

**Open Board of Governors**

Algoma University - Board of Governors  
CC 201 - SSM Campus / Virtual  
Mar 30, 2023 4:30 PM - 5:00 PM EDT

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**1.1. Acknowledgement of Traditional Territories**  
External Governor Kelli-Ann Lemieux will provide a personalized Land Acknowledgement.

**1.2. Chair's Opening Remarks**

**1.3. Declarations of Conflicts of Interest**

**2. CONSENT AGENDA**  
MOTION : That all items listed under the 'Consent Agenda' be approved as recommended.

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**4. PRESENTATIONS - N/A**

**5. BUSINESS ARISING - N/A**

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**6.1.1. Signature Authority Policy**  
MOTION : That the Board of Governors approves the Signature Authority Policy.

**6.1.2. International Student Refund Policy**  
MOTION : That the Board of Governors approves the International Student Refund Policy.

**7. NEW BUSINESS - N/A**

**8. INFORMATION ITEMS**

**8.1. Internal Unaudited Financial Statements as of December 31, 2022.....51**

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**8.2. Questions on Information Items**

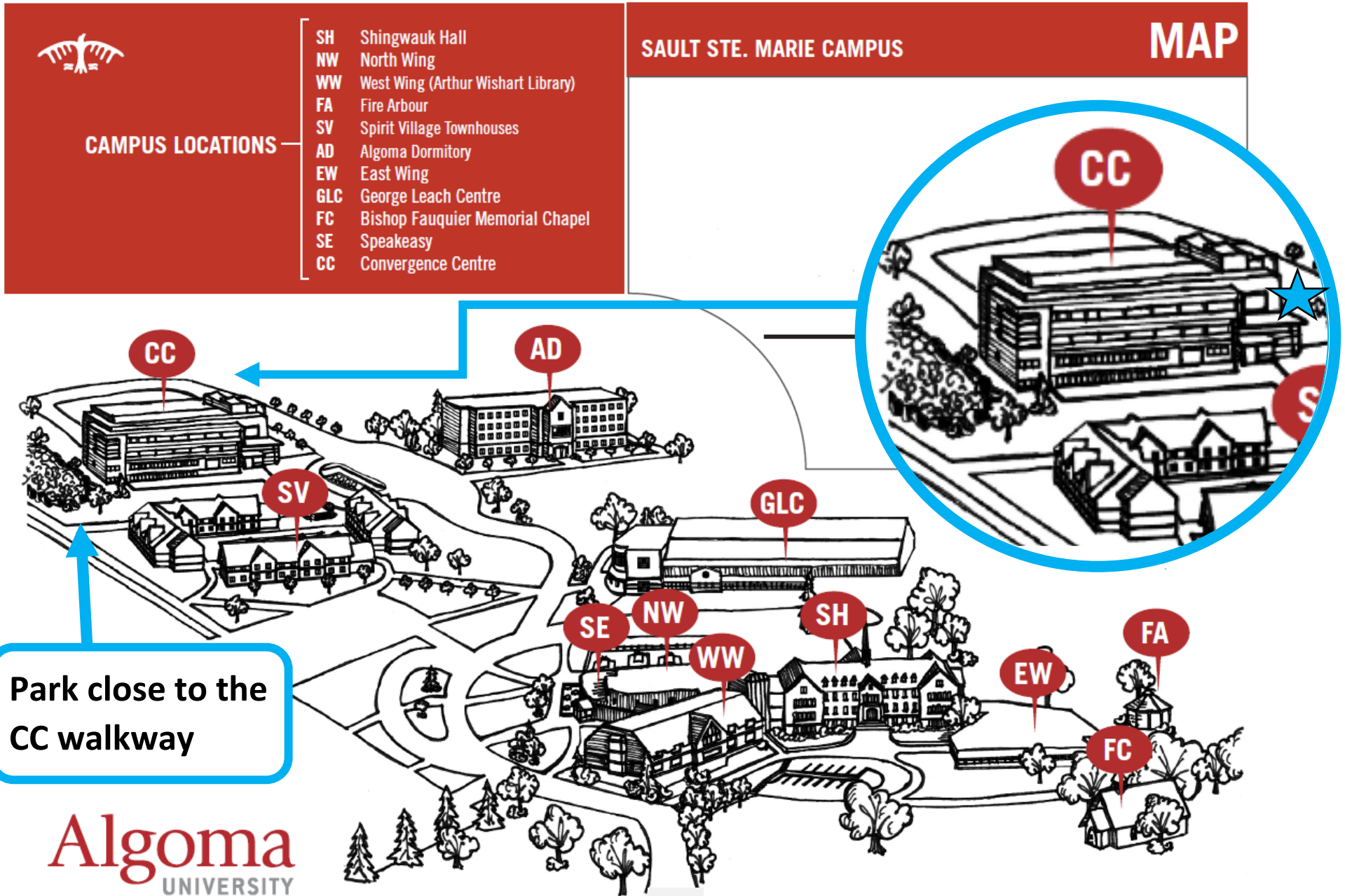
**9. MOVE TO CLOSED SESSION**

MOTION : That Board of Governors move into Closed Session.

**10. Break Between Open and Closed Sessions**

All guests and members of the media will be asked to exit the boardroom. Governors will have dinner during the break.

# Campus Map for Board of Governors Meetings - 2022-23 Cycle







## Agenda

### 1. CALL TO ORDER

4:30 PM

Presenter: Mike Moraca

#### 1.1. Acknowledgement of Traditional Territories

Presenter: Kelli-Ann Lemieux

External Governor Kelli-Ann Lemieux will provide a personalized Land Acknowledgement.

#### 1.2. Chair's Opening Remarks

Presenter: Mike Moraca

#### 1.3. Declarations of Conflicts of Interest

Presenter: Mike Moraca

### 2. CONSENT AGENDA

4:33 PM

Presenter: Mike Moraca

**MOTION:** That all items listed under the 'Consent Agenda' be approved as recommended.

#### 2.1. OPEN Agenda for Board Meeting

#### 2.2. OPEN Minutes for Previous Meeting

### 3. REPORT FROM THE PRESIDENT

4:35 PM

Presenter: Asima Vezina

[Simple Booklet Version](#)

### 4. PRESENTATIONS - N/A

### 5. BUSINESS ARISING - N/A

### 6. ITEMS FOR DECISION / DISCUSSION

#### 6.1. Policies for Approval

4:45 PM

Presenter: Shannon Brooks

##### 6.1.1. Signature Authority Policy

Presenter: Shannon Brooks

**MOTION:** That the Board of Governors approves the Signature Authority Policy.

##### 6.1.2. International Student Refund Policy

Presenter: Shannon Brooks

**MOTION:** That the Board of Governors approves the International Student Refund Policy.

**7. NEW BUSINESS - N/A**

**8. INFORMATION ITEMS**

**8.1. Internal Unaudited Financial Statements as of December 31, 2022**

**8.2. Questions on Information Items**

**4:55 PM**

**9. MOVE TO CLOSED SESSION**

Presenter: Mike Moraca

**4:59 PM**

**MOTION:** That Board of Governors move into Closed Session.

**10. Break Between Open and Closed Sessions**

All guests and members of the media will be asked to exit the boardroom. Governors will have dinner during the break.



# Open Board of Governors Minutes

Algoma University - Board of Governors  
Jan 26, 2023 at 4:30 PM EST  
@ CC 201 - SSM Campus / Virtual

## Attendance

### Present:

Members: Arjun Batra (remote), Robert Battisti, Cecilia Bruno, Paul Dupuis, Sonja Kosuta (remote), Rose Linklater, Mike Moraca (remote), Dionisio Nyaga, Jake Pastore (remote), Elaine Pitcher (remote), Taylor Sayers (remote), Hugh Stevenson, Shannon Taylor, Mario Turco, Asima Vezina (remote), Tim van Weerden

Guests: Shannon Brooks, Craig Fowler (remote), Michele Piercey-Normore, Paul Quesnele, Kramer Rousseau, Laura Wyper

### Absent:

Members: Irene Barbeau, Melanie Borowicz-Sibenik, Kelli-Ann Lemieux, Nina Trudeau

Guests: Mary Wabano-McKay

Governor Regrets Received in Advance: Irene Barbeau, Melanie Borowicz-Sibenik, Kelli-Ann Lemieux, Nina Trudeau

## 1. CALL TO ORDER (Presenters: Mike Moraca)

The meeting was called to order at 4:30pm.

### 1.1. Acknowledgement of Traditional Territories

The Chair provided a personalized Land Acknowledgement.

### 1.2. Chair's Opening Remarks

The Chair provided greetings from the Algoma University Brampton Campus where he was joined by A. Batra and A. Vezina. He advised that he was able to tour the Brampton Campus, meet employees, visit classrooms and hear from Brampton leaders in the community. He expressed his sense of pride in the accomplishments of what has been established in recent years and encouraged all members of the Board to try to find time to visit the Brampton campus during one of the planned events in order to see first hand the wonderful work underway.

### 1.3. Declarations of Conflicts of Interest

None declared.


2. CONSENT AGENDA (Presenters: Mike Moraca)

**Motion:**


That all items listed under the 'Consent Agenda' be approved as recommended.

Motion moved by Jake Pastore and motion seconded by Arjun Batra. Carried.

2.1. OPEN Agenda for Board Meeting

 BOG - 26 Jan 2023 - Open Agenda.pdf

2.2. OPEN Minutes for Previous Meeting

 BOG - 24 Nov 2022 - Open Minutes.pdf

D. Nyaga joined the meeting at 4:37pm. S. Kosuta joined the meeting at 4:39pm.

3. REPORT FROM THE PRESIDENT

[Simplebooklet Version](#)


 BOG - 26 Jan 2023 - President's Report January 2023 .pdf

A. Vezina provided her greetings from the Brampton Campus, then gave an overview of key areas of progress on the strategic priorities as outlined in the January 2023 President's Report. The Board discussed the importance of engagement on the campuses, and highlighted the opportunities for showcasing Algoma University within the local communities. The President shared that the Advancement Team is creating a workplan that will see Algoma hosting large galas each year (alternating between the Sault Ste. Marie and Brampton campuses) to showcase the university and the partnerships underway. She advised that a formal gala in Brampton is currently being planned, and that external relations work has been underway with numerous local, provincial and national stakeholder groups to promote the university. Further, she noted that specific themed groups (i.e. school boards, health care) will be visiting campuses to discuss enhanced partnerships and collaboration. The Board also learned about the Black History Month and the culminating Gala wherein the Governors were invited to attend.

