

Human Resources	Mark Nogalo	No Report		
Board Finance	Shelley Schell	Minutes of Feb 12, 2019		
Nominating & Governance	Mark Pitcher	Minutes of Feb 27, 2019		
2.0 PRESENTATIONS				
3.0 REPORT FROM THE PRESIDENT				
President's Report (attachment 3.0)			Information	5
4.0 BUSINESS ARISING				
4.1 Economic Impact Study [attachment 4.1] MOTION: <i>That the Board of Governors support the President in securing Emsi Consultants, and associated costs, to conduct Algoma University's Economic Impact Study.</i>			Approval	5
4.2 RFP - Conceptual Planning and Campus Renovation [attachment 4.2]			Information	10
4.3 Strategic Enrolment Update (attachment 4.3)			Information	5
5.0 ITEMS FOR DECISION/DISCUSSION				

OPEN SESSION

Present: N. Boyle, P. Danquah, I. Imre, C. Jamieson, A. Lambert, R. Linklater, M. Nadeau, D. Nanang, M. Nogalo [Chair], M. Pitcher, S. Schell, A. Vezina, A-M. Jones, M. Moraca, J. Belisle

Regrets: L. Grawbarger, S. Horn, C. Sayers, C. Jamieson

Guests: D. Rogers, R. Battisti, D. Marasco, C. Denomme, C. Reed-Elder

1.0 INTRODUCTION

1.1 Chair's Opening Remarks

The Board Chair asked Board members to declare 'conflicts of interest'.

1.2 Consent Agenda

MOTION Danquah/Nanang

That the Board of Governors approve all items listed under the consent agenda for the meeting of January 24, 2019.

1.2a Agenda for the meeting dated January 24, 2019

1.2b Minutes of the meeting dated November 29, 2018

Carried

1.3 Written Reports from Board Committees / University Bodies

MOTION Nanang/Danquah

That the Board of Governors approve the following reports from Board Committees and University Bodies as follows:

Minutes, Board Executive, November 19, 2018

Minutes, Board Finance, November 19, 2018

Minutes, Nominating and Governance, November 7, 2018

Carried.

2.0 PRESENTATIONS

2.1 Academic Planning Update - Dr. Donna Rogers

Dr. Donna Rogers provided an update with respect to current academic programming as well as initiatives in progress. The University is committed to providing relevant programs and academic opportunities for students on all three campuses and the communities they serve. New 2 plus 2 agreements with Sault College and Northern College were highlighted in her presentation as well as developments with the ONWAA - programming out of the CESD program.

3.0 REPORT FROM THE PRESIDENT

The President provided the Board with a written report. She welcomed the students back to campus, highlighted the Great Lakes Music Institute, and the soft-launch of Shingwauk Aboriginal Students' Association. She also shared her pleasure at re-welcoming back 35 Saudi Arabian students this January.

4.0 BUSINESS ARISING

4.1 Strategic Enrolment Update - 2018-19

The Board was provided with an enrolment update for the 2018-19 academic year adding that enrolment has increased approximately 12 percent compared to last year on the same date.

5.0 ITEMS FOR DECISION/DISCUSSION

None

6.0 NEW BUSINESS

6.1 Board Retreat Update [Chair]

7.0 INFORMATION ITEMS

The Chair updated the Board on the planned retreat. Two areas, the Board's role in campus development and risk assessment are the themes being recommended.

7.1 Freedom of Expression Policy

Board of Governors minutes, OPEN, January 24, 2019

Dr. Rogers commented that the Ministry of Training, Colleges and Universities mandated all post-secondary institutions to implement a freedom of expression policy. The new policy has been enhanced from the current Academic Freedom Policy.

8.0 MOVE INTO CLOSED SESSION

MOTION Nadeau/Schell

That the Board move into the CLOSED session of the January 24, 2019 meeting, for discussion relating to personnel matters.

Carried.

17.0 APPROVALS OF MOTIONS MADE IN CLOSED SESSION

MOTION Nadeau/Nanang

That the Board of Governors approve the motions that were made in CLOSED session.

Carried.

