

## **AGM - Board of Governors**

Algoma University - Board of Governors  
CC 201 - SSM Campus / Virtual  
2024-06-20 16:30 - 17:15 EDT

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#### **1. CALL TO ORDER**

##### **1.1. Acknowledgement of Traditional Territories**

External Governor, Mike Moraca will provide a personalized land acknowledgement.

##### **1.2. Declarations of Conflicts of Interest**

All Governors who are included in specific motions for their election or appointment declare conflicts with such motions, and as such, will refrain from participating in the voting for such specific motions. Members are advised by the Secretary to the Board that there is no conflict of interest for members participating in the motion voting for item 6.7, Election of Committee Members, given that it is a duty of Governors to participate in committees as required.

#### **2. AGENDA FOR THE ANNUAL GENERAL MEETING**

MOTION : To approve the agenda.

#### **3. APPROVAL OF PREVIOUS MINUTES.....4**

MOTION : To approve the minutes of the June 22, 2023 Annual General Meeting.

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#### **4. ANNUAL CHAIR'S REPORT**

#### **5. ANNUAL PRESIDENT'S REPORT.....10**

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#### **6. ITEMS FOR DECISION**

##### **6.1. External Auditors for Algoma University**

MOTION: To appoint KMPG as Algoma University's External Auditor until the next Annual General Meeting.

##### **6.2. Election of External Member**

The following election is recommended by the Nominating and Governance Committee.

##### **6.2.1. Rajat Marwah.....16**

MOTION : To elect Rajat Marwah as an External Member for a first three-year term starting July 1, 2024 and ending June 30, 2027, subject to a satisfactory criminal records check as per policy.

Rajat Marwah - Governor Candidate Application Complete.pdf.....16

##### **6.3. Election of Internal Members**

The internal member nominations will be tabled for a future Member's Meeting.

**6.3.1. Non-Teaching Employees Member**

To be tabled for a future Member's Meeting.

**6.3.2. Student Member**

To be tabled for a future Member's Meeting.

**6.4. Appointment of Officers: Chair, Vice-Chair, & Secretary**

All of the following appointments are recommended by the Nominating and Governance Committee.

**6.4.1. Chair**

MOTION: To appoint Kelli-Ann Lemieux as Chair of the Algoma University Board of Governors from July 1, 2024 to June 30, 2025.

**6.4.2. Vice-Chair**

MOTION: To appoint Rob Battisti as Vice-Chair of the Algoma University Board of Governors from July 1, 2024 to June 30, 2025.

**6.4.3. Secretary**

MOTION: To appoint Paul Quesnele as Secretary of the Algoma University Board of Governors from July 1, 2024 to June 30, 2025.

**6.5. Appointment of Signing Officers of the Corporation**

All of the following appointments are recommended by the Nominating and Governance Committee. MOTION: To appoint the following Officers of the Corporation with signing authority in accordance with corporate financial policies from July 1, 2024 to June 30, 2025: Kelli-Ann Lemieux, Chair Rob Battisti, Vice-Chair Asima Vezina, President and Vice-Chancellor Kramer Rousseau, Acting Vice-President Finance and Operations Paul Quesnele, University Secretary

**6.6. Election of Committee Chairs**

All of the following elections are recommended by the Nominating and Governance Committee.

**6.6.1. Risk & Finance Committee**

MOTION: To elect Rob Battisti as Chair of the Finance Committee (Risk and Finance Committee) from July 1, 2024 to June 30, 2025.

**6.6.2. Nominating and Governance Committee**

MOTION: To elect Elaine Pitcher as Chair of the Nominating and Governance Committee from July 1, 2024 to June 30, 2025.

**6.7. Election of Committee Members.....22**

MOTION : To appoint members to Committees from July 1, 2024 - June 30, 2025 as per the membership roster recommended by the Nominating and Governance Committee, and that the Chair of the Board be authorized to appoint members to committees as necessary from time to time.

Committee Roster for 2024-25 Cycle.pdf.....22

**6.8. Election of Members to Other University Bodies**

**6.8.1. Board Member on the Senate**

MOTION : To elect external Governor Sonja Kosuta as the Board Member on the Senate from July 1, 2024 to June 30, 2025.

**6.9. Ratification**

MOTION: That the Board of Governors approve the ratification of all deeds, contracts, bylaws, proceedings, appointments, elections and payments enacted by the Governors since the last annual meeting on June 22, 2023.

**7. TERMINATION**

MOTION : That Annual General Meeting of the Board of Governors meeting be terminated.

**8. NOTE**

The Open Session of the Board will begin immediately following the end of the Annual General Meeting.



# AGM - Board of Governors Minutes

Algoma University - Board of Governors  
Thursday, June 22, 2023 at 4:30 PM EDT  
@ CC 201 - SSM Campus / Virtual

## Attendance

### Present:

Members: Arjun Batra (remote), Robert Battisti, Melanie Borowicz-Sibenik, Cecilia Bruno, Paul Dupuis, Sonja Kosuta (remote), Kelli-Ann Lemieux, Mike Moraca, Dionisio Nyaga, Jake Pastore, Elaine Pitcher, Shannon Taylor, Mario Turco, Asima Vezina, Tim van Weerden

Guests: Shannon Brooks, Craig Fowler, Michele Piercey-Normore, Mary Wabano-McKay (remote), Paul Quesnele, Kramer Rousseau (remote)

### Absent:

Members: Rose Linklater, Taylor Sayers, Hugh Stevenson, Nina Trudeau

Member Regrets Received In Advance: Rose Linklater, Taylor Sayers, Hugh Stevenson

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

The Chair called the Annual General Meeting to order at 4:30pm.

### 1.1. Acknowledgement of Traditional Territories

J. Pastore provided a personalized land acknowledgement.

### 1.2. Declarations of Conflicts of Interest

All Governors who were included in specific motions for their election or appointment declared conflicts with such motions, and as such, refrained from participating in the voting for such specific motions.

Members were advised by the Secretary to the Board that there is no conflict of interest for members participating in the Election of Committee Members, given that it is a duty of Governors to participate in committees as required.

## 2. AGENDA FOR THE ANNUAL GENERAL MEETING

### 2. Motion:

To approve the agenda.

Motion moved by Robert Battisti and motion seconded by Jake Pastore. Carried.

## 3. APPROVAL OF PREVIOUS MINUTES

### **3. Motion:**

To approve the minutes of the June 23, 2022 Annual General Meeting.

Motion moved by Mike Moraca and motion seconded by Paul Dupuis. Carried.

