

Open Board of Governors

Algoma University - Board of Governors
CC 201 - SSM Campus / Virtual
Jun 22, 2023 5:30 PM - 6:00 PM EDT

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1. CALL TO ORDER

1.1. Declarations of Conflicts of Interest

2. CONSENT AGENDA

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

2.1. OPEN Agenda for Board Meeting

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3. REPORT FROM THE PRESIDENT - N/A

4. PRESENTATIONS

4.1. Algoma Centre of Excellence Partnership with Unity.....6

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5. BUSINESS ARISING

5.1. Governors Trip to Brampton Debrief

K. Lemieux will share her experience from the recent trip to the Brampton Campus and invite other members to briefly share their experiences.

6. ITEMS FOR DECISION / DISCUSSION

6.1. Approval of 2023-2026 Strategic Plan.....19

MOTION : That the Board of Governors approves the written content for the 2023-2026 Strategic Plan as presented.

BOG - 22 Jun 2023 - Open - Strategic Plan 2023-2026 - Written Content for Board

Approval.pdf.....19

7. NEW BUSINESS

7.1. Departing Governors

The Board acknowledges the contributions of the Governors whose terms are ending:
Tim van Weerden - Student Member of the Board and former President of the Algoma University Students' Union
Nina Trudeau - Student Member of the Board and former President of the Shingwauk Anishinaabe Students' Association

8. INFORMATION ITEMS - N/A

9. MOVE TO CLOSED SESSION

MOTION : That Board of Governors move into Closed Session.



Open Board of Governors Minutes

Algoma University - Board of Governors
Apr 27, 2023 at 4:30 PM EDT
@ CC 201 - SSM Campus / Virtual

Attendance

Present:

Members: Arjun Batra (remote), Melanie Borowicz-Sibenik (remote), Cecilia Bruno, Paul Dupuis, Sonja Kosuta (remote), Kelli-Ann Lemieux (remote), Rose Linklater, Mike Moraca (remote), Elaine Pitcher, Taylor Sayers, Shannon Taylor, Mario Turco, Asima Vezina

Guests: Shannon Brooks, Michele Piercey-Normore, Paul Quesnele, Kramer Rousseau

Absent:

Members: Robert Battisti, Dionisio Nyaga, Jake Pastore, Hugh Stevenson, Nina Trudeau, Tim van Weerden

Guests: Craig Fowler, Mary Wabano-McKay

Member Regrets Received In Advance: Robert Battisti, Dionisio Nyaga, Jake Pastore, Hugh Stevenson

1. CALL TO ORDER (Presenters: Mike Moraca)

The Chair called the meeting to order at 4:30pm.

1.1. Acknowledgement of Traditional Territories

P. Dupuis, Senate Member on the Board of Governors, provided a personalized land acknowledgment and shared stories relevant to his personal journey towards understanding the importance of truth and reconciliation.

1.2. Chair's Opening Remarks

The Chair provided greetings to the members of the board and guests. He then expressed positive remarks for the proposed budget that would be presented for approval; he shared his belief that the budget and plans underway would pave the way for long-term prosperity for the university. He acknowledged the leadership team for their efforts in preparing for the meeting and acknowledged the work on strategy and planning 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 Elaine Pitcher and motion seconded by Rose Linklater. Carried.

- 2.1. OPEN Agenda for Board Meeting
- 2.2. OPEN Minutes for Previous Meeting

3. REPORT FROM THE PRESIDENT - N/A

4. PRESENTATIONS

4.1. Graduate Studies Update (Presenters: Michele Piercey-Normore)

M. Piercey-Normore presented an update on Graduate Studies at Algoma University, outlining the vision, governance and organizational structure for Graduate Studies; as well as the development of the first programs for implementation and future programs underway. She also advised the Board that the university had recently been given final approval from the Ontario Universities Council on Quality Assurance (OUCQA) for the first two Master's programs: MSc Biology and MSc Computer Science.