T. Sayers joined the meeting at 4:50pm. H. Stevenson joined the meeting at 4:55pm.

4. PRESENTATIONS

- 4.1. Researcher of the Month: Dr. Laura Wyper (Presenters: Dr. Laura Wyper, Assistant Professor and Chair, Department of Community Economic and Social Development)

 BOG - 26 Jan 2023 - Open - Board Report for RAC Presentation: Dr. Laura Wyper.pdf

 BOG - 26 Jan 2023 - Open - RAC Presentation: Dr. Laura Wyper.pdf

Dr. Michele Piercey-Normore began by introducing Dr. Laura Wyper, Assistant Professor and Chair of the Department of Community Economic and Social Development. Dr. Wyper then presented a slidedeck outlining a Global Skills Opportunity (GSO) Mobility Exchange program and grant that allowed students enrolled in a course on Sustainable Indigenous, Real and Urban Community Development to participate in a ten day faculty-led experience at Slow Food's Terra Madre in Turin, Italy. The Board expressed their appreciation for the presentation and for the opportunities that have been provided to students in cross-cultural experiential learning.


5. BUSINESS ARISING - N/A

6. ITEMS FOR DECISION / DISCUSSION - N/A


7. NEW BUSINESS - N/A

8. INFORMATION ITEMS


8.1. Auditor General Update

 BOG - 24 Jan 2023 - Open - Auditor General Update.pdf

8.2. Budget Planning and Principles

 BOG - 24 Jan 2023 - Open - 2023-24 Budget Principles Briefing Note.pdf

8.3. 2023-24 Forecast

 BOG - 24 Jan 2023 - Open - 2022-23 Forecast Briefing Note.pdf

8.4. Questions on Information Items

The Board discussed the financial forecast in terms of the FTE projections which should drive the opportunities for the university and support investments in decisions for the Board to further advance the mission of Algoma University across its campuses.

9. MOVE INTO CLOSED SESSION (Presenters: Mike Moraca)

**Motion:**

That Board of Governors move into Closed Session.

Motion moved by Shannon Brooks and motion seconded by Rose Linklater.  
Carried.

The Open Session was adjourned at 5:01pm.



**PRESIDENT'S  
REPORT**

MARCH 2023



# THE PRESIDENT'S MESSAGE

Engaging conversations continue to take place as we move further into the final stages of creating Algoma's next three-year Strategic Plan. As we write the next chapter of this University's history, I predict it will be one steeped in our Special Mission and marked by creativity, expanding partnerships and community impact.

March will see us move forward with a Board of Governors facilitated session, where they will consider the second phase of stakeholder feedback as the University works to refine and shape a final draft of the strategic directions. By mid-April, this draft framework will be shared with the Steering Committee, with the goal of sharing the final Strategic Plan in late June. I would like to thank everyone who has participated in the consultations to ensure that as we consider the next chapter, that the voices of many diverse stakeholder groups are heard, acknowledged and incorporated. This is an exciting time as we build for the future.

As we reflect on the progress of the past few months, we continue to witness the evolution of what started out as mere concepts a few short years ago and now as we see below are moving into reality. A few recent examples include:

- Senate approval of two new Master's degrees, one in Biology and the other in Computer Sciences slated for inaugural intake this Fall. These programs will foster collaboration between academic, government, industry, and Indigenous scholars. Both programs will produce highly-skilled graduates equipped with the critical thinking, analytical, and communication skills required to expand and advance knowledge in their respective disciplines. In addition, these areas are critical for our diversified local and regional economies while supporting organizations and companies that constantly require access to highly skilled talent (examples; software development, project management and data analytics, etc.).
- The establishment of a collaborative agreement with the Northern Ontario School of Medicine University (NOSMU) that will support the expansion of NOSMU in SSM and Algoma. The immediate goal of this partnership is to move forward with the implementation of phase one of the Mental Health and Addictions Research and Training Institute. Similar discussions with potential partners such as Toronto Metropolitan University would see a hub of the mental health institute located in Brampton. Through partnership and the expansion of health science programming on both campuses, we hope to increase pathway opportunities to medical careers in both communities.

## *Seven Grandfather Teachings*





*“The future is not something we enter.  
The future is something we create.”  
- Leonard I. Sweet*



- The signing of new agreements between Shingwauk Kinoomaage Gamig (SKG) and Algoma to officially mark the next step in their long-standing partnership through the signing of a new Collaborative Agreement and a Memorandum of Understanding tied to enhancing and continuing to strengthen the working relationship as well as working alongside SKG in the establishment of an Anishinaabe School of Education. The agreements serve to further advance access to education for both Anishinaabe and non-Anishinaabe learners and support access to post-secondary education.
- Mukwa Waakaa’igan is moving forward in a good way through continued conversations with key stakeholders. Led by the VP Nyaagaaniid and Director of Mukwa Waakaa’igan, teams will be in a third phase of community consultation beginning this spring. As part of Algoma’s ongoing commitment to truth, healing, and reconciliation, this project is incredibly important to the University, the Shingwauk Residential School, the Survivor community and other communities. The building is envisioned to expand on the Shingwauk Residential Schools Centre’s prominence as a centre of excellence for the country, one that respects and builds on over four decades of work by the CSAA to preserve the history and significance of the site and residential school legacy while also focusing on the future and support for enhancing the University’s aspirations around cross-cultural and global Indigenous teaching, learning and research experiences.
- The continued strategic expansion of our academic and continuing education programming.

The future for Algoma University is positive and bright; I look forward to what we will create together as we continue to travel the road ahead. Please enjoy the highlights shared within the pages of our March 2023 President’s Report, it is a testament to the many hands contributing to all aspects of our University.

Chi-Miigwetch to everyone who continues to play a part in this exciting chapter of our history.

Best,

**Asima Vezina, President and Vice-Chancellor**

## PRIORITY 1

# Campus Culture

A dynamic hub for community and student life with spaces and activities that support inspired and engaged learning and a strong sense of pride. This strategic direction will be achieved in close collaboration with student leadership to ensure all decisions reflect students' needs.

### 2022-23 Key Metrics/Areas of Focus

- ▶ Algoma University is a dynamic hub for community and student life
- ▶ Members of the Algoma University and broader community have a strong sense of pride in their institution
- ▶ Members of the Algoma University community are engaged and inspired in their studies, work, and extracurricular activities
- ▶ Algoma University promotes a culture of internationalization

### What We've Accomplished...

Bon Soo Winter Carnival Polar Bear Swim

**HUNGER FREEZE**  
FOOD DRIVE

**RAISES**  
+ \$3,600  
+ 1,300 non-perishable food items



**WRESTLING**  
**GOLD**  
earned at the  
OUA Wrestling Championships



**SKI TRIPS** × 2



- Student Life and Communications staff led the Bon Soo Winter Carnival Polar Bear Swim ‘[Hunger Freeze](#)’ food drive, raising over \$3600 while collecting over 1300 non-perishable food items for local food pantries
- Varsity wrestler Kyle Price brings home a [gold medal](#) in the men’s 100 kg category at the OUA provincial championships. Price and teammate Lilah Fraser represent Algoma University at USports Wrestling Championships in Edmonton
- Student Success Staff successfully relocated to newly renovated Student Success Central facilities in Brampton
- Staff and student leaders organize Pink Shirt Day activities as part of national effort to support anti-bullying awareness
- Successful Ski, S’mores and More event at Hiawatha Highlands (Feb 3rd)
- Successful Ski trip to Blue Mountain (Feb 23rd). More than 100 students tried downhill skiing and snowboarding for the first time
- Tri-campus Student Leadership Retreat in SSM draws 105 participants, including almost 50 from AU’s Brampton and Timmins campuses who were also able to participate in the Gathering at the Rapids Pow Wow
- Algoma U community host numerous events to celebrate International Women’s Week (March 6-10)
- Finalized capital project plan for budgeting purposes as aligned with SSM Campus Master Plan
- Annual Holi Celebration (March 8th)

**What’s Next?**

- Finalization of revised Internationalization Strategy to further position Algoma U as a globally engaged university including increasing exchange partnerships (student, faculty, research)
- Completion of a multi-year, tri-campus master plan to develop, expand and foster a dynamic hub of community and student life informed by Strategic Enrolment Management and academic planning initiatives
- Ongoing investigation of new academic and ancillary facility options to support anticipated growth and development required to finalize Brampton Campus Master Plan



## PRIORITY 2

# Vibrant Programming

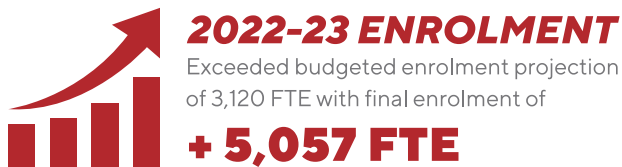
An integrated suite of academic programming that is current, relevant, attractive, and aligned with students' expectations.