18.0 ADJOURNMENT

MOTION Schell/Nadeau

That the January 24, 2019 meeting of the Algoma University Board of Governors be adjourned.

Carried.

Present: A. Vezina, R. Linklater, N. Boyle, D. Nanang, M. Nadeau
Regrets: M. Nogalo, S. Schell

1.0 CALL TO ORDER

2.0 APPROVAL OF AGENDA

MOTION: Linklater/Boyle

To approve the OPEN Agenda for January 14, 2019 meeting of the Board Executive.

Carried.

3.0 APPROVAL OF MINUTES

MOTION: Vezina/Linklater

That the Board Executive approve the OPEN minutes of November 19, 2018.

Carried.

4.0 BUSINESS ARISING

None

5.0 PRESIDENT'S REPORT – OPEN

5.1 Sault College Partnership Agreements - media event January 24, 2019

5.2 Northern College Partnership Agreements - media event in Timmins, January 31

5.3 Advancement Update

Nanang commented that the President's report is very readable and helpful. Sault College partnership agreements will be moving forward on January 24th. Two agreements at Northern College will be signed on January 31 [Business/Computer Science] in Timmins. As well, meetings of the AU leadership team with the Timmins school boards will take place during the visit.

6.0 ITEMS FOR DECISION/DISCUSSION

6.1 OPEN Board of Governors minutes from November 29, 2018

6.2 OPEN Agenda, Board of Governors meeting January 24, 2019

Items to discuss for the next Board meeting include an Enrolment update under Business Arising, and the President's Report including current initiatives.

7.0 NEW BUSINESS

7.1 Board Retreat Update

A meeting was scheduled with Dr. Rick Legon, President of the Association of Governing Boards [AGB]. The AGB an organization focussed on strengthening governing bodies in the US and Canada; academic governance is becoming more and more of a priority

It was decided that that Nominating and Governance committee would discuss the scheduling of the retreat to ensure that the timing would include new members of the board.

MOVE TO CLOSED SESSION

MOTION: Nadeau/Boyle

That the Board Executive move to the CLOSED session of the meeting of January 14, 2019.

Carried.

15.0 Adjournment

MOTION; Nadeau/Boyle

That the Board Executive adjourn

Algoma University
Minutes of Board Finance Committee
Tuesday, February 12th, 2019
NW 306, 5:30pm
OPEN SESSION

Present: R. Battisti, S. Schell, I. Imre, M. Moraca, M. Nogalo, R. Linklater, A. Vezina
Guests: M. Murtha, B. Grisdale-Briski
Regrets: Anne-Marie Jones

1. CALL TO ORDER

S. Schell called the meeting to order at 5:30pm.

2. DECLARATION OF CONFLICTS OF INTEREST

M. Moraca declared a conflict with item 8.3.

3. APPROVAL OF AGENDA

MOTION I. Imre/R. Linklater

To approve the Agenda as presented.

Carried.

4. APPROVAL OF MINUTES

MOTION I. Imre/R. Linklater

To approve the minutes of the meeting of January 8th, 2019 (open session) as presented.

Carried.

5. ITEMS FOR DECISION

4.1 December 31, 2018 Operating Statements

R. Battisti led a review of the operating statements, noting that December 2018 year-to-date resulted in a net operating cash flow of \$5.2M, which is an improvement of approximately \$1.3M from the previous year. Operating revenues are \$25.4M or approximately 89% of the total revenue expected for the year has been recorded/assessed and is \$2.8M favorable compared to previous year.

MOTION M. Nogalo/I. Imre

To accept the operating statements as at December 31, 2018.

Carried.

6. BUSINESS ARISING

None.

7. NEW BUSINESS

None.

8. ITEMS FOR INFORMATION

8.1 SMA2 Metrics

R. Battisti led a review of the SMA2 Metrics board note. Discussion occurred around why the net operating revenues ratio is negative. R. Battisti noted that the metrics will be updated once firm numbers from COU come in. Discussion occurred around tracking and it was suggested that a benchmark could be set and the metrics could be tracked quarterly.