The Board expressed their congratulations to the university's teams that enabled this work to move forward. The Board also acknowledged how important this step is for Algoma University and that it marks a major step in its development that will have profound impact on the community by allowing local citizens to advance their education without having to leave the area. Further, the Board recommended that the internal teams savor the success along the journey, celebrating the teams involved for the impact on the future students and our community.

M. Borowicz-Sibenik and S. Kosuta joined the meeting remotely at 4:38pm.

4.2. 2023-24 Budget (Presenters: Shannon Brooks, Kramer Rousseau)

S. Brooks and K. Rousseau provided a high level overview of the budget including the rationale (related to growth and purpose); key highlights of transformation, stabilization and balanced growth; budgetary risk and opportunity assessment; and strategic enrolment management.

The board discussed the difference in the magnitude from prior years in terms of revenues, expenses and reserves speaking to the potential for enabling the university to move forward with significant opportunities. The Board reviewed the enrolment projections and requested that headcounts by campus be included for international enrolment figures in the future. The Board inquired about whether there were program specific recruitment goals for specific countries to which management advised that while there are not currently program specific goals in place for the strategic enrolment management strategy, there is a rebalancing of the strategy underway to enhance the pedagogical of the SEM plan with the additional Deans in place to provide input. The President advised that the campuses are very unique; that the program mix and delivery in Sault Ste. Marie is quite diverse; Brampton is evolving as diversity strategies both in domestic and international recruitment continues in implementation. She further advised that management was very transparent that for Brampton in 2020 to 2022, the strategy was built largely around Indian student markets with the intent to introduce new markets once the initial population was in place. This initial population of Indian students supported the university to move forward with expansion efforts. The Chair provided additional comments related to the economic impact in the communities that the University operates within and the many benefits to stakeholders that continue to unfold.

5. BUSINESS ARISING - N/A
6. ITEMS FOR DECISION / DISCUSSION - N/A
7. NEW BUSINESS - N/A
8. INFORMATION ITEMS - N/A
9. MOVE INTO CLOSED SESSION (Presenters: Mike Moraca)

Motion:

That Board of Governors move into the Closed Session.

Motion moved by Paul Dupuis and motion seconded by Mario Turco. Carried.



Report on Unity - Centre of Excellence

OPEN AGENDA

Meeting Date: June 22, 2023
Action: Information

PREPARED BY:

Dr. Simon Xu, Professor, School of Computer Science and Technology
Dr. William Wei, Dean and Professor, Faculty of Business and Economics

PURPOSE OF REPORT

To provide a summary status report on the progress of the Centre of Excellence

RELATED DOCUMENTS

1. Presentation

STRATEGIC PRIORITY ALIGNMENT

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.
Sub-priority 3A: 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.
Sub-priority 3B: Algoma University cultivates a culture of research and innovation among all members of the university community.
Priority 5: Institutional Excellence - Institutional excellence is a university-wide commitment involving students, employees, communities aligned in the spirit of continuous improvement, institutional effectiveness, organizational resilience and strong leadership resulting in long term financial sustainability.
Sub-priority 5C: Generation of New Revenue Streams
Sub-priority 5D: Increase Brand Awareness

BACKGROUND

A first in Canada, Algoma University is partnering with Unity, the world's leading platform for interactive, real-time 3D content, in creating a Centre of Excellence to accelerate education, training, research collaboration, and business incubation in this rapidly expanding field. The Centre will also support Social Impact initiatives and Information Technology and Business Management post-graduate programming including certificates, coding summer camps, micro-credentials in technology and business management.

CURRENT STATUS

An excursion was made to the Unity Centre of Excellence at Abu Dhabi to get insights. The vision, mission statement, and a concise business plan, including funding model, business model and timelines, have been formulated for the Algoma Centre of Excellence.

