

OPEN AGENDA

ITEM	LEAD	A/D/I	MIN	TIME																	
1.0 CALL TO ORDER Acknowledgment of Traditional Territories We wish to acknowledge that we are on the traditional lands of the Anishinaabek Nation. We also acknowledge that we are on sacred lands set aside for education as envisioned by Chief Shingwauk for our children and for those as yet unborn. 1.1 Chairs Opening Remarks 1.2 Declarations of Conflicts of Interest 1.3 Consent Agenda 1.3a OPEN Agenda for meeting dated March 31, 2021 1.3b OPEN Minutes (Special) - Dec 16/20 [Appx. 1] 1.3c OPEN Minutes - Jan 28/21 [Appx. 2] 1.3d OPEN Minutes (Special) - Mar 11/21 [Appx. 3] 1.3e Written Reports from Board Committees and University Bodies [Appx. 4]: <table border="1"><thead><tr><th>Committee/University Body</th><th>Chair</th><th>Report</th></tr></thead><tbody><tr><td>Board Executive</td><td>M. Moraca</td><td>i. OPEN Jan 19/21</td></tr><tr><td>Board Finance</td><td>S. Taylor</td><td>ii. OPEN Jan 19/21</td></tr><tr><td>Board Finance</td><td>S. Taylor</td><td>iii. OPEN Feb 9/21</td></tr><tr><td>Nominating & Governance</td><td>E. Pitcher</td><td>iv. OPEN Nov 4/20</td></tr><tr><td>Anishinaabe Peoples’ Council</td><td>T. Kakapshe</td><td>v. Dec 3/20</td></tr><tr><td>Anishinaabe Peoples’ Council</td><td>T. Kakapshe</td><td>vi. Feb 3/21</td></tr></tbody></table> MOTION: <i>That all items listed under the date March 31, 2021 ‘Consent Agenda’ be approved as recommended.</i> Moved by:	Committee/University Body	Chair	Report	Board Executive	M. Moraca	i. OPEN Jan 19/21	Board Finance	S. Taylor	ii. OPEN Jan 19/21	Board Finance	S. Taylor	iii. OPEN Feb 9/21	Nominating & Governance	E. Pitcher	iv. OPEN Nov 4/20	Anishinaabe Peoples’ Council	T. Kakapshe	v. Dec 3/20	Anishinaabe Peoples’ Council	T. Kakapshe	vi. Feb 3/21
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LEGEND: A = Approval D = Discussion I = Information

4.2 Recommendations from the Nominating & Governance Committee - Following Board Retreat	Chair	D	10	6:20
5.0 ITEMS FOR DECISION / DISCUSSION 5.1 Debt Management Policy [Appx. 7] MOTION: <i>That the Board of Governors accept the Debt Management Policy dated March 23, 2021 as recommended by the Finance Committee.</i> Moved by: Seconded by:	R Battisti	A	10	6:30
5.2 Reserve Management Policy [Appx. 8] MOTION: <i>That the Board of Governors accept the Reserve Management Policy dated March 23, 2021 as recommended by the Finance Committee.</i> Moved by: Seconded by:	R Battisti	A	10	6:40
6.0 NEW BUSINESS - N/A				
7.0 INFORMATION ITEMS 7.1 English Final Assessment Report [Appx. 9]	D Rogers	I	N/A	N/A
7.2 History Final Assessment Report [Appx. 10]	D Rogers	I	N/A	N/A
7.3 Music Final Assessment Report [Appx. 11]	D Rogers	I	N/A	N/A
7.4 CCOU Professional Development Opportunity (Virtual) - Save the Date: Friday, June 18 (10am-12pm)	Secretary	I	N/A	N/A
Questions on Information Items	Chair	D	5	6:50
8.0 MOVE INTO CLOSED SESSION MOTION: <i>That the Board move into CLOSED Session.</i> Moved by: Seconded by:	Chair	A	1	6:55
5-MINUTE BREAK BETWEEN OPEN AND CLOSED SESSION			5	6:56
17.0 APPROVALS OF MOTIONS MADE IN CLOSED SESSION MOTION: <i>To approve the motions that were made in the CLOSED Session.</i> Moved by: Seconded by:	Chair	A	1	8:06
18.0 ADJOURNMENT MOTION: <i>That Board of Governors meeting be adjourned.</i> Moved by: Seconded by:	Chair	A	1	8:07

Next Meeting: April 29, 2021

DRAFT MINUTES**BOARD OF GOVERNORS****Special Meeting of the Board**

December 16, 2020 | 5:45pm | Virtual

OPEN SESSION MINUTES

Present: S. Schell (Chair), P. Quesnele (Secretary)