8.2 Pension Statement of Investment Policies and Procedures (SIPP)

R. Battisti led a review of the SIPP board note.

8.3 Capital Project Update

R. Battisti reviewed the briefing note, noting that costs are over by 4.5%. The Committee discussed whether to fund the overage from reserves or to not fund it and spread the overrun over 40 years. It was noted that, if going through reserves, it would require Board approval.

8.4 Response to Management Letter (Pension Statements)

The response to the management letter was reviewed.

9. CLOSED SESSION

MOTION: M. Moraca/I. Imre
To move into closed session.
Carried.

10. CLOSED SESSION

11. MOTIONS FROM CLOSED SESSION

MOVED R. Linklater/M. Moraca
To ratify any decisions made in closed session and to adjourn the meeting.
Carried.

12. MOTION TO ADJOURN

MOVED I. Imre/R. Linklater
To adjourn the meeting of February 12, 2019.
Carried.

The meeting was adjourned at 6:40 pm.

NEXT MEETING DATE: March 5, 2019

OPEN SESSION

Present: A. Vezina, M. Pitcher (Chair), M. Nogalo, J. Belisle, D. Marasco
Regrets: M. Nadeau

1.0 Call to Order

2.0 Approval of Agenda

MOTION Belisle/Vezina

To approve the OPEN agenda as circulated.

Carried.

3.0 Approval of Open Minutes

MOTION Vezina/Nogalo

To approve the minutes of the OPEN minutes of the meeting of November 7, 2018

Carried.

4.0 BUSINESS ARISING

4.1 Board Retreat Final Planning

Vezina provided Nominating and Governance with an update on plans for the retreat including two themes including risk management and the role of Board members. The second theme would be government relations and how the Board can be engaged with advancement, alumni, and with enhancing the profile of the University.

It was suggested by members that Michael Fraser, Director of Government Relations at Queen's University could provide a Friday evening workshop identifying risk, government relations, followed by a Saturday session that could further the dialogue.

4.2 Review Terms of Reference for Board Committees

The committee reviewed the terms of reference for each standing committee and had no issues.

4.3 Board Self-Evaluation Survey

It was recommended that the self-evaluation survey reviewed in an effort to make it more lean.

4.4 Review of Skills Matrix - succession planning

Marasco to work with the Chair regarding the skills matrix. Nogalo suggested that it was important to identifying the Board needs when selecting new members for the new term

5.0 NEW BUSINESS

MOVE INTO CLOSED SESSION

Motion: Nogalo/Belisle

To move into CLOSED Session of the February 27, 2019 meeting.

Carried.

10. Return to OPEN SESSION

Motion: Nogalo/Vezina

To return to OPEN Session.

Carried.

11. Ratify Decisions made in CLOSED SESSION

Motion: Vezina/Belisle

To ratify any decisions made in CLOSED Session

Carried.

12. Adjournment

Motion: Nogalo/Belisle

To adjourn the February 27, 2019 meeting of the Nominating and Governance Committee.

Carried.

Topic	Economic Impact Study [March 2019] [Attachment 4.1]
Purpose of Report	Board of Governors -- Approval
Prepared by	Colin Wilson, Director of Strategic Advancement
Background	<p>The Economic Impact Studies will be developed to gauge the value of Algoma University to the community it resides in, the students it services, and the industry partners they collaborate with. The Studies will outline the direct and indirect socio-economic benefits of the University's presence with results being used to inform its continuous improvement and to market its value to a range of stakeholders including prospective students, industry partners, and donors from both the government and private sector.</p> <p>The Economic Impact Studies will include the following:</p> <ol style="list-style-type: none"> 1. Operations Spending Impact 2. Student Spending Impact 3. Alumni Impact 4. Research Spending Impact 5. International Student Spending Impact 6. Investment Analysis 7. Capital Analysis 8. Student Perspective 9. Societal Perspective <p>Algoma put out a call for RFP, and received 6 submissions. The chosen Consulting Firm was Emsi. They were by far the strongest applicants and have extensive experience in these reports with over 1900 reports completed. Data is currently being gathered, and draft will be ready by April, with final report completed start of June.</p>
Future Actions	<p>In an effort to secure future funding opportunities, it will be necessary for the Board of Governor to support the following motion:</p> <p>MOTION: That the Board of Governors support the President in securing Emsi Consultants, and associated costs to conduct Algoma University's Economic Impact Study.</p>