FUTURE STATUS

It is expected that the assistance of external consultants will be sought to develop a comprehensive business plan, while a center director will be appointed to oversee the operations.



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Algoma Centre of Excellence

Dr. W. Wei, Dean and Professor, Faculty of Business and Economics

Dr. S. Xu, Professor, School of Computer Science and Technology

Dr. Michael Twiss, Dean, Faculty of Science

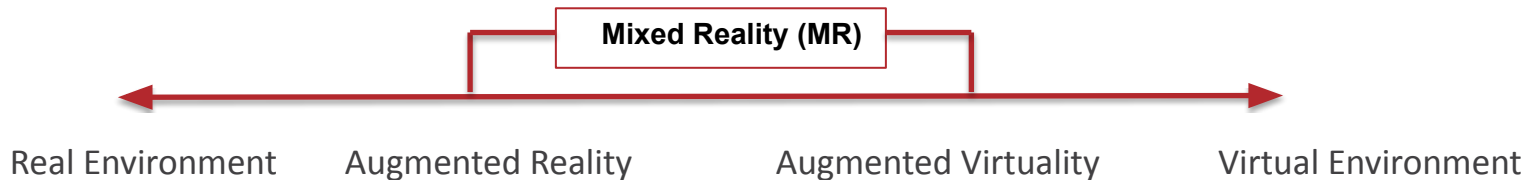
Contents

- Immersive Extensive Reality Technology (XR)
- Algoma CoE: Unity Partnership
- Algoma CoE: Vision and Mission Statement
- Algoma CoE: Comparison with CoE at Abu Dhabi
- Algoma CoE: Funding Model, Business Model and Timelines

Immersive Extended Reality (XR) Technology

Immersive Extended Reality (XR) - describes VR, AR, MR technology as a whole.

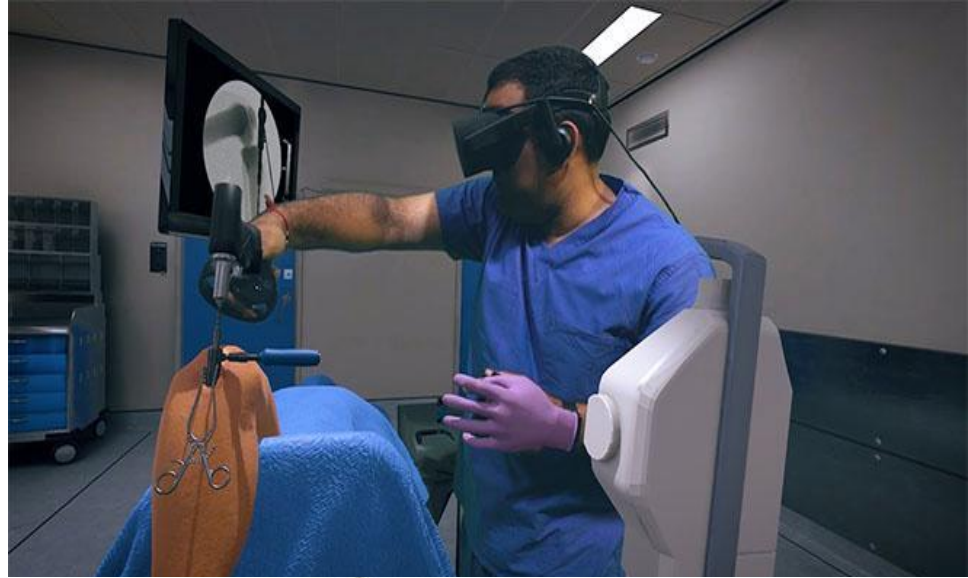
- **Augmented Reality (AR)** is a superimposition of computer-generated content onto our visible surroundings
- **Virtual Reality (VR)** is a simulated 3D environment created by computer technology
- **Mixed Reality (MR)** is enhanced AR



Virtual Reality (VR)