Y. Alphonse	M. Nadeau	M. Turco
R. Assiniwai	E. Pitcher	A. Vezina (President)
J. Belisle	M. Pitcher	
M. Borowicz-Sibenik	P. Sewell	
S. Kosuta	H. Stevenson	
M. Moraca	S. Taylor	

Regrets: P. Dupuis, B. Lloyd

Guests: R. Battisti, D. Rogers, C. Fowler, T. Araba, T. Lawson

1.0 CALL TO ORDER**Acknowledgment of Traditional Territories**

We wish to acknowledge that we are on the traditional lands of the Anishinaabek Nation. We also acknowledge that we are on sacred lands set aside for education as envisioned by Chief Shingwauk for our children and for those as yet unborn.

1.1 Declarations of Conflicts of Interest

P. Dupuis and B. Lloyd declared conflicts of interest prior to the meeting and sent their regrets. The Chair expressed congratulatory statements that she asked the President to share with the Student Success and Advancement teams for their acknowledgements with Algoma Public Health.

2.0 APPROVAL OF OPEN AGENDA

MOTION: *To approve the special meeting OPEN agenda as circulated.*
Moved by: S. Taylor **Seconded by:** E. Pitcher **Carried.**

3.0 MOVE INTO CLOSED SESSION

MOTION: *That the Board move into the special meeting CLOSED Session*
Moved by: J. Belisle **Seconded by:** M. Borowicz-Sibenik **Carried.**

8.0 APPROVALS OF MOTIONS MADE IN CLOSED SESSION

MOTION: *To approve the motions that were made in the CLOSED Session.*
Moved by: M. Borowicz-Sibenik **Seconded by:** E. Pitcher **Carried.**

9.0 ADJOURNMENT

MOTION: *That Board of Governors special meeting be adjourned.*
Moved by: M. Moraca **Seconded by:** M. Turco **Carried.**

DRAFT MINUTES**BOARD OF GOVERNORS****Meeting of the Board**

January 28, 2021 | 5:30pm | Virtual

OPEN SESSION MINUTES**Present:** S. Schell (Chair), P. Quesnele (Secretary)

Y. Alphonse
M. Borowicz-Sibenik
J. Belisle,
P. Dupuis
B. Lloyd

S. Kosusta
M. Moraca
E. Pitcher
M. Pitcher
P. Sewell

S. Taylor
M. Turco
A. Vezina (President)

Regrets: R. Assiniwai, M. Nadeau, H. Stevenson**Guests:** R. Battisti, I. Imre, J. Jones, C. Fowler, K. McCracken, D. Rogers, M. Wabano-McKay**1.0 CALL TO ORDER****Acknowledgment of Traditional Territories**

We wish to acknowledge that we are on the traditional lands of the Anishinaabek Nation. We also acknowledge that we are on sacred lands set aside for education as envisioned by Chief Shingwauk for our children and for those as yet unborn.

1.1 Chairs Opening Remarks

The Chair acknowledged the current state of the pandemic and the efforts to remain safe and hopeful. She also congratulated the President and the team responsible for the recent \$2M Fednor funding announcement supporting the construction of the School of Computer Science and Technology on the Sault Ste. Marie campus. M. Wabano-McKay, Vice President, Nyaagaaniid- Anishinaabe Initiatives, Equity and Student Success, was welcomed in her new role and addressed the Board sharing her vision for this new role.

1.2 Declarations of Conflicts of Interest

None.

1.3 Consent Agenda

1.3a OPEN Agenda for meeting dated January 28, 2021

1.3b OPEN Minutes - November 19, 2020 **[Appendix 1]**1.3c Member's Meeting Minutes - November 19, 2020 **[Appendix 2]**1.3d OPEN Minutes (Special) - December 16, 2020 **[Appendix 3]**1.3e Written Reports from Board Committees and University Bodies **[Appendix 4]:**

Committee/University Body	Chair	Report/Minutes
Board Executive	M. Moraca	i. OPEN Nov 10/20
Board Finance	S. Taylor	ii. OPEN Nov 10/20
Anishinaabe Peoples' Council	T. Kakapshe	iii. Sept 30/20

DRAFT MINUTES

MOTION: *That all items listed under the date January 28, 2021 'Consent Agenda' be approved as amended.*

Moved by: S. Taylor

Seconded by: B. Lloyd

Carried.

