

Open Board of Governors

Algoma University - Board of Governors

SSM / Virtual

Mar 27, 2024 5:30 PM - 6:15 PM EDT

Table of Contents

1. CALL TO ORDER.....	3
Campus Map - Board of Governors CC201 Boardroom.pdf.....	3
1.1. Acknowledgement of Traditional Territories	
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.	
2.1. OPEN Agenda for Board Meeting	
2.2. OPEN Minutes for Previous Meeting.....	5
BOG - 25 Jan 2024 - Open Board of Governors Minutes.pdf.....	5
3. REPORT FROM THE PRESIDENT.....	8
Simplebooklet Version	
BOG - 27 Mar 2024 - President's Report March 2024.pdf.....	8
4. PRESENTATIONS	
4.1. 2024-25 Budget Planning Update.....	16
BOG - 27 Mar 2024 - Open - 2024-25 Budget Update.pdf.....	16
4.2. Office of the Secretariat Overview	
5. BUSINESS ARISING - N/A	
6. ITEMS FOR DECISION / DISCUSSION - N/A	
7. NEW BUSINESS	
7.1. Departing Governor: Shannon Taylor	
8. INFORMATION ITEMS	
8.1. Correspondence for the Board's Review	
8.1.1. MCU: College and University Board Chair Term Extensions - 07 Mar 2024.....	24
ADM Memo_Colleges and Universities_Board Chair Extensions.pdf.....	24
9. MOVE INTO CLOSED SESSION	
MOTION : That Board of Governors move into the Closed Session.	

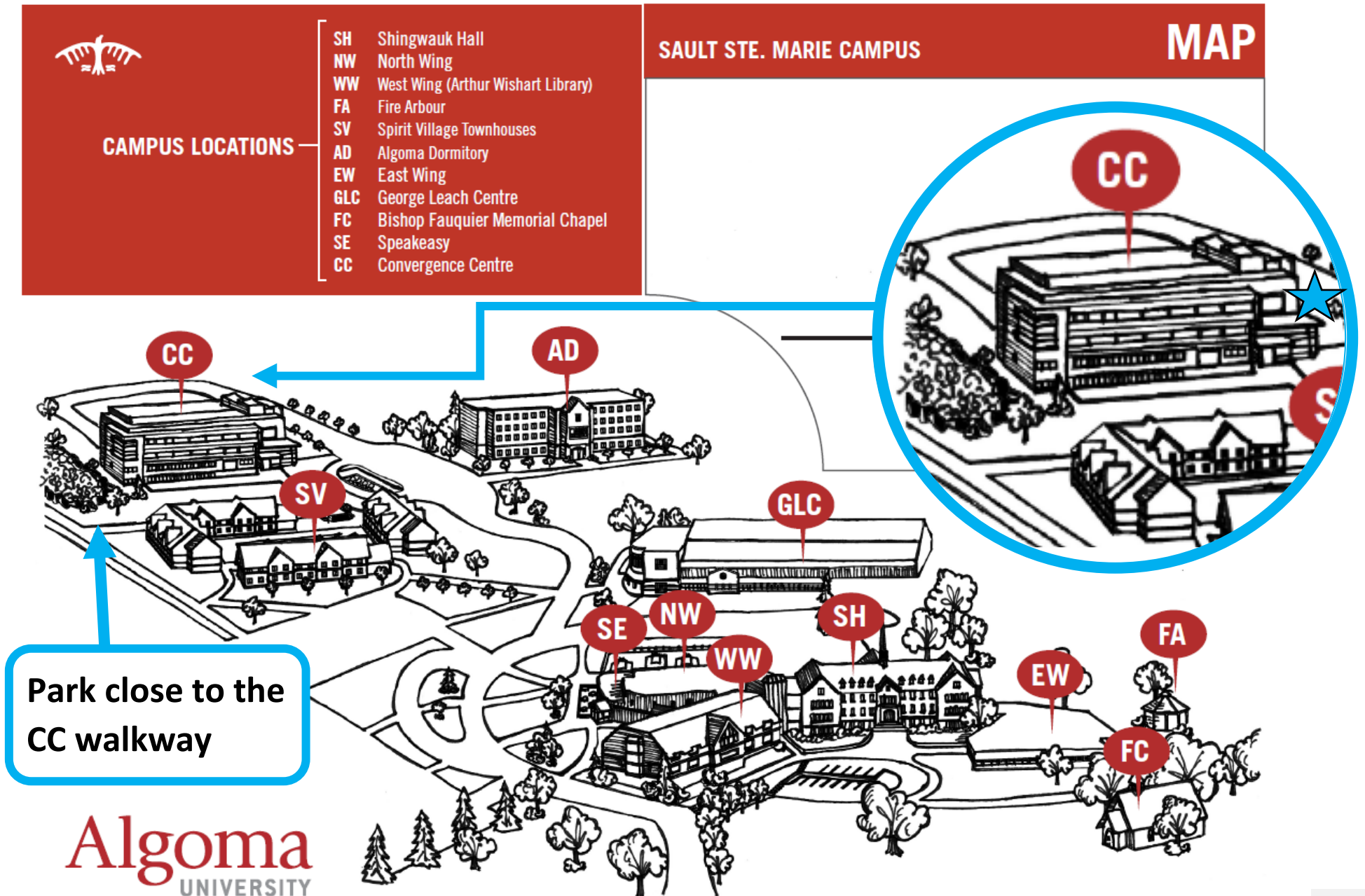
10. Break Between Open and Closed Sessions

All guests and members of the media will be excused. Any questions can be referred to Erin Morrison, Director of Strategic Marketing and Communications, via email at erin.morrison@algonau.ca.