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### 2022-23 Key Metrics/Areas of Focus

- ▶ Algoma University is a leader in teaching excellence
- ▶ Algoma University characterizes and distinguishes itself through the realization of its Special Mission
- ▶ Algoma University has an integrated suite of relevant programming that is linked to the broader communities

### What We've Accomplished...





- Senate approval of second stand-alone graduate program, a Master's of Computer Science (February 2023), inaugural intake anticipated for Fall 2023
- Winter 2023 international course offerings in Colombia (Community Economic and Social Development and Visual Arts) and Guatemala (Anishinaabe Studies), funded through the Global Skills Opportunity, a success
- New [agreement](#) signed with Sault College to improve pathways for students from both Social Service Worker/Social Service Worker - Indigenous Specialization and Child and Youth Care diploma programs into the Bachelor of Social Work program
- University has exceeded budgeted enrolment projection of 3,120 FTE with final enrolment of 5,057 FTE
- University has exceeded the 2022-23 target of 2000 FTE degree students with final enrolment of 2,270 FTE
- Professional and Continuing Education (PACE) enrolment targets achieved in both fall and winter terms
- Request for funding to support phase one implementation of Mental Health and Addictions Research and Training Institute submitted as part of provincial budget consultations
- Students from the School of Computer Science and Technology competed in the 2022-2023 Regionals for the NCNA (North Central North America) International Collegiate Programming Contest

**What's Next?**

- Finalization of regulatory policies, processes and student and faculty support frameworks for new School of Graduate Studies
- New Director of Teaching and Learning to commence May 1 (to be followed by the launch of the Centre of Teaching and Learning)
- CityStudio Sault Ste. Marie HUBBUB to showcase student projects from the 2022/23 academic year
- Development of comprehensive strategy to support planned growth of Professional and Continuing Education (PACE) programming



### PRIORITY 3

# Research and Innovation

A culture of research and innovation that leverages existing strengths and produces an exceptional student experience while engaging with our campus communities and contributing to their sustainability.

### 2022-23 Key Metrics/Areas of Focus

- ▶ Algoma University capitalizes on scholarship, research and creative production to enhance student learning, support faculty growth, and contribute to local and regional social, cultural and economic development
- ▶ Algoma University cultivates a culture of research and innovation among all members of the university community

### What We've Accomplished...

**Dr. Paulette Steeves**

*research featured on*



**80%**

**INCREASED  
RESEARCH  
FUNDING**



*Senate Approved!*

**Master of  
Science Degree  
in Biology**



- Review of Intellectual Property (IP) and Commercialization policies with revisions underway
- Terms of Reference (TOR) established for committee overseeing development of Indigenous Research Framework
- **Dr. Pedro Antunes** receives the 2023 Invasive Species Centre Leadership Award during the [fourth annual Invasive Species Forum](#) hosted in partnership with the Ontario Ministry of Natural Resources and Forestry.
- **Dr. Paulette Steeves'** research [featured](#) in new documentary from the CBC's, Nature of Things, "*Walking with Ancients*"
- Third annual Research Awareness Week helps raise the profile of faculty and student research activities across the Algoma University community (March 20th - 31st)
- Increased internal research funding awarded by 85% over last year. New programs included the Promising Research Grant, Part-time Faculty Research Fund and Student Conference Research Fund.
- The Algoma University Senate recently approved a Master of Science degree in Biology and a Master of Computer Science degree
- Numerous faculty publications, research papers, presentations and other scholarly activity in a range of subject areas

**What's Next?**

- Expansion of the Office of Research and Innovation (ORI) to include additional support for AU researchers and research policies and processes
- Further development of an Indigenous Research Policy and Framework
- Development of a strategy for additional graduate programs



**Invasive Species Action  
in a Changing Climate**

**LEADERSHIP ISC  
AWARD WINNER**

**Algoma  
UNIVERSITY**



## PRIORITY 4

# Anishinaabe Inendamowin

A recognized leader in cross-cultural sharing, healing and learning through collaborative efforts in decolonizing the university's policies, procedures, pedagogy in fulfilment of our Special Mission.

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### 2022-23 Key Metrics/Areas of Focus

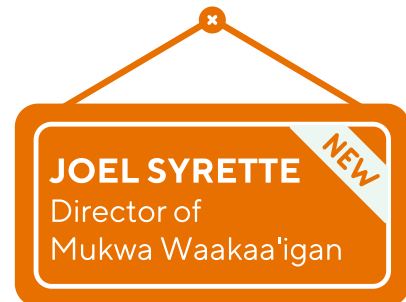
- ▶ Algoma University is recognized as a leader in Anishinaabe learning in Canada
- ▶ We are responding to the Calls to Action with strategic focus on curricula, policies, research, cross-cultural teaching and learning, community partnerships, health, land stewardship, and governance

### What We've Accomplished...



*signed between Algoma University &*  
**Mattagami First Nation**

expanding access to Indigenous  
STEAM community-based education  
and training opportunities



**\$100,000** Children of Shingwauk  
*donation to* **Alumni Association**



**"Crying Rock" Project**



- Institutional road map to support decolonization, EDI, and Indigenization presented to Senate
- Collaborative agreement signed in ceremony with Shingwauk Kinooamaage Gamig to further advance Indigenous education
- Joel Syrette named Director of Mukwa Waakaa’igan
- Successful Brampton campus AARC Recruitment Day in partnership with Peel District School Board and Dufferin-Peel Catholic District School Board (Feb 9)
- 17th Annual Gathering at the Rapids Pow Wow draws thousands of visitors to the Shingwauk site (March 4-5)
- AU and Mattagami First Nation sign [Memorandum of Understanding](#) aimed at expanding access to Indigenous STEAM (science, technology, engineering, art and mathematics) community-based education and training opportunities
- Hellenic Heritage Foundation donates \$100,000 to the Children of Shingwauk Alumni Association (CSAA) for the “Crying Rock” project, helping to preserve this piece of Shingwauk Residential School history
- Participation in [community events](#) to recognize the 16th annual Memorial March for Missing and Murdered Indigenous Women, Girls and Two-Spirit persons (MMIWG2S+)
- Continued support for Children of Shingwauk Alumni Association site search activity
- The SRSC is partnering with the National Centre for Truth and Reconciliation as part of the Coordination Hub for the [Reconciliation Network](#).

**What’s Next?**

- Mukwa Waakaa’igan - finalization of detailed functional design, pre-construction planning and budget development
- Timmins campus AARC Recruitment Day in partnership with Mattagami First Nation
- Continued expansion of Brampton and Region of Peel community outreach (Mississaugas of the Credit First Nation, Indigenous Network-Peel)
- Promotion, outreach and delivery of the Gabegendaadowin Training program
- Installation of the Reclaiming Shingwauk Hall auditorium exhibition (official opening during Shingwauk Gathering in August)
- MOU with the National Centre for Truth and Reconciliation to facilitate sharing of archival records relevant to the site search



## PRIORITY 5

# Institutional Excellence

Institutional excellence is a university-wide commitment involving students, employees, and communities aligned in the spirit of continuous improvement, institutional effectiveness, organizational resilience and strong leadership resulting in long-term financial sustainability.

### 2022-23 Key Metrics/Areas of Focus

- ▶ Community: People and Culture
- ▶ Organizational Alignment
- ▶ Generation of New Revenue Streams
- ▶ Increase Brand Awareness

### What We've Accomplished...



Planning underway for

- NEW 3-year Strategic Plan
- Department Budgets F'23/24
- Implementation of new SIS



- Development of new three-year Strategic Plan continues to move forward as planned with final version to be considered by the Board in June 2023
- Departmental budget planning for 2023-24 underway
- Successful return of annual in-person Student Award Celebration
- Implementation of new Student Information System on schedule for May
- Jane Omollo receives prestigious 2023 Athena Award at International Women’s Day event hosted by the Chamber of Commerce
- Promotional materials launched for the [Algoma University Gala 2023](#) scheduled for Friday, May 12th. Funds raised will help equity-deserving students in Brampton, through the establishment of a new scholarship, which will help to remove financial barriers.
- Community presentations highlighting strategic initiatives presented at City Council, Huron Superior Catholic District School Board and Chamber of Commerce
- Deputation on Brampton Campus progress for Brampton City Council

**What’s Next?**

- Approval of 2023-2024 operating budget (April)
- Planning for spring on-campus gathering of community stakeholder groups underway
- Launch of Professional and Continuing Education website currently in beta version
- Installation of new integrated branding across expanding Brampton campus to highlight additional facilities within the downtown core
- Next phase of Timmins campus expansion planning
- Release of promotional materials for 2023 Algoma University Classic Golf Tournament (Summer) and John Rhodes Scholarship Dinner (Fall)



## PRIORITY 6

# Equity, Diversity and Inclusion

EDI values are embedded across the organization to fulfill Algoma University's commitment to undoing systemic and institutional discrimination and to be publicly transparent and accountable.

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### 2022-23 Key Metrics/Areas of Focus

- ▶ Develop an EDI institutional accountability framework
- ▶ Foster EDI in Research, Teaching and Learning
- ▶ Commit to incorporating EDI into policies, processes and procedures

### What We've Accomplished...

- ▶ ***Develop an EDI institutional accountability framework***
  - HESA staff on the Sault Ste. Marie campus in February and the Timmins and Brampton campuses in March to conduct student, staff and faculty engagement sessions focused on the development of the EDI Strategy and Action Plan
- ▶ ***Foster EDI in Research, Teaching and Learning***
  - Annual recognition of Black History Month (February) included the hosting of a number of educational and social activities and events focused around the theme Transformative Journeys: Black Resistance and Resilience
  - Completed the Canadian Race Relations Foundations Anti-Racism Training for 16 AU employees
  - Cultural Safety Learning Program (CSLP) 2023 W session for students and employees is in progress
  - Recognition of International Day for the Elimination of Racial Discrimination (March 21) and the International Day of Transgender Day of Visibility (March 31) and other significant event



► **Commitment to incorporating EDI into policies, processes, and procedures**

- As the mandate for the IEDI Ad Hoc committee of the Senate nears its end, the committee is developing a work plan to continue its work