#### **4. ANNUAL CHAIR'S REPORT**

The Chair provided opening remarks reflecting on the past six years of his tenure as a board member. He outlined some of the major milestones over the past board cycle including significant capital projects that will shape the future of Algoma University. He also acknowledged the new board members that joined in during the past board cycle and thanked all of the members for their dedication and service. He also highlighted some of the major activities and themes during the two board retreat that focused on capital master planning and land acknowledgement training, as well as governance practices and strategic planning. He further recognized the board and administration for the effective management through processes related to the Auditor General of Ontario's Value-for-Money Audit. He finished by expressing his gratitude to all involved in the development of the new strategic plan that will provide a strong foundation to allow the University to continue to thrive.

#### **5. ANNUAL PRESIDENT'S REPORT**

The President provided high level overview of the Annual President's Report, highlighting some of the major accomplishments of the University over the past year that have impacted the communities in which the University serves. She reflected on what makes Algoma University unique: the intimate and personal learning experiences; cross-cultural leadership; and purpose-driven impact. She also acknowledged the milestone of approving the University's first stand-alone Master's degree programs, as well as strategic investments to support the Academic Plan, Strategic Plan for Research and Creative Works, and Centre for Teaching and Learning. She also outlined the unique experiences for students through the the Federal Government's Global Skills Opportunity Fund, as well as the record multi-year enrolment increases across all three campus communities that will enable considerable capital investments for the University.

S. Taylor joined the meeting at 4:42pm.

T. van Weerden joined the meeting at 4:48pm.

M. Borowicz-Sibenik joined the meeting at 4:50pm.

#### **6. ITEMS FOR DECISION**

6.1. External Auditors for Algoma University (Presenters: Mike Moraca)

The Chair invited S. Brooks to briefly update the Board on experience to date with the new External Auditors, to which she highlighted the impressive work thus far that she's witnessed from KPMG.

**Motion:**

To appoint KPMG as Algoma University's External Auditor until the next Annual General Meeting.

Motion moved by Cecilia Bruno and motion seconded by Elaine Pitcher. Carried.

6.2. Election of External Member Renewals (Presenters: Elaine Pitcher)

6.2.1. Mike Moraca

**6.2.1. Motion:**

To elect Mike Moraca as an External Member for an additional one-year term starting July 1, 2023 and ending June 30, 2024 subject to approval by the Ministry of Colleges and Universities.

Motion moved by Mario Turco and motion seconded by Shannon Taylor. Carried.

6.2.2. Sonja Kosuta

**6.2.2. Motion:**

To elect Sonja Kosuta as an External Member for a second three-year term starting July 1, 2023 and ending June 30, 2026.

Motion moved by Robert Battisti and motion seconded by Jake Pastore. Carried.

6.3. Election of External Members - N/A

6.4. Election of Internal Members (Presenters: Mike Moraca)

6.4.1. Non-Teaching Employees Member

**Motion:**

To elect Rose Linklater as the Non-Teaching Employees Member for a one-year term starting July 1, 2023 and ending June 30, 2024.

Motion moved by Dionisio Nyaga and motion seconded by Paul Dupuis. Carried.

#### 6.4.2. Student Member

The Chair advised that the election of a Student Member would be tabled for a future Member's Meeting once the formal nomination process was complete.

#### 6.5. Appointment of Officers: Chair, Vice-Chair, & Secretary (Presenters: Mike Moraca)

##### 6.5.1. Chair

E. Pitcher presented the motion.

##### **6.5.1. Motion:**

To appoint Mike Moraca as Chair.

Motion moved by Jake Pastore and motion seconded by Kelli-Ann Lemieux. Carried.

##### 6.5.2. Vice-Chair

M. Moraca presented the motion.

##### **6.5.2. Motion:**

To appoint Elaine Pitcher as Vice-Chair.

Motion moved by Robert Battisti and motion seconded by Jake Pastore. Carried.

##### 6.5.3. Secretary

E. Pitcher spoke to the recent creation of an Office of the Secretariat led by the University Secretary position, and advised that with this change, it would be common practice to appoint such position as Secretary of the Board.

##### **6.5.3. Motion:**

To appoint Paul Quesnele as Secretary.

Motion moved by Robert Battisti and motion seconded by Cecilia Bruno. Carried.

#### 6.6. Appointment of Signing Officers of the Corporation (Presenters: Mike Moraca)

##### **6.6 Motion:**

To appoint the following Officers of the Corporation with signing authority in accordance with corporate financial policies:

- Mike Moraca, Chair
- Elaine Pitcher, Vice-Chair
- Asima Vezina, President and Vice-Chancellor
- Shannon Brooks, Vice-President Finance and Operations
- Paul Quesnele, University Secretary

Motion moved by Kelli-Ann Lemieux and motion seconded by Jake Pastore.  
Carried.

6.7. Election of Committee Chairs (Presenters: Mike Moraca)

6.7.1. Risk & Finance Committee

**6.7.1. Motion:**

To elect Shannon Taylor as Chair of the Finance Committee (Risk and Finance Committee) from July 1, 2023 - June 30, 2024.

Motion moved by Paul Dupuis and motion seconded by Dionisio Nyaga.  
Carried.

6.7.2. Nominating and Governance Committee

**6.7.2. Motion:**

To elect Elaine Pitcher as Chair of the Nominating and Governance Committee from July 1, 2023 - June 30, 2024.

Motion moved by Robert Battisti and motion seconded by Melanie Borowicz-Sibenik. Carried.

6.7.3. Audit Committee

**6.7.3. Motion:**

To elect Rob Battisti as Chair of an Audit Committee from July 1, 2023 - June 30, 2024.

Motion moved by Dionisio Nyaga and motion seconded by Paul Dupuis.  
Carried.

6.8. Election of Committee Members (Presenters: Elaine Pitcher, Mike Moraca)

**6.8 Motion:**



To recommend that the Board of Governors appoint members to Committees from July 1, 2023 - June 30, 2024 as per the membership roster recommended by the Nominating and Governance Committee, and that the Chair of the Board be authorized to appoint members to committees as necessary from time to time.

Motion moved by Kelli-Ann Lemieux and motion seconded by Jake Pastore. Carried.

6.9. Election of Members to Other University Bodies (Presenters: Mike Moraca)

6.9.1. Board Member on the Senate

The Chair noted that this position will be appointed by the Chair of the Board prior to September 1, 2023.