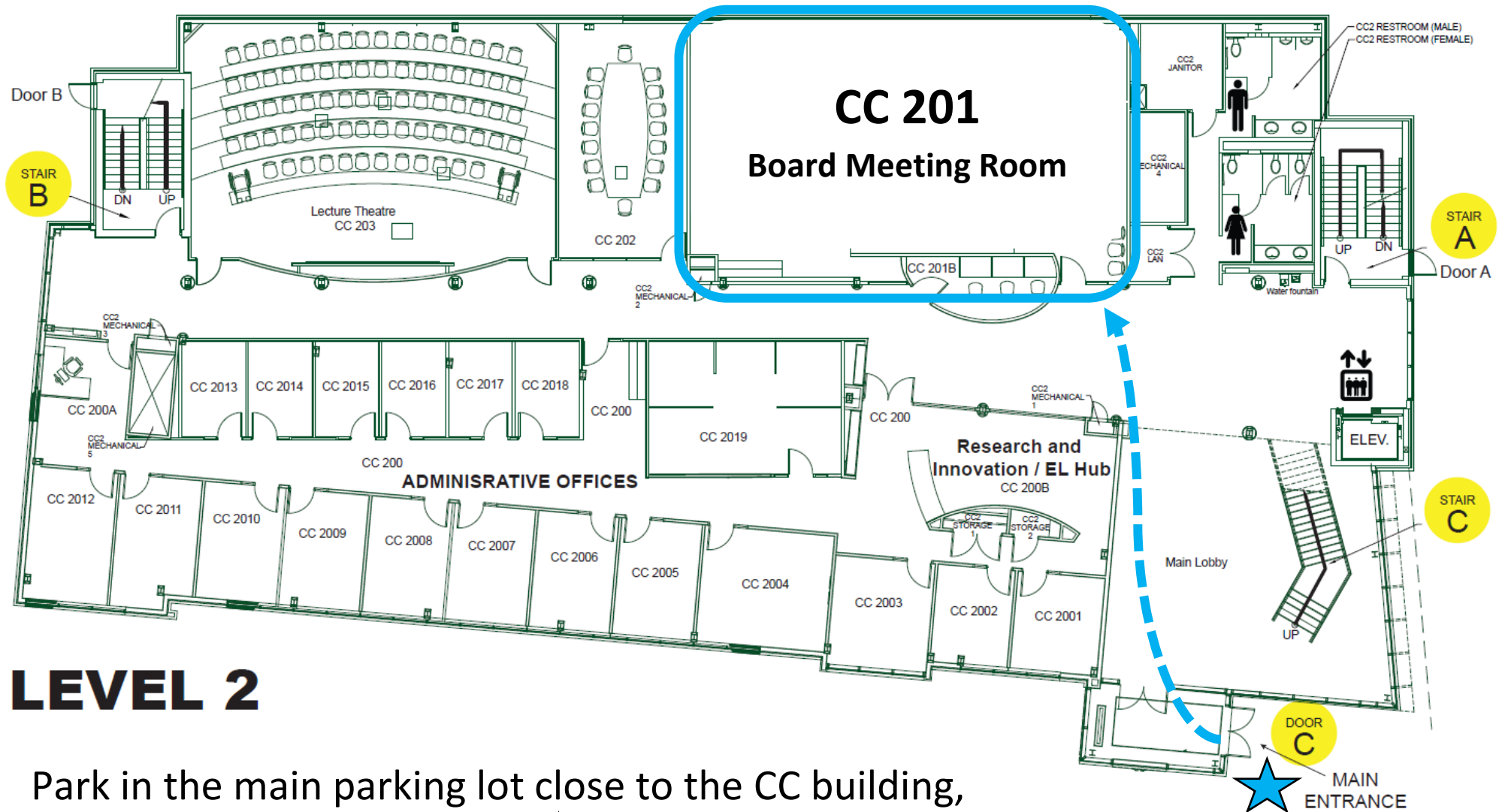
11. Dinner

Governors in person for the Board meeting will have dinner between the Open and Closed Sessions. It is anticipated that the Closed Session will start at 6:30 P.M.

Campus Map for Board of Governors Meetings



Convergence Centre (CC) Building



Park in the main parking lot close to the CC building,
then follow the walkway to ★ Door C (Main Entrance).

Board Meetings will take place in room CC 201.

Open Board of Governors Minutes

Algoma University - Board of Governors

Jan 25, 2024 at 4:30 PM EST

@ CC 201 - SSM Campus / Virtual

Attendance

Present:

Members: Arjun Batra (remote), Paul Quesnele, Robert Battisti, Shannon Brooks (remote), Cecilia Bruno, Paul Dupuis, Sonja Kosuta (remote), Kelli-Ann Lemieux, Rose Linklater, Mike Moraca, Dionisio Nyaga, Elaine Pitcher (remote), Kramer Rousseau, Taylor Sayers (remote), Shannon Taylor, Mario Turco, Asima Vezina, Isaac Withers

Guests: Yves Deschenes, Craig Fowler, Michele Piercey-Normore, Kramer Rousseau

Secretariat Office: Samantha Giuliani, Shannon Kelly (remote), Nadya Ladouceur

Absent:

Guests: Shannon Brooks, Mary Wabano-McKay

1. CALL TO ORDER (Presenters: Mike Moraca)
 - 1.1. Acknowledgement of Traditional Territories (Presenters: Dionisio Nyaga)

D. Nyaga provided a personalized Land Acknowledgement.
 - 1.2. Chair's Opening Remarks (Presenters: Mike Moraca)
 - 1.3. Declarations of Conflicts of Interest (Presenters: Mike Moraca)

None.

2. CONSENT AGENDA (Presenters: Mike Moraca)

Motion:

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

Motion moved by Mario Turco and motion seconded by Dionisio Nyaga. Carried.

- 2.1. OPEN Agenda for Board Meeting
 - 2.2. OPEN Minutes for Previous Meeting
 - 2.2.1. E-Votes from December 2023
3. REPORT FROM THE PRESIDENT (Presenters: Asima Vezina)

The President provided an overview of key highlights from the January 2024 President's Report, noting the University's target of \$5M external funding for Makwa Waakaa'igan had been met, the second cohort of the LEAP program in Brampton was highlighted as well as the rollout of the EDI Strategy and action plan, and the commitments the University had made as signatories alongside Sheridan College to the Brampton Charter aimed at working with the community toward a comprehensive strategy to support international student success.