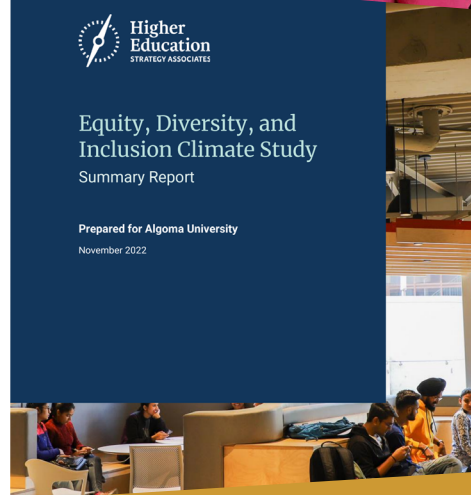
**What's Next?**

- Finalization of policy review including gap analysis and policy updating based on IEDI lens
- IEDI Ad Hoc committee will present its report to SENEX as well as recommendations to incorporate IEDI into all academic policies and procedures - including Senate By-Laws, in a phased-out manner
- HESA and People and Culture working collaboratively on review of AU policies and procedures from an EDI lens
- Anti-Racism training workshops facilitated by CRRF (Winter and Spring semesters in progress)
- People and Culture onboarding to include EDI-mandated training
- Ongoing EDI training and webinars through AU partnership with Canadian Centre for Diversity and Inclusion (CCDI); Pride at Work and LinkedIn short courses
- AU specific EDI training under development and will be rolled out for all faculty and staff to advance cross-cultural teaching and learning grounded in equity, diversity and inclusion, multiple ways of knowing and social justice advocacy
- HESA and People and Culture working collaboratively on review of AU policies and procedures from an EDI lens
- Anti-Racism training workshops facilitated by CRRF (Winter and Spring semesters)
- Onboarding to include EDI mandated training to start in January 2023
- Ongoing EDI training and webinars through AU partnership with Canadian Centre for Diversity and Inclusion ([CCDI](#)); [Pride at Work](#) and LinkedIn short courses



Equity, Diversity, and Inclusion Climate Study  
Summary Report

Prepared for Algoma University  
November 2022





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Algoma  
UNIVERSITY



## Policies for Approval

### - Signature Authority Policy, International Student Refund Policy

#### OPEN AGENDA

PREPARED BY: Shannon Brooks

Meeting Date: March 30, 2023

Action: Approval

#### PURPOSE OF REPORT

To seek approval of the Signature Authority Policy and the International Student Refund Policy so that they may be presented to the Board of Governors for final approval

#### RELATED DOCUMENTS

1. Signature Authority Policy
2. International Student Refund Policy

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#### STRATEGIC PRIORITY ALIGNMENT

**Priority #1: Campus Culture - A dynamic hub for community and student life**

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#### BACKGROUND

A number of the University's policies are out of date and a concerted effort to update policies across all areas is underway. Our initial focus has been on updating the financial policies (see Appendix A). We have begun a review of the existing policies, identified whether they are current or require updating, and have begun to review the potential gaps that may exist within the policy environment. Additionally, upon review of the existing financial policies, it was determined that some policies could be consolidated with simplified language and instructions to improve clarity and compliance. Our efforts this year will ensure our Financial policies are current and contain the appropriate content for existing processes, required financial controls, legislative compliance, and compliance with Ministry Directives, where applicable.

This month, we have the following draft policies to present for Board approval:

1. Signature Authority Policy
2. International Student Refund Policy

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#### SIGNATURE AUTHORITY POLICY

This policy defines an authorized signatory and establishes procedures for delegating signature and approval authority, including placing limits on the scope of that authority. It also sets out general responsibilities for authorized signatories when reviewing, approving, and executing contracts and financial transactions.

This is a new policy; however, some aspects of approval and signature authority have been previously included within other policies (i.e. Purchasing of Goods and Services Policy). This policy also ensures alignment with the Algoma University Act and the Board of Governors by-laws.





## Summary Of Key Policy Concepts And Survey Results

### 1. PRESIDENT'S SIGNATURE AUTHORITY

Survey: The Risk and Finance Committee survey results indicated 62.5% were in favour of delegating signing authority of between \$1 million and \$4 million, for procurements and operating expenditures, to the President. The remaining 37.5% voted for under \$1 million. When asked about construction and renovation expenditures, the survey results were 50% in favour of a range of \$2 million - \$4 million, 25% voting for \$1 million - \$2 million and the remainder voting for under \$1 million.

Response:

- We propose the President's signature authority for
  - procurements and operating expenditures are set at up to \$2.0 million.
  - construction and renovation and IT equipment expenditures are set at up to \$3.0 million.
  - Contracts and agreements be set at up to \$2.0 million and a term of up to 10 years

### 2. CONTRACTS & REAL ESTATE / LEASES

Survey: The Risk and Finance Committee survey results indicated 85.7% in favour of delegating signing authority of Contracts and procurements to vice-presidents; however, members also voted 75% in favour of limiting the signing of leases and real estate contracts to Board designated signing officers only.

Response:

- We propose Vice President's be authorized to
  - sign contracts (excluding property leases) up to \$1.0 million total contract value and a term not to exceed 5 years.
  - Approve general operating procurements and expenditures up to \$1.0 million
- We propose the Vice President Finance and Operations carries additional authority to approve Construction and renovation and IT equipment purchases of up to \$1.5 million
- Leases and real estate contracts are excluded from the above and will continue to require board designated signing authority only (President, VPFO, Board Chair, Board Vice-Chair).

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## INTERNATIONAL STUDENT REFUND POLICY

This policy has been developed to establish the rules under which international student withdrawals and refunds may be made and ensure compliance with applicable legislation, the Ministry of Colleges and Universities (MCU) fee and refund policy, and Immigration, Refugees and Citizenship Canada (IRCC) guidelines. This policy has been reviewed by legal experts who have knowledge of the areas of legislation which impact this work.





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## **MOTIONS:**

1. That the Board of Governors approves the Signature Authority Policy.
2. That the Board of Governors approves the International Student Refund Policy.



## APPENDIX A - LIST OF FINANCIAL POLICIES IN PROGRESS

Category	Current Financial Policy	New Policy Name	Status
Risk Management	Whistleblower Protection Policy	n/a	<b>Current: June 2022</b>
Risk Management	n/a	Enterprise Risk Management Policy and Procedures	<b>Not yet started</b>
Risk Management	<ul style="list-style-type: none"> <li>• Policy on responding to a privacy breach in the Financial Aid office</li> <li>• Freedom of information and protection of privacy policy</li> </ul>	Freedom of information and protection of privacy policy and Procedures	<b>Not yet started</b>
Cash and Banking	Debt Management Policy	n/a	<b>Current: March 2021</b>
Cash and Banking	n/a	<p>Banking and Treasury Policy</p> <p><i>Sets out the authority to open bank accounts in the University's name.</i></p> <p><i>Establishes procedures for cash receipts for all areas receiving payments (i.e. cash, cheque, debit/credit).</i></p>	<b>Not yet started</b>



Cash and Banking	n/a	Investment Policy	Not yet Started
Budgeting & Funds management	Reserve Management Policy	n/a	Current: March 2021
Budgeting & Funds management	<ul style="list-style-type: none"> <li>• Grant and Contract Policy (2007)</li> <li>• Policy on Management of Research Grants, Contracts and the Associated Funds (2009)</li> </ul>	TBD	Not yet started
Budgeting & Funds management	n/a	Tuition and Ancillary Fees Policy or Guidelines	Not yet started
Budgeting & Funds management		International Student Refund Policy	Board of Governors Approval Requested
Administration	<ol style="list-style-type: none"> <li>1. Partially previously included in the Purchasing policy (2012)</li> <li>2. Capital Expenditure Policy (2007)</li> </ol>	NEW: Signature Authority Policy	Board of Governors Approval Requested



Expenditures and Reimbursements	<ul style="list-style-type: none"> <li>● Purchasing of Goods and Services Policy (2012)</li> </ul>	Procurement Policy and Procedures	<b>Current - Nov 2022</b>
Expenditures and Reimbursements	Partial: Petty Cash Policy (2012)	NEW: Purchasing Card Policy	<b>Current - Nov 2022</b>
Expenditures and Reimbursements	<ul style="list-style-type: none"> <li>● Travel Expense Policy (2012)</li> <li>● Non-Travel Expense Policy (2012)</li> <li>● Honorarium policy (2009)</li> </ul>	Travel, Meal and Hospitality Expense Policy and Procedures	<b>Current - Nov 2022</b>
Expenditures and Reimbursements	Policy on Employee Classification: Independent Contractor vs. Employee (2013)	Payment to Individuals and Business Entities	Not yet started

## DRAFT Signature Authority Policy

Category: Financial  
 Number: FI-12-01  
 Responsible Officer: Vice President of Finance and Operations  
 Responsible Office: VPFO  
 Approval date: Board, TBD  
 Last Updated: Board, TBD  
 Next Review Date: January 2028  
 Review Period: Five years or as circumstances warrant

### 1. PURPOSE

This policy has been developed to establish internal controls over the authorization of University expenditures by:

- 1.1. Establishing a consistent university-wide framework of signature authority and the delegation of that authority; and by
- 1.2. Establishing who has the authority to commit a financial transaction or sign a contract.

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## 2. DEFINITIONS

**Signature Authority** Identifies the individual(s) within the University with authority to initiate an expenditure, commit to an expenditure, approve transactions/purchases of goods or services and/or sign contracts on behalf of the University. Individuals with Signature Authority are set out in Appendix A of this Policy.

**Contract** Includes any written or oral agreement, contract, subcontract, letter of intent, memorandum of understanding, memorandum of agreement, lease, deed, offer, grant, license, purchase order, invoice, certificate, instrument, assignment, or any other document which creates a responsibility, right or benefit or which may be binding on the University, both monetary and non-monetary in value.

**Board Designated Signing Officer** - Board Designed Signing officers have the authority to bind the organization and whose signatures may be included at the Bank of record for inclusion on cheques. Board Designed Signing Officers are those established as such by resolution of the Board of Governors.

## 3. SCOPE

- 3.1. This policy applies to all contracts and financial transactions, and to all individuals signing contracts and engaging in financial transactions, on behalf of the University.
- 3.2. This policy is to be read in conjunction with the University's Board By-Laws and the Algoma University Act.

## 4. POLICY

### A) Signature and Approval Authority

- 4.1. No individual shall sign any contract or make a financial transaction on behalf of Algoma University unless that individual is in a position which has Signature Authority provided under this policy.
- 4.2. Individuals in positions with Signature Authority shall:
  - a) Review each planned expenditure to ensure that there is sufficient unencumbered budget to cover all applicable costs and ensure compliance with policy(ies).
  - b) Authorize the planned expenditure in alignment with signing authority limits and budget before issuing a purchase order, entering into the contract, human resources action or other

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arrangement.