6.10. Ratification (Presenters: Mike Moraca)

**6.10 Motion:**

That the Board of Governors approve the ratification of all deeds, contracts, bylaws, proceedings, appointments, elections and payments enacted by the Governors since the last annual meeting of 23 of June 2022.

Motion moved by Asima Vezina and motion seconded by Paul Quesnele. Carried.

7. TERMINATION (Presenters: Mike Moraca)

The Chancellor acknowledged the diligent work of the Chair, Vice-Chair, President and Secretary, as well as all of his fellow board members that he witnessed over the past board cycle.

**7. Motion:**

That Annual General Meeting of the Board of Governors be terminated.

Motion moved by Elaine Pitcher and motion seconded by Dionisio Nyaga. Carried.

Algoma  
UNIVERSITY  
ANNUAL REPORT  
TO THE BOARD OF GOVERNORS



# PRESIDENT'S ANNUAL REPORT TO THE BOARD OF GOVERNORS



Convocation season marks the end of the student journey for so many at Algoma University as we send another graduating class into the world, work-ready and prepared to lead change for this generation, and the next. It also marks a time of renewal and regeneration for the University as we prepare to welcome a new cohort of scholars.

It's been a joy to join Chancellor Mario Turco, Board of Governors Chair Mike Moraca and other members of our Board of Governors, Senate, faculty and community to watch our graduands cross the stage and take their place in our alumni community.

Throughout each ceremony, I've reflected on just how precious a university education is. In Canada, fewer than one-third of people have a university degree. Across the globe, that number is more like seven per cent.

We know that the high-quality education our graduates have received at Algoma University is a ticket to building a better life. Great careers and the foundation to rise into leadership positions are within reach for each of our alumni.

But Algoma University doesn't just change the lives of our students. This special university prepares our students to change lives in the communities they touch. We prepare them to have an impact.

In his essay "Compensation," poet Ralph Waldo Emerson wrote, "It is one of the most beautiful compensations of this life that you cannot sincerely try to help another without helping yourself."

That incredible observation describes how the human experience is interconnected. And so, indeed, the only way to uplift yourself is to uplift others.

Algoma University has not only taught students how to be excellent social workers, scientists or accountants. We have taught them not only how to be successful in the world, but how to change the world.

Our excellent faculty members continue to ask students to learn about Anishinaabe ways of knowing, to make space for cross-cultural dialogue and to help decolonize the space around them, through expanded minds and thoughtful choices.

That cultural fluency gives them not only a heart of service, but we believe deeply it makes them people who can lead, who can build the workplaces, businesses and communities of tomorrow.

The spring not only marks a new beginning for our graduates, but also new beginnings for Algoma University, with a fresh budget, new academic and research programming and fresh opportunities being highlighted across our institution.

Algoma University continues to be in a stable financial position. Our new budget shows financial strength, strategic investment, and forward thinking. We will spend the coming fiscal year investing in our students, our campuses and communities, and our faculty and staff.

With the renewal that a new fiscal year brings, I have a fresh set of concrete deliverables, as President and Vice-chancellor of this institution. Thanks to a mandate from our Board of Governors, I'm happy to present this annual report by touching on those six categories.

## GOAL 1: Business sustainability: diversification and risk management

- » Through our External Relations teams, we have finalized the three-year External Community Relations and Engagement departmental framework, goals and strategy.
- » Implementation of the (Immigration, Refugees and Citizenship Canada) IRCC's new caps on international students is well underway, including the shift to an internal system through which Algoma University is working with the Government of Ontario to provide each future international student with a provincial attestation letter (PAL).
- » We announced the new, 500-bed Brampton student residence—a beautiful home-away-from-home that will give our students in Brampton an affordable, safe place to live, and will give them the opportunity Sault Ste. Marie students already have: the chance to be steeped in campus life, and benefit from more of the wraparound supports offered by Student Life. This announcement showed that Algoma University is part of the solution to the housing crunch in the communities we support; and that was shown in spades when our External Affairs team was able to coordinate involvement of municipal, provincial and federal government officials at our announcement event in May. At that time, we also announced that we're on track with the Sault Ste. Marie Campus Master Plan, which means we can look forward to a similar announcement of expanded student housing on our Sault Ste. Marie campus in the near future.
- » Our International Affairs team worked with faculty across several academic departments to welcome international interns to campus to collaborate on cutting-edge research and innovation projects. Interns spent up to 120 days on campus, and included high-achieving students from Belgium, India, Colombia, South Korea, and South Africa, many of whom are funded by various Mitacs programs. Two of the Belgian interns investigated the neuroprotective properties of amyloid (a known marker of Alzheimer's disease) on the brain during a viral infection, and were able to complete a thesis project during their time in Canada. I am pleased to report that seven of the interns and one Visiting Faculty member will be working on our Brampton campus with Dr. Ajmery Sultana, the first time we have welcomed interns outside of the Sault Ste. Marie campus.
- » Also through our International Affairs team, we welcomed a group of ten students and one faculty member from Utrecht University in the Netherlands to campus for a week-long cultural exchange. The group was immersed in learning around Indigenous peoples, residential schools in Canada, the impacts of colonization globally, community-based arts, and Indigenous activism. The experience strengthened a partnership between Drs. Laura Wyper and Nancy Mykoff, who have been working collaboratively to cultivate a deeper appreciation for Indigenous perspectives and to empower students to become advocates for social justice on a global scale.
- » Through the Faculty of Business, Algoma University and the Registered Professional Accountants of Canada signed an agreement that gives Algoma U students pursuing an accounting specialization access to another professional designation. Not only are our grads on track to qualify as a Chartered Professional Accountant (CPA), but also as a Registered Professional Accountant (RPA).
- » Nine teams of students from Algoma University's campuses in Brampton and Sault Ste. Marie as well as three teams from Lake Superior University and Sault College had their skills put to the test during the 18th annual Northern Ontario Business Case Competition (NOBCC). This year we had 42 students; 25 student volunteers and 25 judges participate in this event.
- » Through our Faculty of Humanities and Social Sciences and Faculty of Cross-Cultural Studies, we have brought the popular Bachelor of Social Work program to Brampton, starting in fall 2024, and launched the new Master of Social Work on all campuses for fall 2024.
- » Through our Faculty of Science in the School of Computer Science and Technology, hiring is approved and underway to provide expertise in Data Science, Artificial Intelligence, Cybersecurity and Information Technology. Programs under development include a Bachelor of Information Technology, specialization in Artificial Intelligence (AI) and Data Science, a Bachelor of Arts in Economics and Data Analytics, and a Master of Science in Business Analytics. The co-op program integrates student interest with community needs and others provide hands-on research and practical technologies,





such as using virtual reality to train local crane operators at Algoma Steel.