Topic	Request for Proposal – Conceptual Planning and Campus Renovations
Purpose of report	Board of Governors: Information (March 29, 2019)
Report prepared by	Robert Battisti, Vice President of Finance and Operations
<p>Background:</p> <p>On March 12, 2019, Algoma University released a Request for Proposal (RFP) for Conceptual Planning and Campus Renovations. The objective of the RFP is to receive proposals from qualified Architectural/Engineering firms to provide consulting services according to the information, specifications and requirements as set out.</p> <p>The successful bidder will be responsible for the Conceptual Planning & Design Development, as well as the full Design, Tendering, Supervision, & Contract Administration of the proposed renovation projects, including carrying costs for all sub-consultants that will be required for each project component. Based on the estimated costs for the various projects, it is estimated the total costs will be greater than \$100,000 and will be part of the Fiscal 2019/20 CAPEX projects list.</p> <p>There are <u>four</u> main project components:</p> <p>PROJECT 'A': - Develop a Campus Master Plan (CMP) for the Sault Ste. Marie Campus and Brampton Campus. Summary of Campus Master Plan Project Components:</p> <ol style="list-style-type: none"> 1. Functional Analysis review of space 2. Physical Analysis of the Campus Community 3. Solution development 4. Master Plan Document 5. Community, staff and stakeholder consultation sessions. 6. Coloured campus master plan drawing(s) <p>PROJECT 'B': Consult with internal planning and design team to develop a conceptual plan of the existing East Wing - SSM Campus, to create a more prominent space of provincial and national prominence as a 'National Training Centre'.</p> <p>PROJECT 'C': - Develop a conceptual plan to create a new space for the 'School of Business & Economics', on Level 2 of the West Wing - SSM Campus, within the east half of the existing Level 2 Wishart Library. The project will also include renovating and upgrading the existing ground floor elevator lobby area, the existing Lobby area between the Wishart Library and North Wing, as well as the construction of a new (south) ground floor Main Entrance for the School of Business & Economics. It will also require upgrades to enhance the reduced footprint of the lower level of the library.</p> <p>PROJECT "D" - This project is comprised of eight renovations and upgrades in several areas within the Shingwauk Hall and North Wing, on the SSM Campus. The following is a list of the various renovation/upgrade projects:</p> <ol style="list-style-type: none"> 1. Relocate the three (3) - Computer Labs 2. Relocate the existing university Bookstore 3. Relocate the existing Algoma University Student Union (AUSU) 4. Upgrade the existing North Wing (Level 3) main corridor 	

5. Renovate the North Wing (Level 3 - NW307 office area), and create a new **'Student Success Central'** office pod area.
6. Collaborate and consult with a student planning team to develop a concept and renovate and upgrade the existing Student Bar Lounge (**'Speak Easy'**)
7. Minor renovations to **'International Student Lounge'**
8. Construct a new private **'Recruitment Office'**

For a complete description of the four projects and the RFP, please reference the Procurement section of our website at www.algomau.ca/financial-services/ or click here.

Current Status:

Based on the project schedule, the following are the milestones identified:

March 21, 2019 - Mandatory SSM Campus Site Walkthrough with Owner and Algoma University representatives.

March 28, 2019 - RFP Proposal Submission Deadline

March 29/19 to April 3/19 - Time Period for Owner interviews with short-listed Proponents.

April 4, 2019 - Selection of Architectural/Engineering Services Firm

April 5, 2019 - Architectural/Engineering Services Firm begin work on Projects.

May 10, 2019 – Project 'D' ConDocs ready, and Issued for Tender.

September 3, 2019 – Project 'D' Construction complete.

October 1, 2019 – Coloured Renderings completed and Posted, for Project 'A', Project 'B', & Project 'C'.

November 30, 2019 – Project 'C' detailed Design complete, and ConDocs ready to Issue for Tender.

August 1, 2020 – Project 'C' construction complete.