- Replaces real world
- Immersive multimedia/computer-simulated
- Replicates environment
- Simulates physical presence

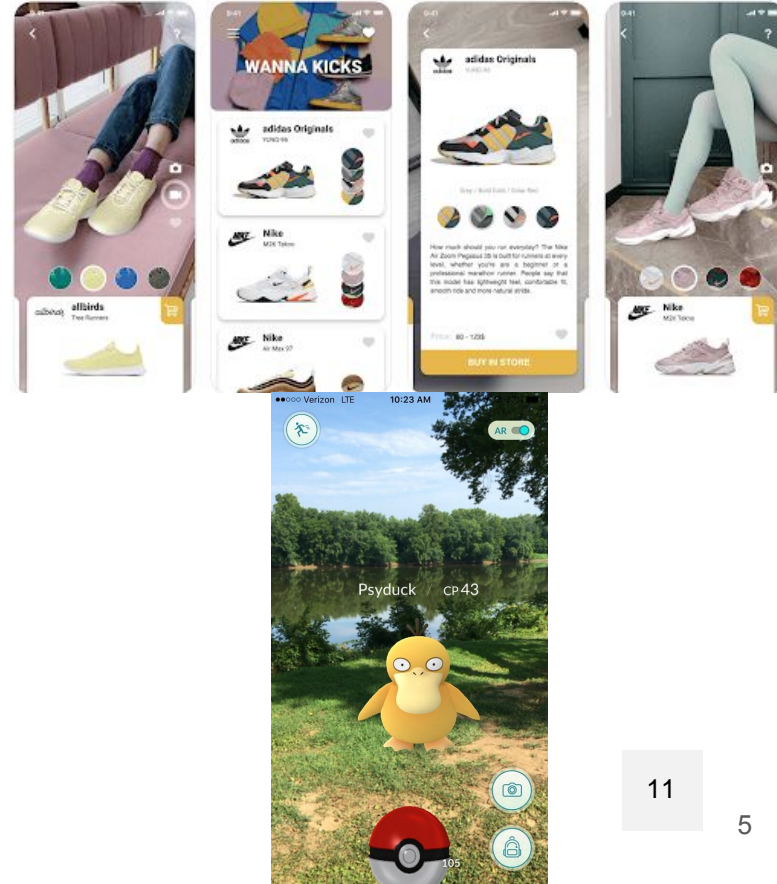
Applications: Gaming, Education, Health Care, Engineering and Construction, Entertainment, Tourism, training, Marketing and Advertising, Retail, Real Estate, Sport and more



Augmented Reality (AR)

- Augments or adds to real world
- Blends digital with physical world
- Upcoming technology, using glasses or headsets or with smart devices (phones, tablets)

Applications: Retail, Marketing, Social Media, Entertainment, Health Care



Alagma Centre of Excellence



Unity – Our Partner

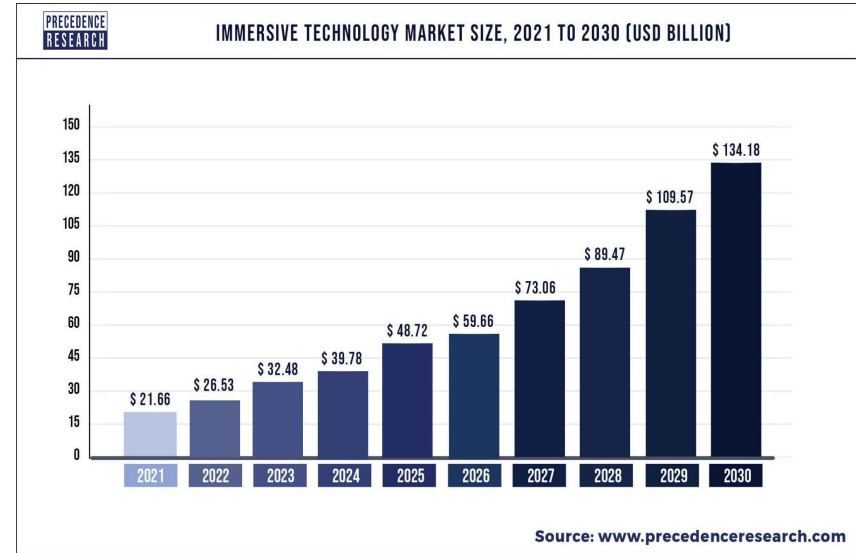
- Cross platform engine (Windows, MacOS, Linux etc)
- Leading platform for interactive, 2D/3D contents (games and non-game app)
 - Architecture visualization
 - Animation
 - Simulation
 - Interactive experience
 - 70% of the top 1000 mobile games were made with Unity
- Named as one of the world's most innovative companies in 2023