- » In the Department of Biology and Environmental Science, several studies were funded by the Strategic Initiative Fund including field-based studies that investigate water protection and climate change and offer opportunities for research assistants.
- » Through our Department of Psychology, the Master of Psychotherapy, beginning fall 2025, will connect graduate students with community partners such as Algoma Family Services and Sault Area Hospital. We're also on track to launch a Master of Experimental Psychology in fall 2026.

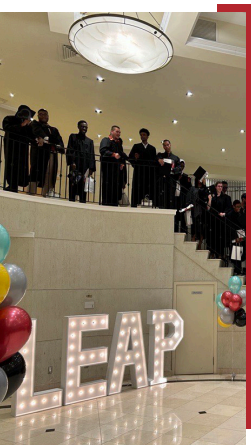
## GOAL 2: Special Mission: responding to community needs

- » We are on track to imminently begin construction of Makwa Waakaa'igan, a global centre of excellence for Decolonization, Indigenization and cross-cultural learning. Makwa Waakaa'igan is a \$43.3-million project to be built on our Sault Ste. Marie campus, founded through the leadership of the Children of Shingwauk Alumni Association (CSAA), a community of Residential School Survivors and their descendants. Makwa Waakaa'igan will serve as a centre of excellence for sharing global Indigenous practices; it will house the Shingwauk Residential Schools Centre (SRSC) archives and Indigenous teachings; it will integrate academic research, art, healing, and ceremony; and it will be the home of a new Mental Health and Addictions Research and Training Institute, established in partnership with the Northern Ontario School of Medicine University.
- » The Shingwauk Residential Schools Centre (SRSC) at Algoma University was honoured with the prestigious 2023 Ontario Museum Association (OMA) Award of Excellence in Exhibitions for the world-famous exhibit, Reclaiming Shingwauk Hall. Reclaiming Shingwauk Hall is the first major, permanent Residential School Survivor-driven exhibition in a former Residential School building. It has transformed the hallways and former auditorium within Shingwauk Hall into an exhibition space. Reclaiming Shingwauk Hall presents the history of the Shingwauk Indian Industrial Residential Schools within the context of colonialism, truth-telling and healing. It's a space built and curated by the Children of Shingwauk Alumni Association (CSAA), Residential School Survivors and First Nations.
- » Through the leadership of Mary Wabano-McKay, the outgoing Vice-President, Nyaagaaniid- Anishinaabe Initiatives, Equity and Student Success, as well as the EDI team, we have completed the Equity Diversity and Inclusion Strategy and Action Plan, and are now socializing and implementing that plan through all departments and faculties.
- » In partnership with Unity, we have founded Immersive: The Canadian Centre of Excellence for Immersive Technologies at Algoma University.
- » Our Recruitment team coordinated on-campus experiences and presentations promoting the Learner's Early Access Program (LEAP) for over 700 Peel Region youth, predominantly from Black, Indigenous, and equity-deserving groups. We had graduation ceremonies for two cohorts of students over the past year, and we are expecting to welcome approximately 75 new students into the program in September 2024.
- » We announced that all LEAP grads who choose to return to Algoma University to study for their degree will be awarded the \$6,000 LEAP Bursary.
- » Algoma University has coordinated sponsorship and cross-departmental participation in Pride events, bringing together the External Affairs team, Student Success and Wellbeing team, Algoma University Students Union (AUSU) and the Equity, Diversity and Inclusion (EDI) team to work together to celebrate Pride month.
- » Our International Affairs team partnered with Lakehead University to take 17 Indigenous students on an international exchange of Indigenous cultural knowledge in Belize. Students earned course credit for a Special Topics course on Mayan and Garifuna Ethnomedicine, Architecture, and Astronomy, and explored archeological sites such as Cahal Pech and Xunantunich. Dr. Andrew Judge designed the learning experience in partnership with the International Affairs Office, with funding provided through Canada's Global Skills Opportunity Fund.

- » Algoma University was among six Canadian universities awarded new funding through the prestigious 2024 Canadian Queen Elizabeth II Scholarship program (QES). This initiative, presented by the Rideau Hall Foundation (RHF) and Universities Canada, will allocate \$1.6 million to support 133 students from these institutions, with the aim of nurturing future innovative leaders and community builders. Algoma University's winning project, titled "Building global leaders: Community-based experiences to advance decolonization and cross-cultural education," will offer students work-integrated learning opportunities related to health, education, and social and economic development.
- » Six Algoma University students travelled to India for a 15-day transformative international learning experience in which they earned credit for a course titled "Global Rise of India: Democracy, Politics, and Development." Students had the opportunity to visit Chandigarh University and Miranda House, University of Delhi, where they engaged in academic discussions and attended guest lectures on topics including democracy and elections in India, innovations in the Indian legal system, the global rise of India, and political activism. They also had high-level meetings in New Delhi with officials from the Canadian High Commission, World Bank, TATA Group, Shastri Indo-Canadian Institute, and Observer Research Foundation.
- » Through the Department of English and History, we launched Algoma University's brand-new online creative writing journal *The Algomian*. The journal is an initiative that gives emerging writers the chance to publish their poems, short stories, creative nonfiction sketches, and one-act plays. In time, *The Algomian* will grow to encompass more of the creative arts including cartoons, visual arts, music, book reviews and more.
- » Our School of Social Work has developed partnerships with Oshki-Pimache-O-Win: The Wenjack Education Institute located in Thunder Bay and the Omushkego Education and Payukotayno: James and Hudson Bay Family Services. Aligned with our Special Mission, students are travelling into communities to support Indigenous initiatives, and learn from Indigenous peoples and lifeways.
- » Within our School of Computer Science and Technology and the Department of Psychology, we're fostering cross-campus research collaborations, including Strategic Initiative Funding-supported collaborative projects like a Virtual Care Navigator being developed by Dr. Teryn Bruni, Dr. Randy Lin, Dr. Nicola Shaw and Dr. Nirosha Murugan; and the Patient-Centric Health Care Using virtual reality by Dr. Randy Lin, Dr. Chantal Lemieux and Dr. Miguel Garcia-Ruiz.
- » Dr. William Dew and Dr. Christine Madliger have received funding for studying lampricide treatments on lake sturgeon and have been building relationships with the Garden River First Nation. A subsequent funding submission proposes to collaborate with Indigenous research assistants and knowledge keepers to better understand the importance of the water and land. Members show humility in acknowledging their western ways of empirical science and to harmonize this with Indigenous knowledge.
- » The External and Community Relations department coordinated sponsorship and cross-departmental participation in Black History Month, Pride, Heritage Sounds South Asian Music Festival, Chinese New Year and other community events aligned with Algoma's Special Mission and EDI Strategy and Action Plan.