The President provided an update on the University's response, and risk mitigation strategies surrounding the Federal government's IRCC announcement to cap international student study permits for two years.

The Board discussed the impacts of the Federal government's announcement on both the University and the students. They discussed and asked questions for clarification about the impact to private-career colleges, postgraduate certificate programs in general and the University strategy for the two year time frame. Given the lack of detail currently, the University administration will continue to monitor this and bring updates. The Board discussed the importance of continuing to schedule classes according to Algoma's trademark small in-person classes while at the same time taking advantage of the expertise that has been developed over the past few years to ensure quality online offerings can be provided to increase accessibility for students.

4. PRESENTATIONS

4.1. Budget Planning and Principles (Presenters: Kramer Rousseau)

K. Rousseau provided an overview of key budget planning principles and guidelines noting that these were established when developing the previous year's budget. Key changes to the principles established in the 2024-25 budget included adjusting to the new 2023-2026 Strategic Plan, breaking out international student enrollment to progress towards stronger international diversification metrics, and implementing projects and initiatives applied for by faculty through the internally restricted reserve fund established through the University's move to Responsibility Centered Management (RCM) budgeting. An update on the draft budget would be brought forward to the Board in March, followed by anticipated approval of such in April.

The Board discussed and confirmed that the University would utilize scenario planning in light of the uncertainty in international student enrollment given the Federal government's announced cap on international student study permits.

4.2. Dr. Asima Vezina's Research Overview (Presenters: Asima Vezina)

A. Vezina provided an overview of her PhD thesis: *A Comparative Analysis of Quebec and Ontario: How each province approached elementary provincial numeracy curricula and corresponding Faculty of Education accredited Teacher Education programs during the period of 2003- 2008* which focused on the implementation of a new math curriculum in Ontario and Quebec comparing the two jurisdictions as it pertained to accreditation in teacher education programs, provincial curriculum layout and implementation and teacher training. The Board discussed with Vezina the importance of mathematics education as pathways to careers in University education, they inquired further about trends in mathematics assessment in Ontario and finally, congratulated Dr. Vezina on her accomplishment and the contribution she had made to the research community in this particular field while maintaining her role as President within the University.

5. BUSINESS ARISING - N/A
6. ITEMS FOR DECISION / DISCUSSION
 - 6.1. Policies for Approval (standing) - N/A
 - 6.2. Governor Engagement Opportunities (standing) - N/A
7. NEW BUSINESS - N/A
8. INFORMATION ITEMS - N/A
9. MOVE INTO CLOSED SESSION (Presenters: Mike Moraca)

Motion:

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

Motion moved by Kelly Ann and motion seconded by Paul Dupuis. Carried.



MARCH 2024

Algoma

UNIVERSITY

REPORT TO THE BOARD
OF GOVERNORS



THE PRESIDENT'S MESSAGE

As we prepare for the 2024-25 fiscal year, planning amongst all teams and departments is being guided toward the implementation of Algoma University's new strategic plan and new vision: **leading meaningful change for generations to come**. The Special Mission, [Strategic Plan 2023-2026](#), the [EDI Strategy and Action Plan](#), [Honouring our Commitment](#) as well as the Academic and Research Plans of the University will play an important role as we move into this next stage of the University's development.

As part of these deliberations, we are working diligently to set the key strategic projects and priorities across the organization—setting the course for 2024-25 as well as the longer three-year strategic plan implementation. Algoma University continues to be in a very strong financial position, enabling us to reinvest in new and current academic programming (including graduate level programming) and unique community-based local and international research and innovation initiatives. We will continue to ensure our student services and wellbeing supports, on-campus experience, campus infrastructure, and the communities we love and in which we're deeply rooted remain a cornerstone of our planning.

Some of the larger 2024-25 projects that will emerge out of these deliberations and sessions will include: an updated Strategic Enrolment Management (SEM) strategy that guides the next three years, further work to establish the joint Northern Ontario School of Medicine University (NOSMU) and Algoma University research and programming foci of the Ontario Mental Health and Addictions Research and Training Institute (OMHARTI) both in Sault Ste. Marie at Makwa Waakaa'igan and Brampton at 145 Queen St. E. We will also see in this fiscal year deepening work on decolonization; the construction start of Makwa Waakaa'igan; the continued development of our partnership with Unity as Canada's centre of excellence in immersive technologies; a new campus master plan for Brampton; the implementation of the emerging office space strategy for Sault Ste. Marie and Brampton; the introduction of the next suite of master's degree programming and much more. Thank you to all the teams who are working so diligently to develop the strategies and plans for these important initiatives as we prepare to head into the next fiscal and school year.

One of the ways in which we are reinvesting involves this year's roll out of the Academic Strategic Initiatives Fund, established as part of the University's Responsibility-Centered Management Budget Model. We have received 43 proposals valuing close to \$5 million from faculty and faculty teams which reflect new ideas, enhancements for student experience and innovative future programming that supports student, industry or community needs. Proposals are being assessed on the extent to which each aligns with the new Strategic Plan, the Special Mission, EDI Strategy and Action Plan, and the University response to the Calls to Action from the Truth and Reconciliation Commission. Algoma University's strong, stable position is also important as we prepare for changes being made by the provincial and federal governments in the post-secondary sector. Immigration, Refugees and Citizenship Canada (IRCC) will reduce and cap the number of international study permits for each province for two years while they work to create a permanent recognized institution framework. The federal government has delegated to each province the responsibility to allocate those permits to universities and colleges, and to create a system to verify each letter of acceptance that international students receive. We expect the provincial announcements to come by the end of March and will continue to plan accordingly as the information and decisions become clearer to the University sector at large and Algoma University in particular.