The selection committee will consist of the following: President and Vice-Chancellor, Vice-President of Finance and Operations, Director of Physical Plant, School of Business and Economics, student and Indigenous representation and board member(s).

Future Actions:

As Algoma University reviews the various projects, updates will be provided as well as requests for recommendations/approvals from the Finance Committee and the Board of Directors.

Topic	Strategic Enrolment Report [attachment 4.3]
Purpose of Report	Open Session of the Board of Governors meeting {OPEN}
Prepared by	Brent Krmpotich, Director of Enrolment Management and International Operations David Marasco, University Registrar
Background	Strategic Enrolment Management has been named as one of four strategic priorities of the Board and Senate. The University is implementing key growth strategies focused on the mandate of increasing enrolment on all three campuses: Sault Ste. Marie, Brampton and Timmins.
Current Status	<p><u>1.0 FINAL ENROLMENT NUMBERS (2018-2019)</u></p> <p>Final enrolment numbers for 2018-2019 are 1190 FTE, an increase of 10.2% or 110 FTE as compared to the April 2018 enrolment projection and 12.6% increase beyond the January 2018 projections.</p> <p><u>2.0 2019/20 Enrolment</u></p> <p>The University is projecting 20% growth or approximately 250 FTE in 2019/20 based on the following factors:</p> <ol style="list-style-type: none"> 1. International applications for 2019 Spring and Fall terms 2. OUAC 101 applications 3. OUAC 105 applications <p><u>2.1 International Enrolment - SPRING/APRIL - Record Spring Enrolment Projected</u></p> <p>The University's international strategy continues to produce results. As of March 21, 2019 the university had 1550 international applications for the Spring term compared with 147 at the same time last year. Broken down by campus; 941 of the applications are for the Sault Ste. Marie campus and 609 are for the Brampton campus. The current projection is 300 new international students to enroll in the Spring 2019 term as compared to 11 in Spring 2018.</p> <p><u>2.2 OUAC 101 Applications - 33.5% growth</u></p> <p>For the second year in a row the University has seen significant growth in OUAC 101 (Ontario secondary school) applications. As of March 7th, Algoma's 101 applications were 33.5% higher than the previous year, the highest percentage</p>

	<p>increase in the province for the second year in a row. Over the past two years Algoma's 101 applications have grown by 63%. The majority of the growth this year came from students living outside of the region. Computer Science, Law and Justice, Psychology, Business, and Biology are the top five programs in terms of 101 applications this year.</p> <p>2.3 OUAC 105 Applications - 33% growth</p> <p>OUAC 105 (non-secondary school) applications for Fall 2019 are up 33% (265 vs. 199) compared to last year. Both the Sault Ste. Marie and Brampton campuses have experienced growth in OUAC 105 applications. Social Work, Computer Science, Psychology and Business are the most popular destination programs for these applicants. Sault College, Seneca and George Brown College are the three largest sending institutions. Much of the growth can be attributed to the development of pathway agreements between the University and partner colleges.</p>
Future Status	<p>The university is continuing to develop a number of Strategic Enrolment Management strategies to achieve its enrolment goal of 3,000 FTE by 2025. This includes expanding 2 + 2 agreements with Sault College, Northern College and others from the college sector as well as focusing on the Indigenous recruitment strategy and entering additional international markets.</p>

Board of Governors Retreat
Strengthening Board Governance
to Support the University's Transformational Change Agenda

Friday, April 5th, 2019 - 5:00 to 9:00 p.m.
Saturday, April 6, 2019 - 8:30 a.m. to 12 noon

Location: Shingwauk Auditorium

WORKING AGENDA

Day 1 – Friday, April 5 - Vision 3000 - The Board's Role in Supporting Advancement, Fundraising and Government Relations