## GOAL 3: impact: developing future leaders to drive successful change

- » Algoma University released an updated Strategic Plan, which is a commitment not only to change the lives of its students but to have a meaningful impact on the communities the university serves, for generations to come.
- » Our Department of External Community Relations and Engagement coordinated cross-departmental representation from all campus communities at annual Chamber of Commerce / Board of Trade Business Excellence Award events where I was recognized as Brampton's Business Person of the Year. In Timmins, the partnership between Algoma University and Mattagami First Nation was recognized through a nomination for the NOVA Award for efforts to deliver STEAM-based land camps designed to support Indigenous elementary and high school students in their transition to post-secondary education.





- » The School of Social Work at Algoma University hosted the second annual International Conference on Mental Health and Addictions. The hybrid conference facilitated a series of presentations and panel discussions featuring opening remarks from Michael Tibollo, Associate Minister of Mental Health and Addictions, highlighting the importance of facing mental health and addiction directly and collaboratively.
- » Through our Alumni and Advancement team, we completed three separate economic impact reports. These reports measure the positive economic impacts created by Algoma University on the communities around us and the province as a whole, and the benefits the University generates in return for the investments made by its key stakeholder groups—students, taxpayers, and society. These key reports show that well over a half-billion dollars in Ontario’s economy is tied to Algoma University’s work.
- » Our Alumni and Advancement team issued Algoma University’s first-ever Donor Impact Report—a vehicle to thank our donors and show our community the incredible impact of generosity.
- » Our Marketing and Communications team launched Algoma U’s new tri-campus marketing campaign, My Mission, which features student, faculty and staff voices and aims to show how Algoma University’s Special Mission inspires members of our community.
- » The marketing team is also wrapping up a wildly successful fall marketing campaign which delivered more than 16 million impressions and caused more than 1,800 potential future Thunderbirds to click on an Algoma University ad and follow through right to the Apply Now button.
- » From the Faculty of Business and Economics, Dr. Jody Rebek was selected as the recipient of the Algoma University Award for Excellence in Teaching this year across the University.
- » Dr. Mahbubul Alam and Dr. Nusrate Aziz of the Faculty of Business and Economics together with Dr. Isabel Molina of the Faculty of Science were awarded over \$900,000 in federal funding through the Department of Innovation, Science, and Economic Development Canada.
- » In the Faculty of Humanities and Social Sciences and Faculty of Cross-Cultural Studies, our social work students have been in the community working where they will have an impact—helping those in need. This year’s placements include: The Huron-Superior Catholic District School Board, AUSU, the Alzheimer’s Society - First Link, Nogdawindamin - Child Welfare and Alternative Care and Cultural Services, John Howard Society, Youth Wellness Hub, Shingwauk Residential Schools Centre, NORDIK Research Institute, Maamwesying, Algoma University School of Social Work, Children’s Aid Society, Sudbury: Health Sciences North, Indigenous Friendship Centres, Ken Brown Recovery Home, Algoma District School Board, Thrive Child Development Centre, the School of Social Work, thre Donald Doucet Youth Centre, Algoma Treatment and Remand Centre, Algoma Family Services, Victim Services of Algoma, Nogdawindamin - Neonatal Services, Sault Area Hospital and the Algoma Community Legal Clinic.
- » In the Faculty of Science, we’ve seen student numbers grow over the past five years (23 per cent in Psychology, 38 per cent in Biology/Environmental Science, and 72 per cent in Computer Science).
- » The Faculty of Science has made the difficult decision to suspend the Graduate Certificate in Health Sciences in order to make modifications in support of student success.
- » The Faculty of Science has added limitations on the number of students enrolled in the Graduate Certificate in Environmental Science until laboratory resources can be increased.

#### GOAL 4: Financial sustainability

- » On May 30, the Algoma University Board of Governors passed Algoma University’s 2024-25 budget which projects revenues to be \$242.3 million and expenses total \$233.8 million. This budget, built through conservative estimates, has a surplus at \$8.5 million. It provides an opportunity to invest in people, programs, research and innovation in 2024-25. Fiscal stability itself is not the goal. The goal is to ensure the university is in a position to have a positive impact on the people and communities we care about.

- » Over this fiscal year, we’ll invest \$44.8 million in capital. By investing in construction, we give our students the facilities they need to excel. We give our communities new gathering places. We drive economic activity. And we create institutions that will serve generations. This year, we will begin construction on Makwa Waakaa’igan, spending \$43.3 million over three years. We’ll also complete the new animal care facility and Containment Level 2 (CL2) lab on the Sault Ste. Marie campus, spending \$6 million to enhance the research space for sciences; further renovations will continue to be finalized this year as we continue to work with the Faculty of Science to increase research space in the Convergence Centre building. In downtown Brampton, the University is expected to spend \$88 million over five years on increasing program and research space for Business and Economics, Computer Science and Technology, Community Economic and Social Development (CESD) and a new renovation on 145 Queen St. E, which will be a home for Social Work and Psychology programming and the Peel region Ontario Mental Health and Addictions Research and Training Institute.
- » This fiscal year, we’ll invest \$70 million on employees—a \$10-million increase over the 2023-24 fiscal year. Creating jobs means we can better serve students, faculty and researchers and continue the modernization of our operations; and by investing in creating good, full-time permanent jobs, we continue to impact lives and be a leader in the economic, social and cultural development of communities. We have budgeted for well over 100 additional faculty, staff and administration positions across all three campuses.
- » This fiscal year, our Investments in academic excellence and research will continue to be a priority—to meet the needs of the communities in which we’re rooted and their job markets, and also to meet the ambitions of our students. In addition to hiring more full-time faculty, we’ve budgeted for new academic departments, including a department of Computer Science and Mathematics, and Information Technology and Professionals Studies. We are thrilled that the popular and impactful bachelor of Social Work program will be extended to the far north into the James Bay and Hudson Bay area expanding access to education in the Mushkegowuk Territory. The school will also begin undergraduate programming in Brampton in the fall and Masters programming in both Timmins and SSM. These communities have an urgent need for professional social workers to work in hospitals, in outpatient counselling, in mental health and addictions care and in child welfare, among other areas of the field.
- » We’ll spend \$2 million on new program development, and invest in the Academic Strategic Initiatives fund as part of the University’s Responsibility-Centred Management Budget Model. Faculty members now have the unique opportunity to submit academic proposals (aligned with the Special Mission) that support program and research development and the academic journey/vision of the program area, its students or prospective future students, as well as innovative future programming that supports students, industry or community needs. With increasing funding for research and programs, we’re helping researchers and faculty members have an impact around the world and right in our own communities.
- » By budgeting a record \$28.4 million for scholarships and bursaries, we will give more people access to a life-changing university education.
- » Our 2024-25 budget is based on a sustainable projected enrolment of 10,740 full-time equivalent students, and our enrolment plans focus heavily on domestic recruitment, including dedicated strategies to recruit First Nations, Métis and Inuit students.
- » Our Alumni and Advancement team secured \$6,300,407 in grants and donations, secured 180 new donors, created 14 new awards, and hosted 17 events with 1,190 total attendees this year.