“At the heart of every achievement, every strategy and each decision we make is Algoma University's Special Mission—it is what makes us unique.”



“Over 6,500 Algoma U students have received a scholarship or bursary for this year. The generosity of these scholarships continue to reduce barriers for students and ensure that Algoma is seen as a place where students are supported in every way to move that much closer to their dreams and aspirations.”

In March, we hosted our 30th annual Student Awards ceremony to recognize our benefactors, and celebrate the exceptional achievements of student recipients of their generosity. For the 2023-2024 academic year, scholarship funding totalled more than \$17 million. Over 6,500 Algoma U students have received a scholarship or bursary. The generosity of these scholarships continue to reduce barriers for students and ensure that Algoma is seen as a place where students are supported in every way to move that much closer to their dreams and aspirations. Thank you to all of our donors for their generosity and commitment to Algoma University.

In March, Algoma University was once again honoured to host the Gathering at the Rapids (GATR) Pow Wow. The 18th GATR Pow Wow was the largest on record and welcomed members of Indigenous nations from across Turtle Island to dance, drum, sing, and honour the traditions of their ancestors. The GATR Pow Wow is also an opportunity for students, faculty and staff to steep ourselves in our Special Mission by educating ourselves about Anishinaabe culture and traditions. It was wonderful to see all the students from Brampton and Timmins join in the cultural events and celebration.

I want to conclude by sharing my deep pride as we consider the remarkable and continued achievements of our Thunderbird athletes. Some of the highlights included: the men's soccer team had their second best season on record; the talented and well-known Steve Acorn joined our coaching team in curling; Jordan Bryant took first place in the 10-kilometre classic and Charlie Grabow had impressive finishes at the Ontario University Athletics (OUA). With stands packed, we all felt the excitement when our men's team beat the University of Waterloo, Toronto Metropolitan University, and the University of Windsor this year. And of course, Kyle Prices's gold in the OUA wrestling championship was explosive. Seven wrestlers went on from that event to nationals and had another great showing. Athletes and coaches, your achievements this year were a source of inspiration for all of us.

At the heart of every achievement, every strategy and each decision we make is Algoma University's Special Mission—it is what makes us unique. As we move into a new budget year, I am filled with hope and excitement. The pages of this next stage of our development are being written and a wonderful chapter in our story is being penned by your creativity, your compassion, your innovation and your talent. I believe that Algoma University's best days are yet ahead and I continue to encourage everyone at Algoma to reflect on how each of us—no matter what our role— can continue to make a difference.

Thank you, merci and chi-miigwetch for all you do for Algoma U.

Asima Vezina

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

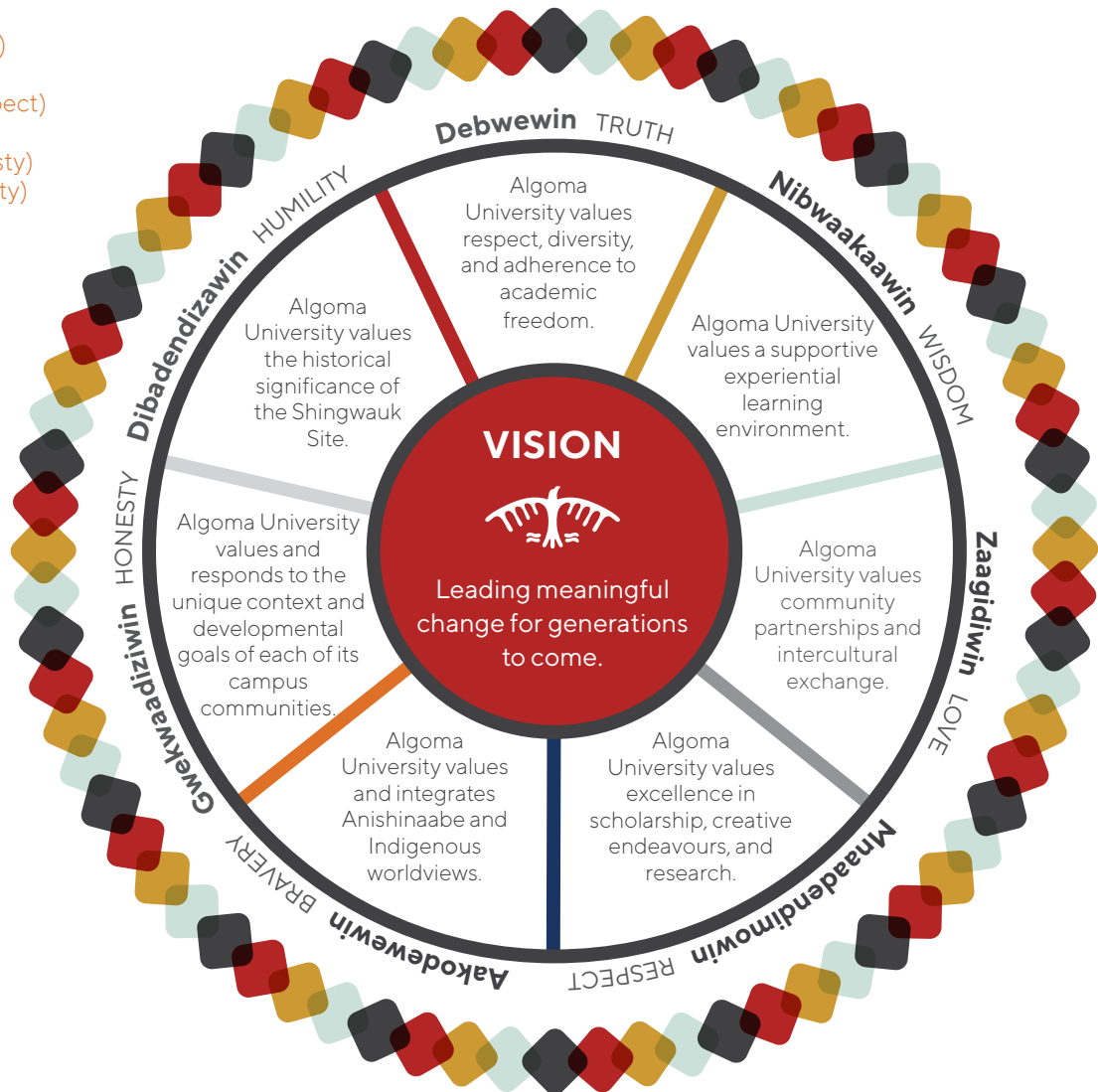
Leading meaningful change for generations to come.