- 4.3. Signature Authority levels shall be determined by the individual's position in the organization. The Signature Authority levels and dollar values by expense type are as set out in the *Signature Authority Table* (Appendix A).
- 4.4. An individual in a position with Signature Authority may delegate their Signature Authority for operating and capital transactions during temporary absences of not more than six (6) weeks from the University. This designation shall be specifically noted in advance and have prior approval by the Director, Financial Services.
- 4.5. Signature Authority for contracts, agreements, MOU's and property leases cannot be delegated during absences; these documents will be automatically routed to the immediate supervisor for signature.
- 4.6. Temporary absences of six (6) weeks or greater, or where no delegation of authority has been submitted, will have a position's Signature Authority default to their immediate supervisor.
- 4.7. An employee's own activity or business expenditures shall be approved by their immediate supervisor.
- 4.8. Cash advance requests shall be approved by an employee's immediate supervisor and the Director, Financial Services.
- 4.9. Individuals in positions with Signature Authority shall provide written confirmation that the product/service has been received and approve the invoice prior to payment.
- 4.10. All Contracts for Partnerships, MOU, Pathways, Collaborations and Goods and Services (excluding employment contracts) shall:
  - Have a risk assessment carried out by the office of the VPFO to assess and record the anticipated impact on the organization (i.e. reputational risk, legal and regulatory risk, stakeholder risk, operational risk, etc) prior to signing; and
  - Be signed by the Vice President leading the negotiation for contracts of \$1.0 million or less and a term of up to 5 years, and
  - Be co-signed by the President and Vice-Chancellor for contracts greater than \$1.0 million but not more than \$2.0 million total contract value and/or a term of up to 10 years; and
  - Have prior approval by a specific resolution or motion of the Board of Governors for all contracts with any one of the following conditions:

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- a) a total contract value of greater than \$2.0 million; or
  - b) a term exceeding 10 years; or
  - c) a risk assessment resulting in a risk value equal to or greater than the Board of Governor’s risk tolerance for the category of expense.
- Be submitted and filed with the Finance office’s central contract repository.

4.11. All Employment Contracts shall:

- be entered into only for approved and budgeted positions;
- be reviewed and recommended for approval by the Director of People and Culture prior to signing for staff or admin contracts; and
- Be reviewed and recommended for approval by the office of the VPAR for faculty contracts; and
- be co-signed by the hiring manager and the Vice-President to which the position reports.
- Be submitted to and filed centrally by the People and Culture office

4.12. All Donor Agreements shall:

- Be reviewed and recommended for signing by the VPFO or delegate
- Be signed by the Vice President, Growth and External Relations for donation agreements of \$1.0 million or less, and
- Be co-signed by the President and Vice-Chancellor for donation agreements greater than \$1.0 million but not more than \$2.0 million total contract value; and
- Be co-signed by the Board Chair or Vice-Chair for donation agreements of greater than \$2.0 million.
- Be submitted and filed with the Finance office’s central contract repository.

**B) Board Designed Signing Officers**

4.13. Per articles XIII, XIV and XV of the Board of Governors By-Laws, the Board may designate or delegate by resolution, the authority, without the possibility to delegate, to manage all negotiable instruments and the

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banking, borrowing and investment needs of the University. The “Board Designed Signing Officers” are those that have been delegated such authority by Board motion.

- 4.14. When the Board of Governors approves a contract, the Board Designed Signing Officers are authorized to execute and deliver any documents required to deliver on the particular Board approval.
- 4.15. The Board of Governors' approval is required prior to executing any transaction involving real estate per article 29 (1) of the Algoma University Act.
- 4.16. Board Designated Signing Officers, as determined and reconfirmed annually by the Board of Governors, shall include:
  - Chair of the Board of Governors;
  - Vice-Chair of the Board of Governors;
  - President and Vice-Chancellor (“President”);
  - The Vice President Finance and Operations (“VPFO”);

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**Appendix A - Signature Authority Table**

<b>Signature Authority Level</b>	General Operating and capital equipment expenditures (Total Procurement value including tax)	Construction and Renovation and IT Equipment	Contracts, agreements, research grants, partnerships and MOU's (excluding real property leases) <i>*total contract value</i>	Real Estate contracts/ leases	Land, Property and Building purchases
	up to...	up to...	up to ...	<b>*Board Designated Signing Officers only</b>	
Level 1 -Coordinator/staff <i>*catering, supplies, travel and incidentals</i>	\$3,000	n/a	n/a	n/a	n/a
Level 2 - Manager	\$15,000	n/a	n/a	n/a	n/a
Level 4 - Director, Dean, and Registrar	\$100,000	n/a	n/a	n/a	n/a
Level 5 Director Facilities; Director, IT	\$100,000	\$500,000	n/a	n/a	n/a
Level 6 Associate VP	\$250,000	n/a	n/a	n/a	n/a
Level 7 - Vice Presidents (except VPFO)	\$1.0M	n/a	\$1.0M and term of up to 5 years	n/a	n/a
Level 8 - Vice President Finance and Operations (VPFO)	\$1.0M	\$1.5M	\$1.0M and term up to 5 years	\$1.0M, term up to 5 years	n/a
Level 9 - President	\$2.0M	\$3.0M	\$2.0M and term up to 10 years	\$2.0M, term up to 10 years	n/a
Level 10 - Board of Governors	Over \$2.0M, not in approved budget	Over \$3.0M, not in approved budget	over \$2.0M and/or term greater than 10 years	over \$2.0M contract value and/or term greater than 10 years	all land, property and building purchases.

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## INTERNATIONAL STUDENT REFUND POLICY (DRAFT)

Category:	Financial
Number:	FI -13-01
Responsible Office:	VP Finance and Operations
Approval date:	Board of Governors, [date TBA]
Last Updated:	March 2023
Next Review Date:	January 2028
Review Period:	Five years or as circumstances warrant
Procedures:	<a href="#">International Student Refund Procedures</a>

### 1. INTRODUCTION

If an individual is interested in studying in Canada, they are required to receive a student permit through Immigration, Refugees and Citizenship Canada (“IRCC”) (unless an exception applies). The student permit is a document that allows foreign nationals to study at designated learning institutions (each a “DLI”) in Canada. Algoma University (referred to herein as “Algoma”, “us”, or “we”) is a DLI.

In order to obtain a student permit from the IRCC to study in Canada, a foreign national must fulfill certain qualifications, including being enrolled at a DLI. If a foreign national has applied to Algoma, and meets all of our qualifications, we will issue a conditional letter of acceptance for use as part of the application process to IRCC.

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An international student may be required to pay the international student fees for an academic term or, in some cases, for an entire academic year, before the student can apply for a study permit through IRCC.

At a minimum, every international student is required to pay the Algoma international student fees for the first academic term before the student can register for courses at Algoma.

We recognize that there are certain circumstances where an international student may be required to withdraw from a program or course(s). In these limited circumstances, Algoma will issue a partial refund of any international student fees, in accordance with this International Student Refund Policy.

## 2. PURPOSE

The purpose of this policy is to:

- establish the criteria under which an international student may withdraw from an Algoma program or course(s) and receive partial refunds of the international student fees paid as of the date of withdrawal; and
- establish a balance between the requirement for Algoma to fulfill its obligations under applicable law, including (but not limited to) anti-money laundering legislation, and to mitigate the loss of operational costs incurred to process and administer an international student's application and partial participation in a program and course, with a recognition of and sensitivity to the unexpected circumstances that may change the plans or financial viability of international students.

## 3. DEFINITIONS

**“Courses”** includes all course offerings at the university and include courses offered as part of programs leading to a degree, certificate or micro-credential and all courses offered under any of our academic Faculties as well as those offered as part of professional and continuing education.

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**“Programs”** A program of study involving theoretical knowledge or research, and leading to a degree, certificate, or microcredential.

**“Student fees”** Student fees include the total of both tuition fees and ancillary fees.

## 4. SCOPE

This policy applies to all international students enrolled in Algoma University courses.

## 5. POLICY

### 5.1. Process to Commence Semester

International students who have landed in Canada and received a Canadian study permit based on a valid offer letter from Algoma are expected to register in the Algoma program to which they were admitted, to pay the full amount of the international student fees for the first semester of the program prior to the start of the semester, and to complete the semester(s) for which tuition has been paid.

### 5.2. Deferrals

5.2.1. Prior to paying a deposit, students can defer their offer of admission once to the next available intake with no formal reason required.

5.2.2. Once a student has paid the deposit for a program, the student may defer starting the program to future semesters as many times as the student’s wishes with no formal reason required.

5.2.3. Deferral of admissions are subject to program availability, campus availability, and seat availability at the time of the request. Deferring an offer of admission does not guarantee a seat in the preferred program, campus, or intake and may result in receipt of an alternate offer.

### 5.3. Refunds

5.3.1. An international student who has registered in an Algoma program and

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has paid tuition and ancillary fees for the program (the “**Student**”) will be eligible to receive a full or partial refund of the fees paid, less a standard administrative fee, if one (1) of the following five (5) circumstances occurs:

- A. the Student receives a study permit refusal or visa denial;
- B. the Student, before landing in Canada, decides not to pursue studies in Canada and cancels the student visa;
- C. the Student, after receiving a Canadian study permit based on a valid offer letter from Algoma and landing in Canada, decides to pursue studies at another DLI;
- D. the Student, after receiving a Canadian study permit based on a valid offer letter from Algoma and landing in Canada, decides not to pursue studies at Algoma, returns to the Student’s home country, and cancels the student visa; or
- E. the Student is finishing the final semester of study and has an account in credit status (overpayment).

5.3.2. International students must submit their withdrawal request within 14 calendar days of the start date of the semester (the start date is set out in the conditional letter of acceptance) in order for the Student to be eligible to receive a refund of the first semester fees minus an administrative fee. The Student must follow Algoma’s [procedures](#) to receive the refund.