#### GOAL 5: Business excellence

- » We have established the Business Transformation Office, a department designed to modernize Algoma U’s processes and operations.



- » The University purchased Ellucian's student administration system (SAS), Colleague, and is currently working to configure and test the system. The new SAS will replace an aging legacy system that is about two decades old. The new SAS, when implemented, will allow a rich set of student and faculty tools to support planning and decision making. Students will be able to access the new SAS from their computers and will benefit from a wide range of self service supports, such as access to on-line enrollment (course adds, drops and section changes), advising tools, degree audit, course planner, access to fee information, streamlined communication tools to contact academic advisors, ability to request a variety of documents such as transcripts, confirmation of enrollment, tax information slips, and more. Faculty members will benefit from improved services through the SAS such as on-line grade submission, integration with learning management systems, better advising support materials and process to assist students, the ability to provide on-line instructor consent for enrollment to students, course requisite checking, ensuring students have the appropriate foundation before registering in a course, and more. Colleague will ensure the University benefits from a greater, more robust set of reporting tools, and access to data, to assist in and support decision making.
- » The University has also purchased the higher education scheduling software, Infosilem. This software allows the University to maximize space and seat utilization efficiently, support faculty requirements for dedicated research time, integrate the different needs of in-person and on-line course delivery models, maximize student course choice, shortens the schedule creation time and more. This software has already dramatically improved our student and faculty timetables and space utilization.
- » Through the Marketing and Communications team, we've completed the request-for-proposals (RFP) process and started work with the successful proponent on a new mobile app and intranet for all students, faculty and staff to improve and streamline communications and operations, and help Algoma U tell its own story.
- » The Marketing and Communications team has also concluded an RFP and started work with the successful proponent on new exterior and interior signage and a new wayfinding system for the Brampton campus, with planned application to wayfinding on the Sault Ste. Marie campus.
- » Through the Experiential Learning and Career Services team, we've invested in Orbis, which is a comprehensive platform designed to support experiential learning and career education. It includes modules for job boards, student experience tracking, competency development, a co-curricular record tracking system, and more. Orbis will also collect employment data from graduating students upon graduation.

## GOAL 6: Decolonization

- » The Shingwauk Anishinaabe Students' Association (SASA), the Anishinaabe Academic Resource Centre (AARC), and Makwa Waakaa'igan at Algoma University in partnership with the greater Anishinaabe community hosted the 18th Gathering At The Rapids Pow Wow, inviting community to attend and participate in Anishinaabe culture, including Pow Wow drumming, singing, and competition dancing while honouring the traditions of Anishinaabe ancestors.
- » Algoma University attended the Mawnjiding Wingushkeng inaugural Pow Wow for Peel Region youth to promote Algoma University pathway options and the Learner's Early Access Program (LEAP). Mawnjiding Wingushkeng is the Peel District School Board's new Centre for Indigenous Excellence and Land-Based Learning.
- » Through our Recruitment team, we have hired our first First-Nations, Metis, and Inuit (FNMI) Enrolment Specialist in Brampton to support Indigenous student recruitment and pathways to post-secondary support for Indigenous youth in the Peel Region.
- » Our External Affairs team finalized sponsorship agreements with the City of Brampton to have Algoma University serve as lead sponsor of 2024 National Indigenous Peoples Day activities as well as the HeART Beats in Performing Arts Co-op and Internship Program for Black and Indigenous youth.

- » The international learning experience in Belize was designed as an Indigenous knowledge-centered study abroad. It provided an opportunity for transnational exchange of Indigenous knowledge between Maya and Garifuna people from Belize, Anishinaabe peoples from the Great Lakes, and a mixed-race Andean scholar from Bogota, Colombia. The entire experience was intended to create an inclusive and equitable environment in which all students explored relationships with the land, as well as diverse ways of knowing, learning, and being.
- » Minor changes have been made in the collective agreement allowing for diversity in membership of the Faculty Appointments Committee to hire Full-Time faculty; and more emphasis on, and recognition of, community engagement throughout the collective agreement.
- » This year, Algoma University launched Gabegendaadowin across all three communities in which our campuses are located. Gabegendaadowin translates to mutual respect, thoughtfulness, care, consideration and awareness for others. This innovative training program is an interactive learning opportunity that bridges the understanding between Indigenous and non-Indigenous communities.
- » Our Faculty of Business and Economics faculty members contributed to the 2024 Administrative Science Association of Canada professional development workshop on Indigenizing and decolonizing business schools 2024: Indigenizing and localizing curricula.

As we mark an ending and a new beginning, may we all take a moment to remember the Seven Grandfather Teachings. The Seven Grandfather Teachings have been loaned by the Ojibway people to Algoma University in order to inspire and inform the University's vision and values. The Seven Grandfather Teachings, as passed down by the late Dr. Edward Benton-Banai in The Mishomis Book, are:

**Nibwaakaawin | Wisdom**

**Zaagidiwin | Love**

**Mnaadendimowin | Respect**

**Aakodewewin | Bravery**

**Gwekwaadiziwin | Honesty**

**Dibadendizawin | Humility**

**Debwewin | Truth**

I want to extend my thanks to the Algoma University Board of Governors for the work each member has done in support of Algoma University and our students over the past year. Thanks to the efforts and compassion of our Board of Governors, Senate, faculty and staff, our newest alumni are ready to face the world as future change makers, they are work-ready and heading out to in-demand careers armed with critical thinking skills, diverse perspectives and cross-cultural understanding. Their foundation in decolonization will make them exactly the kind of leaders Ontario needs in the workplaces of today and tomorrow.