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)



PRIORITY 1

Transformative, Cross-Cultural Learning in a Quality University Experience

KEY METRICS

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

WHAT WE'VE ACCOMPLISHED

- We are thrilled to announce that the impactful bachelor of social work (BSW) program will be introduced to the Brampton campus in fall 2024. Brampton is in dire need of professional social workers in hospitals, social services agencies, NGOs and community-based organizations to do important work in areas like mental health and addictions. Algoma U can train Brampton students right in Brampton, which makes it more likely they'll stay and work in Brampton. This new program will be housed at 145 Queen St. E, our newest campus building, which will become a home to our growing focus on mental health and addictions.
- In Brampton, the business and computer science programs will introduce master's degree programming in fall 2024. This will allow local students to train for an in-demand field without having to leave Brampton.
- Several faculty members are recipients of the Social Sciences and Humanities Research Council of Canada (SSHRC) Insight Development Grants, including Dr. Mahbubul Alam, Dr. Nusrate Aziz, and Dr. Isabel Molina. These grants were announced by the Government of Canada, which headlined the cohort of recipient researchers "world-class" – and we couldn't agree more.
- Algoma University celebrated our incredibly generous supporters and benefactors, and more than \$17 million in scholarships for this year, at our 30th annual Student Awards ceremony. Scholarships and bursaries have helped over 6,500 Algoma U students access education.
- Of 22 Grade 12 students who completed the LEAP program in its first semester, nearly all have made plans to pursue a university degree after high school. At least 16 of them will officially become Algoma University Thunderbirds in fall 2024. The LEAP program's aim is to show students from groups traditionally underrepresented at universities – including Black and Indigenous students – that they belong on a university campus, and can be successful. On that front, our first semester was a resounding success

- At an uplifting LEAP graduation ceremony, we were thrilled to announce the creation of the LEAP Scholarship, which will provide \$6,000 for each LEAP graduate who returns to Algoma University for their undergraduate degree.
- The Faculty of Business and Economics has been awarded a grant of \$32,000 under the Innovation, Science, and Economic Development Canada (ISED) Intellectual Property (IP) Clinics Program for 2024. A key objective of this grant is to encourage students to be aware of the potential value of IP in business ventures, as well as to consider integrating an IP strategy into business planning, where appropriate. This grant will be used to review curriculum related to IP while developing resources to deliver training of business students to effectively understand the practical application of IP, to deliver outreach to serve those traditionally underrepresented as holders of IP in the business community, and to organize symposia and roundtables between legal and business clinics.
- Dr. Sean Meades brought students in his third year Community Economic and Social Development (CESD) course Global and Local Relations: Critical Perspectives to Brazil this winter for an immersive international learning experience funded by the Global Skills Opportunity grant. The course examined how globalization and the relations that underpin capitalism affect people in diverse communities. This learning experience was created and delivered in partnership with Unochapecó, a partner university in Santa Catarina, Brazil, with a shared commitment to community and internationalization. Students visited the Kaingang community and community organizations such as the Landless Rural Workers' Movement and the Peasant Women's Movement. The group included students from Brampton and Sault Ste. Marie, and was supported by Heather Douglas, Coordinator, Global Engagement and Mobility, and Shanice Diab-Cox, Manager, Student Life Operations.



2023-2024 ACADEMIC YEAR

\$17 MILLION
in
SCHOLARSHIPS

Benefiting over
6,500
ALGOMA U STUDENTS

WHAT'S NEXT

- In April, Algoma University will host an International Conference on Mental Health and Addictions, to be delivered both on-site at our Brampton campus, and virtually. The impressive lineup of keynote speakers this year includes Michael Yellow Bird, PhD, Dean and Professor of the Faculty of Social Work at the University of Manitoba; Michael Sitawa, PhD, Senior Researcher at the International Peace Support Training Centre; Algoma U's Rose Ann Torres, PhD, Director of the School of Social Work; and Algoma U's Paulette Steeves, PhD, Associate Professor and Department Chair Geography, Geology and Land Stewardship, Canada Research Chair Tier II Healing and Reconciliation.
- On April 4, our Faculty of Business and Economics will again host the Northern Ontario Business Case Competition (NOBCC). Student teams from all over Northern Ontario and Northern Michigan have participated in this exciting culmination of four years' worth of studies in their respective business or commerce programs. Again this year, students will have the opportunity to compete head-to-head in a high-pressure competition, receive feedback from real business professionals who are engaged as judges, participate in networking, and enjoy a reception to celebrate their achievements.
- We have received 43 proposals from faculty for the Academic Strategic Initiatives fund, established as part of the University's Responsibility-Centered Management Budget Model. Proposals are being assessed on the extent to which each aligns with the new Strategic Plan, the Special Mission, EDI Strategy and Action Plan, and the University response to the Calls to Action from the Truth and Reconciliation Commission.
- A workshop on intellectual property is being organized for spring 2024 in Sault Ste. Marie. This workshop will be open to students, faculty, staff and community members.
- On April 26, six students will leave for a trip to India with Dr. Monika Thakur, Assistant Professor, Department of Law and Politics, and Heather Douglas, Coordinator of Global Engagement and Mobility, to complete an upper year Political Science course titled The Global Rise of India: Democracy, Politics, and Development. Students will engage in programming with students and faculty from Algoma U's partner Chandigarh University, as well as visit with non-governmental organizations and foundations; explore sustainability, cultural diversity, and human rights in an Indian context; and tour the Taj Mahal. This international learning experience is part of Algoma's Global Skills Opportunity project.
- On May 4, 18 students from Algoma University and Lakehead University will depart for an Indigenous cultural exchange in Belize with Dr. Andrew Judge, Assistant Professor of Anishinaabe Studies, and Dr. Juan Sanchez Martinez, Associate Professor of Indigenous Learning. This experience, funded by the Global Skills Opportunity grant, will see students learn about Mayan and Garifuna Ethnomedicine, Architecture, and Astronomy with knowledge carriers and Elders as they travel to multiple regions across the country.