- 4:30 p.m. Refreshments and appetizers available
- 5:00 p.m. Remarks by the Chair & introduction to the evening and next day – Mr. Mark Nogalo
- 5:10 p.m. Overview of objectives and activities for the evening and next day - facilitator Bonnie Patterson, Consultant in Higher Education Leadership and Governance
- 5:15 p.m. Guest presenter: Rob Esslement – Associate VP (Government Relations) University of Waterloo, where his department is responsible for developing and implementing strategies to enhance and strengthen key relationships between the University of Waterloo and federal, provincial, regional and municipal government stakeholders. Topics to be included in his presentation:
1. *An overview of what government relations is in a university environment and the role various participants play in this area; differences notable in various institutions*
 2. *The role of the Board in government relations within the priorities of the municipal, provincial and federal governments sharing examples from his experience of what can be done to build long-term relationships, and enhance and understanding of AU's contributions and profile*
 3. *government relations in the context of the first-year mandate of the provincial government and an election year for the federal government*
 4. *government relations in the context of alumni affairs and how alumni can play a role*
 5. *how the board's role in both university relations and government relations fit with risks associated with these responsibilities*
- 7:00 p.m. Dinner

7:45 p.m. Introduction to Enterprise Risk Management (ERM) and the Role of the Board in Establishing Risk Appetite and Assessment – Facilitator Bonnie Patterson

Description: The process of assessing risks and making decisions based upon an assessment of them allows boards to ask the right questions and make informed decisions in collaboration with senior administration. The board needs to determine the level of risk appetite that the institution can manage concerning specific directions and some initiatives that might run too high a risk to the sustainability of the university. Administration typically identifies key organizational objectives that represent the drivers of the university's competitive advantage that they focus on in pursuit of the Mission and Vision. Identifying these drivers allows the board and administration to provide specific boundaries and guidance to decision makers by defining the specific outcomes expected for each driver and the acceptable variance allowed to reach them. An example for Algoma U at this transformational point in time would be investing in change by accepting the upside of a bold initiative, mitigating threats or avoiding certain initiatives.

This interactive workshop will kick off after dinner and continue through the morning following. It will provide an overview of best practices in the sector, introduce a number of tools used in Enterprise Risk Management, develop a draft risk register and will give board members and administration an opportunity to reflect on what next steps need to be pursued.

7:45 p.m. An interactive exercise where to determine up to 20 key risks in play at Algoma University. This requires looking through a variety of lenses from Financial Stewardship, Employment & People Issues to Mission Risk and Operational Activities. The outcome will be a draft risk register and set the stage to determine the top 5-10 risks for board consideration and monitoring. Assessing impact - both the opportunities and the downsides - on the institution's strategic plan, mission and vision will also be explored.

9 p.m. Adjournment for the evening

Board of Governors Retreat
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Day 2 - Saturday – April 6 - Strengthening Board Governance: The Role of the Board in Risk Assessment

8:30 a.m. Breakfast available

9:00 a.m. Role of the Board of Governors in Enterprise Risk Management (ERM) -

This morning workshop will provide an overview of best practices in the sector, introduce and use a number of tools used in Enterprise Risk Management to refine and prioritize a draft risk register for Algoma U, identify mitigation strategies, impact and likelihood through a risk scorecard. It will give board members and administration an opportunity to work together and reflect on what next steps need to be pursued.

11:30 a.m. Board Reflections and Next Steps

11:55 a.m. Closing remarks by the Chair

12 noon Adjournment

Rob Esselment is the Associate Vice-President, Government Relations at the University of Waterloo. In his role, Rob is a key point of contact between the campus and governments at all levels. He also advises Waterloo's senior administration on government initiatives and the university's advocacy strategies. He was the recipient of the 2018 Gillian A. Wood Award for Excellence in Government Relations, given by his peers at the Canadian Universities Government Relations Officers Network where he has served on the Executive Committee for over a decade.

Prior to joining Waterloo in 2013, Rob worked for six years as Director, Government Relations at Western University and also held the role as Director of the President's Office. From 1999 to 2007 he held a number of positions in and around the provincial government at Queen's Park as a political staff person for the Opposition Health Critic, the Minister of Education, the Minister of Training, Colleges and Universities, and as an Associate at StrategyCorp.

Rob is a three- time graduate of McMaster University in Political Science, History and the Master of Communications Management program through McMaster and Syracuse University. He and his wife Anna, a faculty member of the University of Waterloo's Department of Political Science, have three children.