Chi-Meegwetch, merci and thank you for all you do for Algoma U,



Asima Vezina

President and Vice-chancellor





Algoma University  
Brampton | Sault Ste. Marie | Timmins  
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**Overview:**

Dynamic and result-driven Chief Financial Officer with over 20 years of experience in leading financial policies and strategies, driving operational excellence and maximizing shareholder value. Proven track record of success in semi-public and public company environment.

Held leadership positions in steel manufacturing companies and public accounting with experience including:

- Executive leadership
- Post-merger integration and restructuring
- Financing, accessing capital markets
- Investor relations
- Purchasing and Information Technology
- Project Management: SAP implementation, capital projects and operations
- Supply chain – production planning
- Enterprise Risk Management (ERM)
- Pension plan stewardship, planning and strategy
- Financial planning, Controlling / Financial and management reporting
- Working capital management and tax optimization

**Professional Experience**

**Algoma Steel Group Inc, Canada**

May 2008 to Present

*Chief Financial Officer*

Joined Algoma Steel in May 2008, a C\$2-3 billion integrated flat steel producer. Approx. 97% of employees are unionized. Successfully restructured the company and ultimately took it public on the TSX and Nasdaq in 2021. Secured over C\$1 Billion of capital spending, approved by the board to transform the company from an integrated steel producer to an EAF producer, reducing carbon footprint and improving the sustainability of the business.

Executive leader, responsible for the Finance Function, Purchasing, Information Technology and Supply Chain, reporting to the CEO. Also responsible for managing enterprise risk as the Chief Risk Officer. Manage a team of 140 people. Job responsibilities include cash management and financing, cost controlling, financial and management reporting, business planning and analysis, sales and project controlling, taxation, credit management, purchasing function, stores, Information Technology, supply chain and enterprise risk management. Led financial strategy and planning, resulting in revenue growth and cost savings. Oversee financial reporting, ensuring compliance with regulatory requirements and maintaining transparency for investors and stakeholders. Managed capital structure, optimizing financing options to support growth initiatives while minimizing costs. Lead investor relations activities, fostering positive relationships with shareholders and research analysts. Steward robust internal controls and risk management processes to safeguard company assets and ensure compliance with financial regulations. Communicate company story of sustainability and growth with all stakeholders including employees, customers, suppliers, investors. Involved in sales strategies and in sales contract negotiations. Ongoing dialogue with union leadership on a frequent basis on pensions and business issues.

***Professional highlights***

- Successfully took Algoma Steel public on the TSX and Nasdaq in 2021
- Worked on the three corner stone investments at Algoma (LMF2, DSPC and plate mill) and now working on the transformative initiative of converting Algoma into an EAF producer, representing over C\$1 Billion in capital invested
- Successfully restructured Algoma Steel and put the company on a sustainable path. Refinanced and raised US\$750M of debt.
- Implemented Enterprise Risk Management at the Company, mitigating the top risk the enterprise faces
- Reporting to the Audit and Board quarterly (or sooner as required) on financials, pensions, ERM and Financing
- Managing shareholders and investors relationships and organizing and holding quarterly calls with investors, financial institutions and rating agencies
- Negotiated major raw material contracts with key suppliers including iron ore, scrap, coal, coke etc.
- Involved in post merger integration issues and in transitioning (as part of the management team) the organization when Essar bought Algoma Steel and now when the company has returned to public markets.
- Managed, restructuring of the company's debt during economic meltdown in 2008-09. Raised \$400 million bonds repay term debt thereby making the company free of financial covenants.



- Directly involved in construction of a 75MW cogen facility (Essar Power Canada) and financing of \$200 million term debt for the company.
- Managed cash (with increased focus during the economic down turn) and ensured positive cash flows through cost control and better working capital management – inventory reduction, optimizing payables and receivables.
- Fully involved in the financing needs of the company and managing \$1 billion of debt. Continuous discussions with banks, bond holders and rating agencies on the Company's performance and future requirements. Monitoring, managing and reporting of financial covenants.
- Integrated finance organization with other functions to increase the involvement and contribution of finance in different business areas like sales, procurement, operations etc. Set up organization to have a finance person fully involved / supporting each business area and working as a business partner.
- Optimised the use of contribution analysis (product wise) as a tool to make ongoing decisions on production possibilities for maximizing value. Fully involved in making decisions on sales orders intake and long-term sales contract.
- Increased awareness of cost in the whole organization. Initiated monthly cost meetings focusing on operational excellence and cost optimizations / reduction. Focused on cost reduction efforts during the economic crises which lead to variabilizing fixed cost.
- Involved in building long-term and short-term business strategy for the Company and making business forecasts.
- Review of capital investments and involved in getting adequate financing for growth projects.
- Deferred \$55 million of tax payout to conserve cash during difficult times thru discussions with Canada Revenue Authorities.
- Discussed with Director of Canada Revenue Authorities and reached an excellent settlement on old SR&ED claims worth \$20 million.
- Lead discussion and negotiation with loss adjustors on a big insurance claim and reached a successful settlement (\$50 million cash payout).
- Implemented SAP at the Company in 2012.

### **ArcelorMittal Ostrava, Czech Republic**

April 2006 to April 2008

#### *Financial Controller*

Responsible for controlling function (including management and financial reporting) at Arcelor Mittal Ostrava, a four-million-ton steel facility producing flat, long and pipe steel products. ArcelorMittal Ostrava is an integrated steel mill having its own electricity generation and service unit as well.

Responsible for the controlling function, reporting to the CFO (who responsibility included IT besides finance). Managed a team of 60 people. Job responsibilities included cost controlling, financial and management reporting, business planning and analysis, sales and project controlling, taxation. Was also responsible for the finance function of the subsidiaries in Ostrava.

#### *Professional highlights*

- Acted as CFO during the period the CFO changed locations.
- Involved in divesting pipe and tube business from the main company to bring it in line with corporate business structure.
- Set up an appropriate controlling function at Ostrava in line with the ArcelorMittal Groups philosophy of partnering in business. Set up sub-departments specializing in cost controlling, sales controlling, purchase controlling, working capital management and projects controlling. This in-turn increased the involvement and contribution of finance in different business areas.
- Started the practice of using contribution analysis (product wise) as a tool to take ongoing decisions on production possibilities for maximizing value. Also initiated the process of focusing on customer profitability and customer performance (delivery, quality etc).
- Formalised monthly cost meetings focusing on operational excellence and cost optimizations. Monitoring of continuous improvement projects resulting from such discussions.
- Set up the reporting structure to meet the need of different business segments. Started reporting the results and financial statements of the company into three segments flats, longs and pipes & tubes.
- Right sized the financial reporting department and trained people in IFRS and US GAAP to meet the changing reporting requirements of the group.
- Implemented SAP - SD module, consolidation module and optimized CO module in-order to meet the increasing demands of the group and the business.
- Involved in implementation of SOX (Sarbanes Oxley) at the unit in 2006 which continued in 2007.
- Involved in creating a shared service organization (for accounting and reporting) involving units in different countries.