Algoma Centre of Excellence (CoE)

- Applications with AR, VR and XR
 - XR market is growing significantly (see figure)
- Knowledge and Expertise
- Collaboration and Networking
- Research and Collaboration
- Industry Recognition
- Reputation and Marketing

Mission & Vision:

Provide cutting edge learning opportunities and facilitate the entrepreneurial aspects stimulated by advances in new technology. Develop and advance innovative applications of VR and AR technologies to support the Ontario economy.



Algoma CoE vs CoE at Abu Dhabi

Centre of Excellence	Algoma	Abu Dhabi
Vision	Education and training Research and Collaboration Innovation and Startup	Innovation and Startup training
Scope	AR/VR applications	Gaming
Business Model	Consulting	B2B, B2C
Services Provided	Research collaboration Industrial networking Incubation and consulting Student training/summer camps Certificate programming Conferences/workshops Micro-credential	Game creation services Business development support Academic training
Funding model	Public and Private Partnership with Internal and external funding	Government funding to incubate gaming companies/start up
Personnel	Hierarchical structure with a Director and Technical Support	Multi-function unity employees

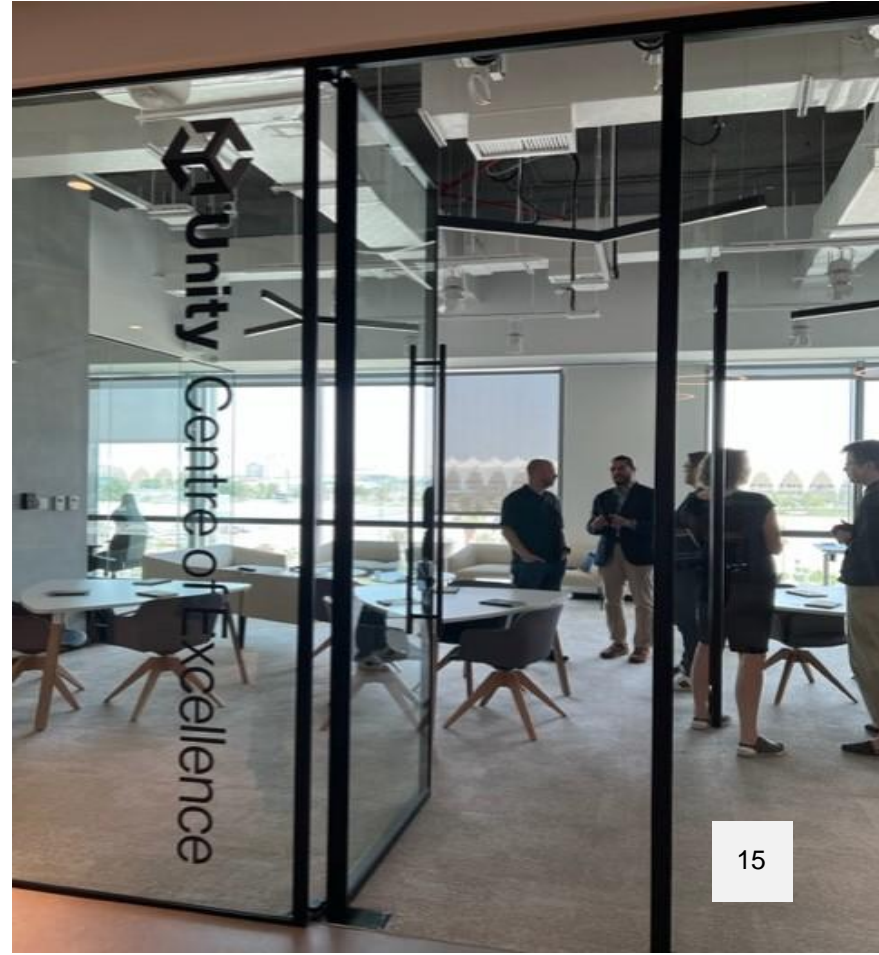
Algoma Centre of Excellence

Funding Model

Internal: VR/AR certificate revenue

External:

1. Public funding
2. Private sponsorship
3. Service operation revenue
4. Programs/events income



Business Model

Applied Research and Application:

- Provide collaborative applied research and application
- Provide opportunities for faculty and students
- Provide upskills and reskills for upgrading workforce
- Develop talents pool and provide a platform
- Help Indigenous communities in sectors such as mining, tourism and e-commerce
- Encourage experiential learning opportunities in VR and AR companies

Business Incubation and Acceleration:

- Focus on small-medium enterprises (SMEs), start-ups & grow-ups
- Develop targeted mentorship programs to foster stakeholder support
- Promote collaboration between industry, government, & academia partners
- Increase economic diversity

<h1>Algoma Centre of Excellence</h1> <h2>Activities - Timelines</h2>	Five Year Outlook				
	2023-24	2024-25	2025-26	2026-27	2027-28
Recruit Subject Matter Expert as Centre Director Contracting and Finalizing Business Plan Faculty/staff hiring/establish Advisory Board Building the infrastructure including VR/AR/E-Sport labs Industry connection/marketing					
Seeking external funding (industry seed funding) Call for project and proposal Seminar/Workshop program Graduate research project /HQP training					