5.3.3. If the Student’s withdrawal request is received more than fourteen (14) calendar days after the semester has started, the fees for that semester will not be refunded. The Student will still be entitled to receive a refund of fees paid for any future semesters minus an administrative fee by following the [procedures](#).

5.3.4. For students who have prior admission deferrals, withdrawal requests

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must be submitted within 14 calendar days of the start date of the semester (the start date is set out in the most recent letter of admission) in order for the Student to be eligible to receive a refund of the first semester fees minus an administrative fee. The Student must follow Algoma’s [procedures](#) to receive the refund.

5.3.5. A break-down of all of the scenarios in which a refund may be provided is set out in [Appendix A](#).

5.4. **Exceptional Circumstances**

If a Student does **not** fall under one of the categories set out in Section 5.3 above, but there are exceptional circumstances surrounding a request for a withdrawal and refund (for example, a medical emergency or a death in the family), the Student may submit an appeal to the Financial Appeals Committee with supporting documentation for consideration in accordance with Section 5.9 below. The Financial Appeals Committee will have the discretion to make a determination about whether or not a refund will be issued. There is no guarantee that the Committee will decide to issue a refund. Any decision of the Committee will be final.

5.5. **Cancellation of a Program or Course**

If the University cancels a program or course, affected international students will be offered a choice of a program change or a full refund of fees paid. No administrative fees are applied in this scenario.

5.6. **Failure to Maintain Academic Standing**

If a student does not maintain an academic standing that allows the student to progress into the following semester, such student will need to attend a mandatory meeting with an International Student Advisor to ensure that the student understands the available options and any immigration implications. The student will no longer be an Algoma student. If payment has been previously made for future semesters, the student will be entitled to receive a refund of such

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fees (applicable only to future semesters), minus an administrative fee.

## 5.7. **Withdrawal and Refunds**

- 5.7.1. International students must follow the [Procedures](#) in order to withdraw from Algoma University and partially receive a tuition refund.
- 5.7.2. Failure to attend classes or requesting withdrawal from another source (e.g. residence, verbal conversations with faculty, etc) does not constitute a withdrawal from the University and will not result in a refund.
- 5.7.3. International students who choose to withdraw forfeit their admission to Algoma and their status as an Algoma student. A student who later wishes to return to the University must reapply for admission.

## 5.8. **Calculation of Refund Amount**

- 5.8.1. If a Student falls under one of the categories set out in Section 5.3.1, and has submitted the request for a refund properly and within the deadlines set out in Section 5.3.1 above, a refund of fees, less an administrative fee, will be processed. The amount of the refund will be in accordance with the applicable category set out in Section 5.3.1.
- 5.8.2. The administrative fees applied to a refund will be as follows:
  - If a Student's study permit or visa has been refused, the administrative fee will be Three Hundred Dollars (\$300.00 CAD).
  - The administrative fee for any other scenario (other than processing an overpayment under Section 5.3.1 above, in which case, the administrative fee will be Zero Dollars (\$0.00)) will be One Thousand Dollars (\$1000.00 CAD).

## 5.9. **Appeals to Financial Appeals committee**

- 5.9.1. A student wishing to appeal a refund decision must do so in writing (via

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email) to the Student Accounts office with all relevant documentation to substantiate their claim within one academic year of withdrawal. All international student tuition appeal requests must be sent to [refundappeals@algonau.ca](mailto:refundappeals@algonau.ca) and follow the [Procedures](#).

## 6. ROLES AND RESPONSIBILITIES

- 6.1. The responsibilities of an international student within the withdrawal and refund processes are as follows:
  - 6.1.1. to request withdrawals, refunds, and deferrals in accordance with this Policy by submitting the required Form and all supporting documentation within the relevant timelines;
  - 6.1.2. to arrange a meeting with the international student advisor when required under this Policy; and
  - 6.1.3. in the case of deferrals, to accept the deferral in the student portal.

If a student would like to have their application re-considered, the student must initiate the appeal process set out in Section 5.9 above and complete and provide all necessary documentation in alignment with this Policy and [Procedures](#).

International students who withdraw from Algoma, for any reason, forfeit their admission to Algoma and their status as an Algoma student. If a student who withdraws later wishes to return to Algoma, such Student must reapply for admission.

- 6.2. The responsibilities of the Student Success Office in the withdrawal and refund processes are as follows:
  - 6.2.1. to arrange for an International Student Advisor from the Student Success

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Office to meet with international students requesting refunds or withdrawals, provide immigration advice, and discuss options available to the students;

- 6.2.2. during the meeting, to review the reason for the withdrawal, discuss immigration implications, identify available student supports, identify any missing information or required additional supporting documentation, and answer any questions the student may have on the process.
- 6.2.3. to assist a student with completing a request for withdrawal and/or refund;
- 6.2.4. to review and, if eligible and complete, approve an application for withdrawal and/or refund prior to submitting it to the finance office.

6.3. The responsibilities of Financial Services / Student Accounts Office in the withdrawal and refund processes are as follows:

- 6.3.1. to receive all international student refund requests via email at [tuitionrefundrequests@algomau.ca](mailto:tuitionrefundrequests@algomau.ca);
- 6.3.2. to confirm that all required documentation is submitted and calculating the refund amount;
- 6.3.3. to facilitate deferrals for international students waiting on their Canadian study permit;
- 6.3.4. to ensure that the student is notified of the refund status and timelines for receipt once the paperwork is processed by Financial Services; and
- 6.3.5. to handle appeals in accordance with Section 5.9 above.

6.4. The responsibilities of the Registrar's Office in the withdrawal and refund processes are as follows:

- 6.4.1. to report students who withdraw from Algoma to the IRCC as part of

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Algoma's bi-annual DLI international compliance report; and

- 6.4.2. to validate IRCC ad hoc verification requests.
- 6.5. The Director, Financial Services and the University Registrar are responsible for ensuring that this International Student Refund Policy and all procedures within this Policy are fully implemented.

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## Appendix A - Scenarios

The following is a break-down of all of the scenarios in which a refund may be provided:

- A1. Study Permit or Visa Denial – No Previous Deferral.** If a Student falls under Section 5.3.1(A) above and has not previously deferred admission, the following process must be followed:

A request to withdraw from the Algoma program must be submitted within fourteen (14) calendar days of the start date of the semester (the start date is set out in the conditional letter of acceptance) in order for the Student to be eligible to receive a refund of the first semester fees minus an administrative fee. The Student must follow Algoma’s [procedures](#) to receive the refund.

If the Student’s withdrawal request is received more than fourteen (14) calendar days after the semester has started, the fees for that semester will not be refunded. The Student will still be entitled to receive a refund of fees paid for any future semesters minus an administrative fee by following the [procedures](#).

- A2. Study Permit or Visa Denial – Previous Deferral.** If a Student falls under Section 5.3.1(A) above and has previously deferred admission, the following process must be followed:

A request to withdraw from the Algoma program must be submitted within fourteen (14) calendar days of the start date of the semester (the start date is set out in the most recent letter of admission) in order for the Student to be eligible to receive a refund of the first semester fees minus an administrative fee. The Student must follow Algoma’s [procedures](#) below to receive the refund.

If the Student’s withdrawal request is received more than fourteen (14) calendar days after the semester has started, the fees for that semester will not be refunded. The Student will still be entitled to receive a refund of fees paid for any future semesters minus an administrative fee by following the [procedures](#).

- B1. Cancels Student Visa Before Arriving in Canada – No Previous Deferral.** If a

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Student falls under Section 5.3.1(B) above and has not previously deferred admission, the following process must be followed:

A request to withdraw from the Algoma program must be submitted within fourteen (14) calendar days of the start date of the semester (the start date is set out in the conditional letter of acceptance) in order for the Student to be eligible to receive a refund of the first semester fees minus an administrative fee. The Student must follow Algoma's [procedures](#) to receive the refund.

If the Student's withdrawal request is received more than fourteen (14) calendar days after the semester has started, the fees for that semester will not be refunded. The Student will still be entitled to receive a refund of fees paid for any future semesters minus an administrative fee by following the [procedures](#).

- B2. Cancels Student Visa Before Arriving in Canada – Previous Deferral.** If a Student falls under Section 5.3.1(B) above and has previously deferred admission, the following process must be followed:

A request to withdraw from the Algoma program must be submitted within fourteen (14) calendar days of the start date of the semester (the start date is set out in the conditional letter of acceptance) in order for the Student to be eligible to receive a refund of the first semester fees minus an administrative fee. The Student must follow Algoma's [procedures](#) to receive the refund.

If the Student's withdrawal request is received more than fourteen (14) calendar days after the semester has started, the fees for that semester will not be refunded. The Student will still be entitled to receive a refund of fees paid for any future semesters minus an administrative fee by following the [procedures](#).

- C. Student Decides to Study at Different DLI.** If a Student falls under Section 5.3.1(C) above, the Student will **not** be eligible to receive a refund of any first semester fees. However, the Student will be eligible to receive a refund of any deposit made in excess of the first semester fees, minus an administrative fee, if the Student follows Algoma's withdrawal [procedures](#).

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- D. Student Decides to Return Home (to their home country).** If a Student falls under Section 5.3.1(D) above, the Student will **not** be eligible to receive a refund of any first semester fees. However, the Student will be eligible to receive a refund of any deposit made in excess of the first semester fees, minus an administrative fee, if the Student follows Algoma’s withdrawal [procedures](#).
- E. Student is Finishing Program and Has Overpaid Fees.** A Student completing the final semester of study in a program, who has an account in credit status (overpayment), is eligible to receive a refund of the balance. The Student must, after the fourteenth (14<sup>th</sup>) day of the final semester, follow Algoma’s [procedures](#) to receive a refund. No administrative fee will be charged to process the refund in this scenario.