PRIORITY 2

Learn From, In and With Community

KEY METRICS

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

WHAT WE'VE ACCOMPLISHED

- In March, we hosted the 18th Gathering at the Rapids (GATR) Pow Wow. Once again, the event was well attended and included Indigenous ceremony and tradition, music, dance, joy and fellowship. The Pow Wow is also an opportunity for students at the Sault Ste. Marie campus and those who joined in a trip from the Brampton campus to engage in cross-cultural learning and dialogue.
- Algoma University has been nominated for a prestigious Agnico Eagle Indigenous Partnership Award at the 2024 Nova Business Awards. This distinction is awarded to business and Indigenous partners that have demonstrated excellence in innovation, employment and relationship building, while driving the sustainability of Indigenous businesses and communities. Algoma University's nomination is in recognition of the ongoing efforts to expand access to education within Northern Ontario, including establishing a partnership with Mattagami First Nation to expand access to Indigenous STEAM (science, technology, engineering, art and mathematics) community-based education and training opportunities.
- In recognition of [Black History Month 2024](#), the Equity, Diversity and Inclusion (EDI) office hosted several educational and social activities and events focused on the theme Black Futures and Afro-Futurism, and partnered with community partners such as the African Caribbean Canadian Association of Northern Ontario and the City of Brampton. In-person events organized by the EDI Anti-Black Racism Working Group on the Sault Ste. Marie and Brampton Campuses to mark Black History Month included:
 - Black Futures & Afro-Futurism Keynote Speaker on Feb. 15
 - Black History Month Luncheon and Dinner Events on Feb. 16
 - An Anti-Racism seminar on Feb. 29

- The Faculty of Business and Economics also marked Black History Month with a Feb. 29 event, hosting Dr. Simon Sique, President of the Academy of African Business and Development (AABD) and a former Editor-in-Chief of Journal of African Business, in a seminar for students, faculty and staff on the topic of: profitability of private brands of e-commerce platforms offering competing national brands under agency selling.
- During reading week, our Algoma U Librarian Tracy Spurway helped moderate The Student Journal Forum in partnership with many other Canadian universities and research organizations. This virtual three-day event enabled students to share their knowledge and experiences of running their own student journals. Algoma University will continue to be a part of the annual event.
- Two Crochet for a Cause events hosted by the Wishart Library in March created an opportunity for domestic and international students to learn a new skill together with staff and faculty. Plans are underway for a regular event where students will decide on projects and causes/organizations to donate to.
- The Rights of Nature: A Global Movement Presentation with guest speaker Clemencia Herrera took place on Jan. 30 on the Sault Ste. Marie campus. The event featured a presentation by Indigenous Uitoto, Clemencia Herrera who spoke about the importance of preserving nature and why supporting the rights of nature for Indigenous people in Colombia and in a global context is so relevant. The documentary "The Rights of Nature: A Global Movement" was also screened for students, staff and broader community members. This event took place within the context of the signed agreement between Algoma University, the National Indigenous Organization of Colombia (ONIC), and the Institute of Peoples, Territories, and Pedagogies for Peace (IPTP), it also highlighted the work being carried out in Canada, Colombia, Bolivia and globally related to protecting the rights of nature and the links between the rights of nature and the self-determination of Indigenous peoples. The event was endorsed by the Faculty of Cross-Cultural Studies, the Department of Community, Economic and Social Development, the Department of Sociology, and the NORDIK Institute.

WHAT'S NEXT

- Algoma University will soon open applications to students for its Queen Elizabeth Scholars program. This program provides students with significant scholarships to either study, research, or complete an internship in combination with community engagement activities in Canada and the destination country. Experiences will emphasize working with Indigenous and other marginalized communities, and contributing to community development projects that are local in scope and focused on decolonization in practice. In year one, students will choose from a diverse range of interesting experiences in India, Indonesia, Colombia, Vietnam, Brazil, and Fiji.
- Our Crochet for a Cause organizers are planning for regular events where students will decide on projects and causes to donate to.
- Within the context of the signed agreement between Algoma University, the National Indigenous Organization of Colombia (ONIC), and the Institute of Peoples, Territories, and Pedagogies for Peace (IPTP), we're working towards welcoming a delegation from Colombia involving Indigenous, Black and women leaders in June, 2024.



PRIORITY 3

Share Our Stories: Past, Present and Future

KEY METRICS

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

WHAT WE'VE ACCOMPLISHED

- At the end of February, we officially launched *The Algomian*, our new online creative writing journal. The publication, edited by Dr. Tony Robinson-Smith, will feature creative writing in various genres, including fiction, poetry, creative nonfiction and one-act plays. The publication will encourage submissions from both experienced and emerging writers, both among our student body and from the community around us.
- As of March 1, our Faculty of Business and Economics is an official member of the Association to Advance Collegiate Schools of Business (AACSB). Founded in 1916, AACSB is the largest business education network connecting students, educators, and businesses worldwide. AACSB accreditation ensures business schools maintain continuous improvement and provides focus for the school to deliver on their mission, innovate, and drive impact.

