya Sudarsanan, External Observer
Ashish Talwar, Manager, Campus Store Operations
Ashley Yake, Professor
Ashley Yake, Student
Ava Orendi, External Observer
Ayesha Crowther, External Observer
Barry Seller, Manager, Alumni Engagement
Ben Bridgstock, Director, Student Support Services
Bianca Cella, Student
Brandi Leeder, External Observer
Brent Brownlee, Director, Campus Services
Briana Robinson, External Observer
Bruce Hickey, Manager, Communications
Cait Levesque, External Observer
Calvin Climie, Professor
Cam Chamberlain, Student
Campbell Sevigny, External Observer
Carl O'Toole, Professor
Carley Saab, External Observer
Carolyn McCluskey, Finance Manager, School of Advanced Technology
Caron Fitzpatrick, Professor
Cassie Charbonneau, External Observer
Catherine Valcy, External Observer
Chelsea Rousson, External Observer
Christine Lagrove, External Observer
Christopher Hahn, Dean, Algonquin College Heritage Institute
Colby Standing, External Observer
Colette Garvin, Professor
Colleen Farrell, External Observer
Craig Emery, Security Services
Cresdelle Zubrycki, Senior Financial Analyst
Dane Ly, External Observer
David Farrell, External Observer
David Soltis, Director, People and Culture
David Williamson, External Observer

Deanna Douglas, Hairstyling Coordinator/Professor
Deanna Schofield, Professor
Debby Macharia, External Observer
Debra Paquette, External Observer
Dejan Roganovic, External Observer
Diane Stephens, External Observer
Dianne Williamson, Professor
Don Breedon, Acting Director, Employee and Labour Relations
Doreen Jans, Manager, Financial Services
Elisabeth von Moos, Professor
Elizabeth Ruddell, External Observer
Elyse Smith, External Observer
Emily Greer, External Observer
Emily Pilon, External Observer
Emily Roberts, Associate Chair, Students
Emily Woods, Director, Corporate Planning
Emma Pilipchuk, External Observer
Erika Whitney, External Observer
Erin Stitts-Cavanaugh, Dean, School of Health Studies
Ernest Mulvey, Director, International Education Centre, Global, Online and Corporate Learning
Evey Linton, Student
Evey Ross-Linton, Professor
Fadi Khalil, External Observer
Farbod Karimi, Acting Dean, AC Online
Fatima Matar, Administrative Assistant, Facilities Management
Fiona Dale, External Observer
Frehiwot Derbe, Student
Gillian Gallant, External Observer
Glenda MacEachern, External Observer
Grant Perry, Chief Financial Officer
Haytham Jarad, Associate Director, Enterprise Project Management
Heather Ryall, Dean, Faculty of Arts, Media, and Design
Heather Simpson, Incoming Governor
Heather Woods, Senior Institutional and Research Analyst
Heidi Upson Ferris, Chair, Marketing and Management Studies
Howard Rosenblum, Professor
Ingrid Adegue, External Observer
Inna Ready, External Observer
Isabelle Mark, External Observer
Izabela Buglar, Executive Assistant to the Vice President, Finance and Administration
Jackie Powersa, External Observer
Jade Indewey, Student
James Pede, Associate Director, Financial Operations
Jane Trakalo, Dean, School of Wellness, Public Safety
Jannie Johnston, Student
Jasmine Quesnelle, External Observer
Jason Condon, Manager, Security and Emergency Services
Jaswinder Kaur, Professor
Jeff Bradford, External Observer

Jenevive Makort, External Observer
Jenna Bennett, External Observer
Jennifer Bennett, Part-Time Instructor
Jennifer Corbett, External Observer
Jennifer Rees, External Observer
Jennifer Thurston, Manager, Enrolment Support
Jerry Aubin, Professor
Jesse Scott, External Observer
Jessica Brown, Academic Manager, AC Online
Jessica Perez, Professor
Jessie Tran, External Observer
Jodi Jaffray, Chair, Community Studies
Joey Lambert, External Observer
Johanne Garand, Regional Education Manger, Schwarzkopf Professional
Jordan Smith, Coordinator, Business Administration
Jordan Williamson, External Observer
Josee Babineau, External Observer
Julie Beauchamp, Dean, School of Business
Kateryna Moroz, Senior Executive Assistant, Academic
Katherine Root, Chair, Business Administration
Katie McKee, External Observer
Katie Showler, External Observer
Keira Fleming, Student
Kevin Lee, Professor
Kim Blackburn, Communications Officer
Kina Simmons, Executive Assistant, Communications, Marketing, External Relations
Krista Marsden, Acting Registrar
Krista Pearson, Business Co-Lead, R3 Project
Kristina Smith, Student
Kristine Dawson, Associate Vice-President, Experiential Learning, and Innovation
Larry Fisher, Manager, Facilities & Operations
Lauren Penney, Student
Layal Rajab, External Observer
Lee-Ann Zanelli, Instructor
Lesley Kerr, Professor
Leslie Kerr, Student
Linda Ducharme, Professor
Lisa Benoit, Manager
Lisa Inderwisk, Prospect Researcher and Data Analyst
Lisa Langton, Professor
Lisa Roots, Professor
Lois Pollock, Executive Technical Lead and Business Co-Lead of the R3 Project
Louise Boudreault, Full-Time Professor
Lynn Cummings, Professor
Madison Gagnon, External Observer
Maggie Cusson, Dean, Academic Development
Marco Campagna, Professor
Marcus Christian, Manager, Total Compensation
Marieah El-Tahrawy, External Observer