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## Financial Performance: December 2022 Internal Financial Statements

### OPEN AGENDA

Meeting Date: March 30, 2022  
Action: Information

### PREPARED BY:

Kramer Rousseau, Director Financial Services

### PURPOSE OF REPORT

To provide an update on Algoma University's ("University") consolidated financial position for the eight months ended December 30, 2022 to the Risk and Finance Committee ("Committee")

### RELATED DOCUMENTS

1. [Appendix A - Finance Dashboard](#)
2. [Appendix B & C December 2022 Financial Statements](#)
3. [Appendix D - January Forecast](#)

### STRATEGIC PRIORITY ALIGNMENT

5. Institutional Excellence: facilitate the ongoing improvement of the University by focusing on problem solving, teamwork, and leadership.

### BACKGROUND

Per the Committee's Terms of Reference and work plan, the Committee will "monitor and examine the on-going financial performance of the University."

### CURRENT STATUS

#### Dashboard Summary

As at December 31 2022, the following are highlights of the Finance Dashboard:

- Enrolment of 3,046 Full Time Equivalent (FTE) students, compared to 2,480.5 in the budget and 1,940.6 in the prior year.
- International certificate enrolment of 1,539.1 FTE, which represents 50.5% of total enrolment and recognized \$29.4M in tuition revenue.
- International deposit conversion rate of 26%, compared to the budget of 30%.
- 711 courses running with an average class size of 41, which is higher than budgeted average class size of 35.
- Net Surplus of \$19.8M, compared to \$2.2M budget.

#### A summary for the Consolidated Financial Statements for the eight months ended December 31, 2022:

#### Consolidated Statement of Financial Position:

Comparing balances at December 31, 2022, to April 30, 2022, the following variances are noted:

- Cash balance of \$199.2M, an increase of \$106.4M, which consists of \$109.9M of cash inflow from operating activities, offset by \$2.9M of investment in capital assets and 211K repayment of long term debt.
- Accounts receivable increased by \$4.2M consistent with the increase in enrolment
- Increase in fees received in advance of \$85.9M. Part of the deferral is related to the deferral of 1,300 Professional and Continuing Education Students from Winter to Spring semester. As well as additional deposits received for the 2023 Winter and Spring Semesters.



## Consolidated Statement of Operations

### Variance to Budget

Overall, the excess of revenue over expenses for the eight months ended December 31, 2022 was \$19.8M, compared to a budget of \$2.2M. This favourability is driven by increased tuition revenue of 12.2M, interest revenue of \$2.9M, favourable salaries and benefits driven by vacancies of new hires and favourable operating expenses some of which was driven by timing of events and travel.

### Variations to prior year

Comparing the results to the prior year, the excess of revenue over expenses from operations increased by \$10.4M. Total revenue increased by \$26.8M, driven by a higher enrolment and increased interest rates. Expenses increased by \$15.9M, driven by increased salaries and benefits with additional hires and increased part time faculty, as well as increased operating and research expenses related to having more activity on campus compared to the prior year.

### Capital Expenditures

As at December 31, 2022, Algoma University has incurred \$2.9M in capital expenditures consisting of:

- \$260K related to design fees for Mukwa Waakaa'igan
- \$475K in IT initiatives, including implementation costs of the new student information system
- \$947K in projects funded by the facilities renewal program (FRP)

A summary of Capital Expenditures can be found in **Appendix C**.

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## FUTURE STATUS

Financial Services is currently undergoing LEAN training led by KPMG. Part of the training, which is centered around continuous improvement, is focused around the systems and processes and on the timeliness and accuracy of our internal financial statements and variance analysis. As we work through the LEAN training we anticipate to find many efficiencies that will help translate over to the new Finance System which is scheduled to go live by May 1, 2023.

In reviewing the results for the eight months ended December 31, 2022 no material events were noted to change the forecast presented in January 2023 (Appendix D).

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## ACTION

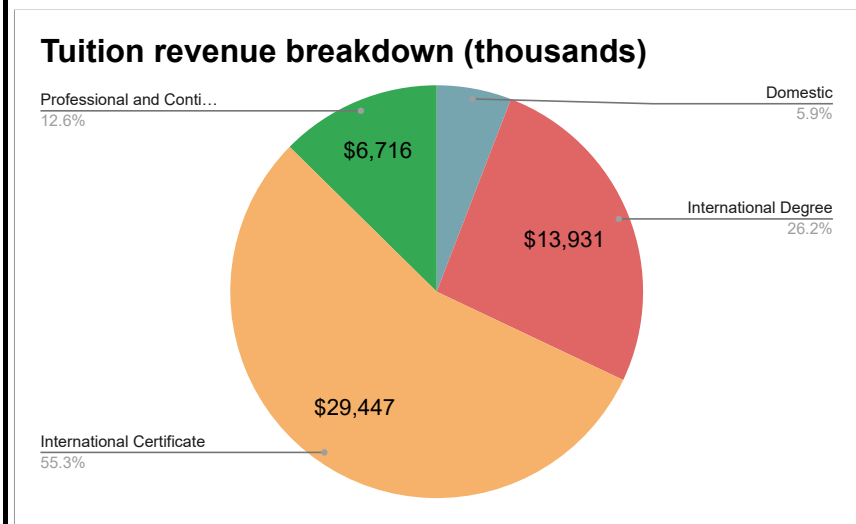
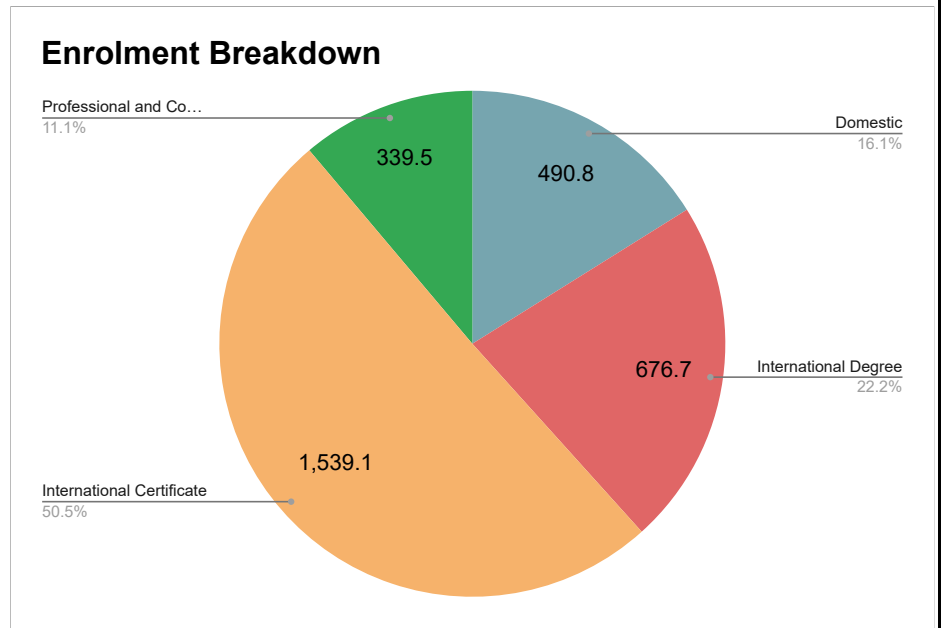
Not applicable.



## Algoma University Finance Dashboard - December 2022

Enrolment - Full Time Equivalent	Actual	Budget	Prior Year
Spring	1,010.4	1,035.0	678.3
Fall	2,035.6	1,445.5	1,233.5
Winter	NA	1,455.5	1,259.9
<b>Total</b>	<b>3,046.0</b>	<b>3,936.0</b>	<b>3,171.7</b>

FTE Breakdown - <u>Spring &amp; Fall</u>	Actual	Budget	Prior Year
Domestic	490.8	540.0	529.9
International Degree	676.7	520.0	476.8
International Certificate	1,539.1	950.0	933.9
Professional and Continuing Education	339.5	470.5	0.0
<b>Total</b>	<b>3,046.0</b>	<b>2,480.5</b>	<b>1,940.6</b>



	Actual	Budget	Prior Year
<b>International Deposit conversion rate</b>	26%	30%	30%

Number of Courses	Actual	Budget	Prior Year
Spring	241	253	153
Fall	470	321	387
Winter	N/A	317	376
<b>Total</b>	<b>711</b>	<b>891</b>	<b>916</b>

	Actual	Budget	Prior Year
<b>Net Surplus (deficit)</b>	19,754,229	2,166,437	9,304,271

	Actual	Budget	Prior Year
<b>Average class size</b>	41	35	35

**Algoma University**  
**Consolidated Statement of Financial Position**  
**As at December 31 2022 and April 30, 2022**

	December 31, 2022	April 30, 2022
<b>Assets</b>		
<b>Current assets</b>		
Cash	\$ 199,177,044	\$ 92,729,084
Short term investments	16,312,423	16,107,318
Accounts receivable fees	7,111,403	2,938,293
Accounts receivable other	3,555,502	4,074,080
Prepaid expenses and inventory	293,130	792,255
<b>Total current assets</b>	<b>226,449,502</b>	<b>116,641,030</b>
<b>Non-current assets</b>		
Investments	6,846,347	6,926,272
Capital assets	58,411,036	58,371,712
<b>Total non-current assets</b>	<b>65,257,383</b>	<b>65,297,984</b>
<b>Total assets</b>	<b>\$ 291,706,885</b>	<b>\$ 181,939,014</b>
<b>Liabilities and Net Assets</b>		
<b>Current liabilities</b>		
Accounts payable and accrued liabilities	8,850,430	5,826,702
Fees received in advance	162,402,144	76,461,721
Deferred gov grants, program and campaign revenue	23,063,948	21,001,319
Current portion of long term debt	322,658	317,673
<b>Total current liabilities</b>	<b>194,639,180</b>	<b>103,607,415</b>
<b>Non-current liabilities</b>		
Long term debt	4,350,590	4,566,353
Accrued pension liability	1,338,000	1,338,000
Deferred contributions - capital assets	34,496,388	35,298,748
<b>Total non-current liabilities</b>	<b>40,184,978</b>	<b>41,203,101</b>
<b>Total liabilities</b>	<b>234,824,158</b>	<b>144,810,516</b>
<b>Net assets</b>		
Unrestricted	37,943,167	18,188,938
Internally restricted	15,279,072	15,279,072
Endowments	3,660,488	3,660,488
<b>Total net assets</b>	<b>56,882,727</b>	<b>37,128,498</b>
<b>Total liabilities and net assets</b>	<b>\$ 291,706,885</b>	<b>\$ 181,939,014</b>