WHAT'S NEXT

- The Faculty of Business and Economics is working on its goal of AACSB accreditation — one of the world's most prestigious accreditations, which fewer than six percent of the world's business schools have earned.
- We've closed evaluations on a request for proposals on the first phase of a major signage and wayfinding project. Over the coming months we'll be working on a plan to make our buildings in Brampton stand out, and make them easier to navigate. Wayfinding on the Sault Ste. Marie campus will follow. This project will honour our historical and cultural contexts, and be built through consultation with members of our Algoma University community and beyond to ensure we're working to decolonize our spaces, and make them welcoming to everyone.
- We're building a new intranet and mobile app, making news, announcements, information, maps, communicating within our community and more accessible and convenient for students, faculty and staff. This project will create new channels that help us tell our own story.





PRIORITY 4

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

KEY METRICS

- » 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
- » Implement the Algoma University Equity Diversity and Inclusion (EDI) Strategy and Action Plan.
- » Develop and implement a robust people and recruitment strategy with a focus on equity, diversity and inclusion.
- » Continue to invest in student-centric infrastructure that provides supports for all learners

WHAT WE'VE ACCOMPLISHED

- On our Brampton campus' Creekbank Site, we have completed the negotiations to take over the entire facility. This opportunity arose from the bankruptcy of CHSI, and the transition was seamless and without interruption to classroom or student activity in the building.
- We have completed workspace consultations for the entire Sault Ste. Marie campus, and prepared initial design and move planning along with a draft timeline for implementation (subject to budget approval).
- Together with the union representing full-time faculty, we've successfully completed negotiations, solidifying the Collective Agreement for the next three years.
- Algoma University is collaborating with the global Project Management Institute (PMI) to provide each Project Management student with a free PMI Student Membership. All students are being enrolled as PMI members and will now receive the benefits of membership in the Project Management Institute (PMI), which can give our students an advantage when it comes to launching their project management career.
- We have established a new bursary with Sault Youth Soccer to help promote local recruitment.
- The Algoma University Nordic Ski Team has established a new working relationship with the Soo Finish Club.
- Our students attended the North American Model United Nations (NAMUN). NAMUN is Canada's oldest annual university-level model United Nations. Students represented different countries in various UN communities, discussing global issues related to water, health, agricultural development, and labour. The students were accompanied by their faculty advisor, Dr. Monika Thakur, from the Department of Law and Politics.

- On March 20, the EDI Anti-Islamophobia Racism Working Group hosted an Iftar dinner for Ramadan.
- For the March 21 International Day for the Elimination of Racial Discrimination, the EDI Asian Racism Awareness Working Group hosted a Sounds of Asia event on Anti-Asian Racism in the Workplace.
- On Thursday March 21, the Library hosted a Renew and Restore event for students, offering all students a chance to take a break from their end-of-semester workloads and learn stress reducing tips as well as take part in activities and workshops.
- On Feb. 9, Algoma University hosted Lunar New Year Celebrations on the Brampton Campus to mark the Year of the Dragon.
- 25 AU employees Completed the Canadian Race Relations Foundation Anti-Racism Training, the first such session of 2024.
- The Cultural Safety Learning Program (CSLP) 2024 Winter session for students and employees is in progress.
- On International Women's Day on March 8, the EDI office hosted joint campus speaker events in Sault Ste. Marie and Brampton.



WHAT'S NEXT

- Coming up, the EDI office will socialize and execute the EDI Strategy and Action Plan for Year 1, including and EDI office presentation to Senior Executive; and EDI office Townhall presentation; and EDI office presentation to the Senate; and phased socialization sessions with various departments. The EDI team will also be rolling out the EDI foundational course in the fall, following a pilot program with select EDI committee and university representatives.
- We'll finalize the terms of reference in order to establish an EDI Advisory Committee.
- The Canadian Race Relations Foundation (CRRF) will lead the second 2024 anti-racism training day for Algoma University employees.
- The 2SLGBTQQIPA+ Working Group will host a flag raising and panel discussion event on March 28, in between Two-Spirit- Awareness and Celebration Day on March 15 and Trans Day of Visibility on March 31.



MARCH 2024

Algoma UNIVERSITY

REPORT TO THE BOARD OF GOVERNORS

Algoma University
Brampton | Sault Ste. Marie | Timmins
algomau.ca
info@algomau.ca
1-888-Algoma-U

FOLLOW US
@algomau



Draft 2024-25 Budget Update



Board of Governors

March 27, 2024 - Open Session

Current Status

- Followed budget principles and guidelines
- Scenario based budgets, considering IRCC announcement / Risks
- Other Key Variable analysis
- Review with Senior Executive Team
- Continued investment in people
- New developments
- Analysis on revised Financial Health Metrics and internal financial policies



Enrolment - Scenarios

Given the announcement by IRCC, the approach to the 2024-25 budget includes multiple scenarios evaluating the potential impact on international student enrolment by campus.

We have prepared a worst case, most likely and best case scenario for comparison.

As more information comes to light in the next few weeks, these scenarios will be refined and incorporated into the final budget presentation.

Investment in People

- Continued Resource gap analysis of positions based on current and projected growth and internal changes (people, processes and technologies)
- Financial analysis to ensure planned investment in people is aligned with financial projections for the University and is in alignment with other Ontario small and medium universities.
- Strategy development on talent acquisition and retention

Financial Measure	Minimum	Average	Maximum	AU Target*
Salaries and Benefits as a % of Total Revenue	54%	64%	73%	50%