### **ArcelorMittal Galati, Romania**

September 2003 to March 2006

#### *Head of Internal Assurance*

Joined Internal Assurance department at the Galati unit of ArcelorMittal (previously Mittal Steels), world's largest steel producer in September 2003. Was responsible for internal audits carried out at four Companies in Romania and their operations in Macedonia and Dubai. As the group newly acquired most of these locations, it required setting up of internal

audit departments at all these locations and continuous training of employees to work as per the Groups established standards. Handled a team of 30 people. Was nominated one of the four resources worldwide for Mittal Steel for Forensic reviews.

### ***Professional highlights***

- Planning and carrying out risk based audits of all critical business processes of the company in compliance with the Internal Assurance documentation standards.
- Critical evaluation of existing methods and procedures and recommending implementation of improved methods and procedures based on best practices.
- Was involved in a major investigation against the Project Director at Mittal Steel Galati. The director along with few of his subordinates was asked to resign and some money was saved / recovered.
- Carried out detailed reviews in the area of procurement leading to termination / transfer of employees for violation of code of conduct and also leading to an improvement in the process.
- Trained employees in making them an excellent mobile resource which can be used at locations with high risk. Continued development of local talent.
- Instrumental in rolling out the new documentation standards, in organizing trainings on ACL (an auditing tool) and on SAP auditing.

### **KPMG, Gurgaon, India**

June 1996 to August 2003

#### *Manager – Assurance*

Was associated with the Assurance division of KPMG since June 1996. During my association handled assignments of diverse nature varying from audits to special reviews. Joined as an articulated clerk in June 1996 and qualified the Chartered Accountancy exam (CPA equivalent) in May 1999 34<sup>th</sup> all India.

### ***Professional highlights***

- Managing audits and limited reviews of a diverse base of rapidly growing companies, spanning across sectors like consumer goods, IT services, food industry, automobiles, automobile parts.
- Audit and analysis of financial information for compliance with various GAAP.
- Reporting on financial statements as per reporting standards stipulated under corporate law and securities regulations.
- Critical evaluation of existing operating methods and procedures from a risk and efficiency perspective and recommending and implementation of improved methods and procedures.
- Providing clients with consultation and advisory services regarding improvements in accounting procedures.
- Significant clients served include Gillette India, Canon India, Timex Watches Limited, Allied Domecq Spirits and Wine, Tricon Restaurants (KFC and Pizza Hut), Mitsubishi India, Honda Scooters, Royal & Sun Alliance (IT), UNDP, Pepsi, etc.

### **Professional and Academic Qualifications**

Institute of Chartered Accountants of India

May 1999

- Chartered Accountancy (CPA equivalent)  
(Was ranked 34<sup>th</sup> all India)

Sri Ram College of Commerce, Delhi University, India

June 1996

- Graduated in Bachelors of Commerce, with Honors

### **Skills**

Financial Management, Strategic Planning, Investor Relations, Financial Reporting, Mergers & Acquisitions, Risk Management, Budgeting & Forecasting, Regulatory Compliance, Leadership & Team Management, Communication & Presentation Skills.

### **Other Skills**

- Proficient in Microsoft Windows and Office products.
- Attended and organised training sessions on IFRS and US GAAP (2006), SAP auditing (2005) - ACL (an auditing tool), International Introduction to Forensic (organised by KPMG) in 2004
- Attended one month Management Development Course at Indian Institute of Management – Ahmadabad (one of the premier management institutes of India) in 2001.

### **Interests**

- Sports, music and traveling.

### Committee Roster - 2024-25 Cycle

External Members who are not appointed to a committee will be called upon to commit to various key university events throughout the year to provide a strong Board presence when necessary.

Risk and Finance Committee	
Kelli-Ann Lemieux (Chair)	a) Chair of the Board or designate
Asima Vezina	b) President
Rob Battisti (Committee Chair)	c) At least two and up to five external members of the Board
Cecilia Bruno	
Taylor Sayers	
Rajat Marwah (new)	
Vacant	
Vacant	d) Non-teaching staff member of the Board
Dionisio Nyaga (new)	e) One of either <b>Senate full-time faculty member</b> or the teaching staff member on the Board
Kramer Rousseau	f) One senior financial staff representative as a non-voting member

Governance Committee	
Arjun Batra	a) Five Board of Governors members, at least three of whom being external members of the Board b) One of the External members of the Board will serve as the Chair
Sonja Kosuta	
Elaine Pitcher (Committee Chair)	
Vacant	
Vacant	
Asima Vezina	c) The President

Human Resources Committee	
Kelli-Ann Lemieux (Chair)	a) Chair of the Board
Rob Battisti (Vice-Chair & Committee Chair)	b) Vice-Chair, who shall chair the committee
Vacant	c) Past-Chair – non-voting member
Rob Battisti	d) Risk and Finance Committee Chair
Elaine Pitcher	e) Governance Committee Chair
Asima Vezina	g) President
Kramer Rousseau (new)	h) One senior financial staff representative as a non-voting member as required

Ad-Hoc Board Executive Committee	
Kelli-Ann Lemieux (Chair & Committee Chair)	a) Chair of the Board, who shall chair the committee
Rob Battisti (Vice-Chair)	b) Vice-Chair
Vacant	c) Past-Chair – non-voting member
Asima Vezina	d) President
Battisti, Rob	e) Risk and Finance Committee Chair
Elaine Pitcher	f) Governance Committee Chair
Dionisio Nyaga	h) One of either the Senate full-time faculty member or the <b>teaching staff member</b> on the Board
Vacant	i) One non-teaching staff member on the Board - voting

**Note:** The Nominating and Governance Committee recommended that the Board-Senate Liaison Committee be removed from this listing for the time being to allow for discussions between the Board and Senate on developing a common goal and vision for a collaborative body focused on enhancing shared governance.

Approved by Board: TBD

Updated Date: N/A