Mariella DiBello, Professor
Marieve Siracusa, Professor
Marina Spivak, Senior Financial Analyst, Finance
Marjan Ghannad, Professor
Marlene Stephens, External Observer
Martin Lee, Professor
Mary Grammatikakis, Director, Experiential Learning & Entrepreneurship
Medhi Zahed, Incoming Internal Governor
Meg Shaw, Professor
Megan Fraser, Communications Officer
Mehdi Zahed, Professor and Incoming Board Member
Melanie Lalonde, External Observer
Mercedez Meier, External Observer
Michael Tarnowski, Chair, Hospitality and Tourism
Michaela Ettinger, Alumni
Mistalyn Seguin, Director, Philanthropy
Mitra Farokhpourlangroudi, External Observer
Nadia Greco, Director, Advancement Services
Nancy Druick, Manager, Philanthropy
Naomie Redmile, External Observer
Natalie Dupuis, Professor
Nathanial Vice, Clerk Academic
Navish Khanna, Finance Manager
Nicole Patton, External Observer
Nicole Priatel, Professor
Nina Newman, Corporate Events Officer
Niskha Kennedy, External Observer
Nora Murad, External Observer
Olivia Corbeil, External Observer
Parul Bhatt, External Observer
Patrick Devey, Associate Vice-President, Global, Online and Corporate Learning
Paul Gardner, Director, Risk Management
Paul Graham, Finance Manager
Paula Benbow, Chair, Allied Health
Penny Douglas, Professor
Phil Douglas, External Observer
Philip Dawe, Director, Applied Research
Pouya Safi, Director, Business Development
Rachel Dupuis, Professor
Rahul Sharma, Manager, Portfolio Analysis
Raivyn Halcro, Administrative Assistant to the Director, Indigenous Initiatives
Raj Thapa, External Observer
Ramsay Barresi, Student
Rayan Sabra, Student
Rebecca Ladouceur, External Observer
Rebecca Volk, Manager, Employee Learning and Talent Management
Rheanna Kassis, Student
Richard Goodyear, Incoming External Governor
Rita Dokmajian, Administrative Assistant, SAT

Rob Chabassol, Professor
Robert Brandon, Professor
Roshana Stanley, Finance Manager
Ryan Southwood, Executive Director, Facilities Management
Saif Terai, Professor
Sam MacMillan, Student
Sandra Brancatelli, Dean, School of Advanced Technology
Sandra Wu, Chair, Financial, Accounting and Legal Studies
Sara Valley, External Observer
Sarah Hall, Dean, Pembroke Campus
Sarah Scharbach, External Observer
Scott Gonsalves, Director, Strategy and Planning
Shaideh Mogharrabin, Senior Planning Analyst
Shane Hu, External Observer
Shannon Patrick, External Observer
Sharleen Conrad-Beatty, Professor
Sharon Moore, Instructor, Hospitality and Tourism
Shawn Qu, External Viewer
Shelley Linthorne, External Observer
Shenda MacMillan, External Observer
Shruti Savani, External Observer
Simon Spooner, Associate Director, Facilities Planning and Sustainability
Sky Wilson External Observer
Sobhi Fanos, Budget Officer, Campus Services
Sophie Love, Student
Stefania Caporilla, Professor
Stephanie Parsons, External Observer
Stephanie Thompson, External Observer
Stephen Murphy, Professor
Sue Mainse, Manager, Risk Management
Sylvie Canonico, Esthetician Program Coordinator
Talia Brown, External Observer
Tammy Charette, Professor
Tania Dube, Incoming External Governor
Tara Ettinger, Professor
Tara Kelly, Coordinator, HR Special Projects
Tara Ryan, Student
Tavata Barbosa, Student
Tegan Wong, Student
Tejas Ranpara, External Observer
Teri Kinnunen, Manager, Corporate Planning
Terri Boulet, Manager, Human Resources
Trevor Oattes, Communications Officer
Tyler Snyder, Test Services Proctor
Valerie Sayah, Coordinator, Professional Development Program Developer
Vicki Kearney, Professor
Wilma Allan, Manager, Enrolment Systems and Reporting
Yen Do, Acting Chief Digital Officer, Finance and Administration
Zachary Deorksen, Financial Analyst

Zoe Davidson, External Observer
Zully Alvarado, External Observer