**Algoma University**  
**Consolidated Statement of Operations**  
**For the eight months ended December 31, 2022 and 2021**

<b>Student Full Time Enrolment</b>	<b>3,046.0</b>	<b>2,480.5</b>	<b>565.5</b>	<b>22.8%</b>	<b>1,940.6</b>	<b>1,105.4</b>	<b>57.0%</b>
	<b>Actual</b>	<b>Budget</b>	<b>Variance \$</b>	<b>Variance %</b>	<b>Prior Year</b>	<b>Variance \$</b>	<b>Variance %</b>
<b>Revenue</b>							
Student tuition	\$53,211,102	\$40,997,148	\$12,213,954	29.8%	\$30,219,862	\$22,991,240	76.1%
Government grants	10,723,063	10,827,069	(104,006)	-1.0%	10,123,566	599,497	5.9%
Sales and services	3,328,351	2,565,432	762,919	29.7%	2,268,930	1,059,421	46.7%
Research revenue	1,068,097	1,133,333	(65,236)	-5.8%	723,528	344,569	47.6%
Foundation revenue	482,693	666,667	(183,974)	-27.6%	656,095	(173,402)	-26.4%
Miscellaneous income	3,819,641	1,096,413	2,723,228	248.4%	1,278,381	2,541,260	198.8%
Amort of deferred capital contributions	802,360	1,604,717	(802,357)	-50.0%	1,354,341	(551,981)	-40.8%
	<b>73,435,309</b>	<b>58,890,779</b>	<b>14,544,530</b>	<b>24.7%</b>	<b>46,624,703</b>	<b>26,810,606</b>	<b>57.5%</b>
<b>Expenses</b>							
Salaries and benefits	24,599,359	26,287,862	1,688,503	6.4%	20,408,385	(4,190,974)	-20.5%
Advertising and communication	5,845,138	5,945,791	100,653	1.7%	4,259,963	(1,585,175)	-37.2%
Amortization	2,917,664	2,917,667	3	0.0%	2,414,532	(503,132)	-20.8%
Occupancy	2,451,868	3,107,460	655,592	21.1%	1,933,948	(517,920)	-26.8%
Scholarships and bursaries	5,666,905	3,286,751	(2,380,154)	-72.4%	3,220,462	(2,446,443)	-76.0%
Operating and research	11,807,376	15,090,444	3,283,068	21.8%	4,979,966	(6,827,410)	-137.1%
Interest	53,644	88,367	34,723	39.3%	193,594	139,950	72.3%
	<b>53,341,954</b>	<b>56,724,342</b>	<b>3,382,388</b>	<b>6.0%</b>	<b>37,410,850</b>	<b>(15,931,104)</b>	<b>-42.6%</b>
Excess of revenue over expenses from operations	20,093,355	2,166,437	17,926,918	827.5%	9,213,853	10,879,502	118.1%
Unrealize gain (loss) on investments	(339,126)	0	(339,126)	-%	90,418	(429,544)	-475.1%
<b>Net surplus (deficit)</b>	<b>\$19,754,229</b>	<b>\$2,166,437</b>	<b>\$17,587,792</b>	<b>811.8%</b>	<b>\$9,304,271</b>	<b>\$10,449,958</b>	<b>112.3%</b>

**Algoma University**  
**Consolidated Statement of Cash Flows**  
**For the eight months ended December 31, 2022 and year ended April 30 2022**

	December 2022	April 2022
<b>Cash flows from operating activities</b>		
Excess of revenue over expenses	\$ 19,754,229	\$ 9,640,316
Items not involving cash		
Amortization of tangible capital assets	2,917,664	3,656,750
Unrealized gain (loss) on investments	339,126	667,442
Accrued interest income	(205,105)	0
Amortization of deferred contributions	(802,360)	(2,024,848)
	22,003,554	11,939,660
Changes in non-cash working capital balances		
Accounts receivable - fees	(4,173,110)	(809,085)
Accounts receivable - other	518,578	(1,603,032)
Prepaid expenses and inventory	499,125	(385,091)
Accrued pension obligation (net of changes in measurement)	0	4,416,000
Accounts payable and accrued liabilities	3,023,727	(893,140)
Fees received in advance	85,940,423	57,214,923
Deferred government grants and program revenue	2,062,629	359,323
	109,874,926	70,239,558
<b>Cash flow from investing activities</b>		
Purchase of tangible capital assets	(2,956,988)	(9,427,353)
Reinvested investment income	(259,201)	(562,817)
Sale (purchase) of investments	0	(16,073,776)
	(3,216,188)	(26,063,946)
<b>Cash flow from financing activities</b>		
Repayment of long term debt	(210,778)	(6,437,570)
Deferred capital contributions received	0	3,618,321
	(210,778)	(2,819,249)
Increase in cash and cash equivalents	106,447,960	41,356,363
Cash and cash equivalents, beginning of year	92,729,084	51,372,721
<b>Cash and cash equivalents, end of year</b>	<b>\$ 199,177,044</b>	<b>\$ 92,729,084</b>

**Algoma University**  
**Capital Spend**  
**For the six months ended December 31, 2022**

	<b>Original Budget</b>	<b>Revised Capital Budget</b>	<b>Actual Spend Year to Date</b>	<b>Budget Remaining (Overspent)</b>
Mukwa Waakaa'igan	12,500,000	15,800,000	259,899	15,540,101
SCIE and expansion of the School of Business and Economics	750,000	0	0	0
	13,250,000	15,800,000	259,899	15,540,101
<b>Rennovations and Space Improvements</b>				
AUSU Office/ Recruitment/ Nest	3,000,000	2,200,000	273,091	1,926,909
Brampton	2,500,000	2,500,000	989,251	1,510,749
Timmins	500,000	500,000	0	500,000
	6,000,000	5,200,000	1,262,342	3,937,658
<b>Campus Master Plan Reserve</b>	1,750,000	0	0	0
<b>Campus Master Plan - Tri Campus</b>	21,000,000	21,000,000	1,522,242	19,477,758
<b>IT Plan</b>				
Student Information System/ERP	1,500,000	1,500,000	286,062	1,213,938
Other IT Initiatives	2,097,000	2,097,000	188,651	1,908,349
<b>Innovation and Technology Plan</b>	3,597,000	3,597,000	474,713	3,122,287
<b>Facilities Renewal Program</b>	1,500,000.00	1,500,000.00	946,590	553,410
<b>Research</b>	150,000.00	150,000.00	0	150,000
<b>Ancillary Capital</b>	100,000.00	100,000.00	0	100,000
<b>Capital Contingency</b>	500,000.00	500,000.00	13,443	486,557
<b>Total Capital</b>	26,847,000	26,847,000	2,956,988	23,890,012

**Algoma University**  
**Consolidated Statement of Operations**  
**Forecast for the year ending April 30, 2023**

<b>Student Full Time Enrolment</b>	<b>3,046.0</b>	<b>2,885.0</b>	<b>5,931.0</b>	<b>3,936.0</b>	<b>1,995.0</b>	<b>50.7%</b>
	<b>Oct 2022 Actual</b>	<b>Forecast Nov 2022 - Apr 2023</b>	<b>2022-23 Forecast</b>	<b>Budget</b>	<b>Variance \$</b>	<b>Variance %</b>
<b>Revenue</b>						
Student tuition	\$53,243,865	\$50,586,625	\$103,830,490	\$62,966,021	\$40,864,470	64.9%
Government grants	8,429,476	5,604,869	\$14,034,345	16,240,603	-\$2,206,259	-13.6%
Sales and services	3,141,748	2,309,010	\$5,450,758	3,941,404	\$1,509,354	38.3%
Research revenue	965,710	800,000	\$1,765,710	1,700,000	\$65,710	3.9%
Foundation revenue	182,439	569,102	\$751,541	750,000	\$1,541	0.2%
Miscellaneous income	2,437,379	3,346,389	\$5,783,768	1,644,619	\$4,139,149	251.7%
Amort of deferred capital contributions	1,203,540	1,613,789	\$2,817,329	2,407,075	\$410,254	17.0%
	<b>69,604,157</b>	<b>64,829,783</b>	<b>134,433,940</b>	<b>89,649,721</b>	<b>44,784,218</b>	<b>50.0%</b>
<b>Expenses</b>						
Salaries and benefits	18,339,034	24,705,635	\$43,044,669	39,719,801	(3,324,868)	-8.4%
Advertising and communication	5,495,374	10,142,839	\$15,638,213	9,086,460	(6,551,754)	-72.1%
Amortization	2,188,248	2,482,752	\$4,671,000	4,376,500	(294,500)	-6.7%
Occupancy	1,794,106	2,426,772	\$4,220,878	4,753,741	532,863	11.2%
Scholarships and bursaries	5,710,395	4,305,000	\$10,015,395	5,048,000	(4,967,395)	-98.4%
Operating and research	9,009,796	18,890,545	\$27,900,341	24,027,956	(3,872,386)	-16.1%
Interest	40,629	38,331	\$78,960	183,960	105,000	57.1%
	<b>42,577,582</b>	<b>62,991,875</b>	<b>105,569,457</b>	<b>87,196,418</b>	<b>(18,373,039)</b>	<b>-21.1%</b>
Excess of revenue over expenses from operations	27,026,575	1,837,908	28,864,483	2,453,303	26,411,180	1076.6%
Unrealize gain (loss) on investments	(218,968)	0	(218,968)	0	(218,968)	0.0%
<b>Net surplus (deficit)</b>	<b>\$26,807,607</b>	<b>\$1,837,908</b>	<b>\$28,645,515</b>	<b>\$2,453,303</b>	<b>\$26,192,212</b>	<b>1067.6%</b>