* Adjusted for PACE Project Management Program Delivery

Key Variables for Scenario based budgeting

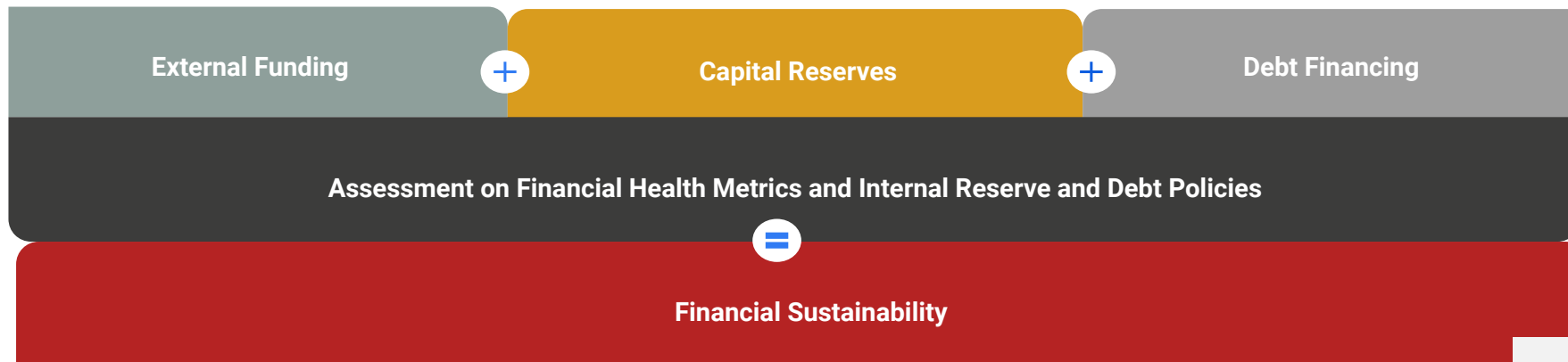
Enrolment maintains to be the largest variable when it comes to the budget. Other variables that will be built into the scenario based budget will include

- Student retention rates
- Average Class Size - Impact Part Time Faculty Hiring, limited by classroom inventory
- New Hire Vacancy Rates
- Execution of key operating initiatives

These variables will be analyzed and included in the scenario analysis included in the final budget presentation.

Capital Planning

Makwa Waakaa'igan	Technology modernization and upgrades
SSM Space improvement plan	SSM Residence RFP
Development of Brampton Campus Master Plan	Deferred Maintenance and facility renewal



Next Steps

- Revise and refine enrolment scenarios
- Finalize operating and capital budgets and alignment with strategic priorities
- Financial health metrics and debt/reserve policies analysis
- Develop additional budget scenarios, including analysis of key variables
- Complete final risk assessment
- Update Risk & Finance Committee with final draft budget (April 9, 2024)
- Final review Board of Governors for approval (April 25, 2024)
- Senate presentation April / May 2024



Chi-Miigwetch
Thank you

Ministry of Colleges and Universities
Assistant Deputy Minister
Strategic Policy and Planning Division

Ministère des Collèges et Universités
Sous-ministre adjointe
Division des politiques et de la planification stratégiques

315 Front Street West, 16th Floor
Toronto ON M7A 0B8
Tel.: 647 824-8416
Email : Zoe.Kroeker@ontario.ca

315 rue Front Ouest, 16^{ème} étage
Toronto ON M7A 0B8
Tél. : 647 824-8416
Courriel : Zoe.Kroeker@ontario.ca

MEMORANDUM TO: Presidents, Colleges of Applied Arts and Technology

Executive Heads, Algoma University, Nipissing University, NOSM University, OCAD University, Ontario Tech University, Université de Hearst, and Université de l'Ontario français

FROM: Zoë Kroeker
Assistant Deputy Minister, Strategic Policy and Planning Division
Ministry of Colleges and Universities

DATE: March 7, 2024

SUBJECT: College and University Board Chair Term Extensions

You may be aware that as part of the government's efforts to reduce red tape, the *Less Red Tape, More Common Sense Act, 2023* received Royal Assent in December 2023. The Act amended the following university acts:

- *Algoma University Act, 2008;*
- *Nipissing University Act, 1992;*
- *Ontario College of Art & Design University Act, 2002*
- *Université de l'Ontario français Act, 2017; and*
- *University of Ontario Institute of Technology Act, 2002.*

In addition, amendments to the following college and university regulations were filed on March 1, 2024:

- Ontario Regulation 34/03 under the *Ontario Colleges of Applied Arts and Technology Act, 2002;*
- Ontario Regulation 153/22 under the *Université de Hearst Act, 2021; and*
- Ontario Regulation 152/22 under the *Northern Ontario School of Medicine University Act, 2021.*

These amendments enable the Boards of Governors of the 24 colleges of applied arts and technology, Algoma University, Nipissing University, NOSM University, OCAD University, Ontario Tech University, Université de Hearst, and Université de l'Ontario français to extend the term limit for the Chair of the Board, provided that the member would not serve on the board for more than eight consecutive years. Following the extension, the member would not be eligible for reappointment or re-election to the Board.

The amendments are intended to support effective institutional governance by allowing the colleges and universities to retain Board Chairs with the experience and expertise needed to support board decision-making, and to provide additional flexibility to maintain continuity of leadership and ensure an orderly Board Chair transition. The universities that were not included in these amendments could already retain Board Chairs for terms longer than six years.

Should you have any questions about the amendments or how they impact your Board, please reach out to Seetha Kumaresh, Director of the Postsecondary Education Programs Branch, at Seetha.Kumaresh@ontario.ca.

College and university Boards of Governors play an integral role in overseeing the direction and management of postsecondary institutions, helping to ensure that they successfully achieve their mandate and provide students with the education and training they need to be successful in the labour market. I trust that the flexibility provided by these changes will help Boards as they continue fulfilling this role.

Sincerely,



Zoë Kroeker
Assistant Deputy Minister

Cc: Board Secretaries, Colleges of Applied Arts and Technology, Algoma University, Nipissing University, NOSM University, OCAD University, Ontario Tech University, Université de Hearst, and Université de l'Ontario français

Scott Ramsay, Director of Policy and Issues, Office of the Minister of Colleges and Universities

David Wai, Deputy Minister, Ministry of Colleges and Universities

Seetha Kumaresh, Director, Postsecondary Education Programs Branch

Adrienne Swanson, Manager, Colleges Unit

Carita Ng, Manager, Universities Unit