Seeking external funding (government funding) Establish post doc research projects Commercialization/conferences					
Continuing external funding seeking Starting incubation and startup support Review and quality assurance					



THANK YOU.



DRAFT
Strategic Plan
2023-2026

For Board of Governors Approval

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PROCESS OVERVIEW

The strategic planning process for Algoma University was driven by a Steering Committee composed of Staff, Faculty, Board of Governors, Deans, Students, and members of the Senior Executive Team. In addition, the process was guided by an Indigenous Advisory Committee and Spiritual and Cultural Advisor to the University. We are grateful for their guidance on the strategic planning process as we worked to ensure it was inclusive, culturally respectful, and reflective of the needs of Algoma University. Throughout the process, the University's unique history and Special Mission were a cornerstone that helped to center and ground our work.

With guidance from the committees listed above, comprehensive research was conducted across our campuses to inform the development of the strategic plan. This research included a visioning session with full-time faculty, an online survey, virtual and in-person learning circles, and virtual two-to-one conversations where insights from over 700 knowledge holders were gathered, including students, faculty and staff, members of the Board of Governors, First Nations, Métis, and Inuit Partners and community members. This research was supplemented with an environmental scan and insights gathered from key internal documents. The result of this robust process was the creation of a comprehensive research report and draft strategic directions and priorities for Algoma University. Additional learning circles were facilitated with the Senate; Equity, Diversity, and Inclusion Committee; Research Advisory Committee; and Directors and Vice Presidents to validate and refine the draft strategic directions and priorities that emerged from consultations.

Using the outputs from the comprehensive research process, the Board of Governors, Indigenous Advisory Committee, and Steering Committee embarked on an iterative decision-making process to align upon and refine the core elements of our strategic plan, including a refined common vision that captures what makes Algoma University special and sets us apart, and strategic direction and priorities that will guide the university over the next three years.





VISION AND VALUES

Algoma University Act, 2008 S.O. 2008, C. 13.

The objects of the University are the pursuit of learning through scholarship, teaching, and research within a spirit of free enquiry and expression.

SPECIAL MISSION

It is the special mission of the University to,

- a) Be a teaching-oriented university that provides programs in liberal arts and science and professional programs, primarily at the undergraduate level, with a particular focus on the needs of Northern Ontario, and
- b) Cultivate cross-cultural learning between Aboriginal communities and other communities, in keeping with the history of Algoma University and its geographic site.

VISION

Leading meaningful change for generations to come.

VALUES

- Algoma University values respect, diversity, and adherence to academic freedom.
- Algoma University values and responds to the unique context and developmental goals of each of its campus communities.
- Algoma University values the historical significance of the Shingwauk Site.
- Algoma University values a supportive experiential learning environment.
- Algoma University values community partnerships and intercultural exchange.
- Algoma University values excellence in scholarship, creative endeavours, and research.
- Algoma University values and integrates Anishinaabe and Indigenous worldviews.

The Seven Grandfather Teachings are commonly shared guiding principles of the Anishinaabe: Nibwaakaawin (wisdom), Zaagidiwin (love), Mnaadendimowin (respect), Aakodewewin (bravery), Gwekwaadiziwin (honesty), Dibadendizawin (humility) & Debwewin (truth).

Throughout the strategic planning process, it has been abundantly clear that our values and the Seven Grandfather Teachings are deeply embedded in our University and the communities we interact with. Our values shape who we are and how we act - they are timeless and therefore have not been changed in this Strategic Plan.





STRATEGIC DIRECTIONS AND PRIORITIES

1

Lead Transformative, Cross-Cultural Learning in a Quality University Experience

- 1.1. Cultivate excellence through cross-cultural, equitable and engaging teaching, learning and research environments for all students.
- 1.2. Develop compelling, future-focused programs and areas of research that are:
 - responsive to the interests of students and communities,
 - community-integrated; and
 - interdisciplinary.
- 1.3. Foster and simplify means for connecting community and university partners.





STRATEGIC DIRECTIONS AND PRIORITIES...continued

2

Learn From, In and With Community

- 2.1. Grow and nurture strong and responsible relationships locally and globally based on the foundational values of respect, reciprocity, and relationality.
- 2.2. Integrate and welcome diverse worldviews and cross-cultural perspectives into all aspects and areas of the university.
- 2.3. Enhance effective communication and connectivity across campuses.
- 2.4. Advance Indigenization and cross-cultural learning, within the spirit of our Special Mission.





STRATEGIC DIRECTIONS AND PRIORITIES...continued

3

Share Our Stories: Past, Present and Future

- 3.1. Celebrate and share Algonia University's impact.
- 3.2. Promote unity by articulating and representing the Special Mission in a way that resonates across campuses and in the communities we serve.
- 3.3. Execute a comprehensive student enrolment strategy to ensure the prosperity and creativity of the University into the future.





STRATEGIC DIRECTIONS AND PRIORITIES...continued

4

Continue to Build Inclusive and Inspiring Teaching, Learning, and Working Environments

- 4.1. Invest in and refine our systems and processes to support growth and prioritize:
 - intimate and personal learning experiences,
 - cross-cultural leadership; and
 - purpose-driven impact.
- 4.2. Implement the Algonia University Equity Diversity and Inclusion (EDI) Strategy and Action Plan.
- 4.3. Develop and implement a robust people and recruitment strategy with a focus on equity, diversity and inclusion.
- 4.4. Continue to invest in student-centric infrastructure that provides supports for all learners.





DRAFT
Strategic Plan
2023-2026

For Board of Governors Approval

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