2.0 REPORT FROM THE PRESIDENT

January President's Report

The President provided a high level overview of the updates related to each of the five strategic priorities, then finished by acknowledging Bell Let's Talk day, the activities underway at Algoma stressing the importance of taking care of our mental health and wellbeing.

3.0 PRESENTATIONS

3.1 Board Education - Shingwauk Site History & Partnership [Presentation]

- Children of Shingwauk Alumni Association (CSAA)

The President and Chair, as part of the Board education series related to the Shingwauk site history and partnership, introduced J. Jones, President of CSAA who opened his presentation with a quote from Chief Shingwauk "No one among us is king" and the vision of working together. He shared information about CSAA and his intimate connection as the son of the late Susie Jones, a Shingwauk Residential School survivor. He highlighted Chief Shingwauk's original vision and how the Survivors have organized throughout the years to preserve the legacy of their histories. He also outlined the importance of the Articles of Agreement between CSAA and Algoma University to guide the terms of stewardship of the archives. The Board thanked J. Jones for his presentation and acknowledged the immense importance of CSAA in relation to Algoma University's past, present and future.

3.2 Research Advisory Committee Presentation [Appendix 5]

- Krista McCracken, Researcher/Curator - Shingwauk Residential Schools Centre

D. Rogers, VPAR, introduced K. McCracken and gave an overview of the many accolades attributed to K. McCracken's work with the Shingwauk Residential Schools Centre. K. McCracken discussed the importance of the archives for intergenerational knowledge, memory, healing and reconciliation. K. McCracken outlined that the SRSC helps to keep the history alive from the perspective of the survivors and provided an overview of an upcoming publication, Decolonial Archival Futures. The Board expressed their thanks for the important work that the SRSC is undertaking.

4.0 BUSINESS ARISING - N/A

5.0 ITEMS FOR DECISION / DISCUSSION

5.1 Facilities Renewal Program Capital and Procurement [Appendix 6]

R. Battisti reminded the Board about the related funding announcement in November 2020 for Algoma University. He then outlined the report and recommendation from the Finance Committee. He confirmed that the delegation of authority would be related only to the four projects outlined within the report.

DRAFT MINUTES

MOTION: *That the Board of Governors approves the delegation of approval of the \$1.508M related to the Facilities Renewal Project, as funded by the Ministry of Colleges and Universities, to the President and Vice Chancellor for the four projects identified in the FRP for fiscal 2020-21, as recommended by the Finance Committee.*

Moved by: J. Belisle

Seconded by: M. Borowicz-Sibenik

Carried.

6.0 NEW BUSINESS ITEMS - N/A

7.0 INFORMATION ITEM - N/A

8.0 MOVE INTO CLOSED SESSION

MOTION: *That the Board move into the CLOSED Session*

Moved by: B. Lloyd

Seconded by: M. Moraca

Carried.

17.0 APPROVALS OF MOTIONS MADE IN CLOSED SESSION

MOTION: *To approve the motions that were made in the CLOSED Session.*

Moved by: Y. Alphonse

Seconded by: J. Belisle

Carried.

18.0 ADJOURNMENT

MOTION: *That Board of Governors meeting be adjourned.*

Moved by: S. Taylor

Seconded by: M. Borowicz-Sibenik

Carried.

DRAFT MINUTES**BOARD OF GOVERNORS****Special Meeting of the Board**

March 11, 2021 | 5:50pm | Virtual

OPEN SESSION MINUTES**Present:** M. Moraca (Chair of the meeting), P. Quesnele (Secretary)

Y. Alphonse

S. Kosuta

S. Taylor

R. Assiniwai

M. Nadeau

A. Vezina (President)

M. Borowicz-Sibenik

M. Pitcher

Regrets: J. Belisle, P. Dupuis, B. Lloyd, E. Pitcher, P. Sewell, H. Stevenson, S. Schell (Chair), M. Turco**Guests:** R. Battisti, D. Rogers, C. Fowler, T. Araba, T. Lawson, M. Wabano-McKay**1.0 CALL TO ORDER****Acknowledgment of Traditional Territories**

We wish to acknowledge that we are on the traditional lands of the Anishinaabek Nation. We also acknowledge that we are on sacred lands set aside for education as envisioned by Chief Shingwauk for our children and for those as yet unborn.

1.1 Declarations of Conflicts of Interest

P. Dupuis, B. Lloyd, and E. Pitcher declared conflicts of interest prior to the meeting and sent their regrets.

2.0 APPROVAL OF OPEN AGENDA**MOTION:** *To approve the special meeting OPEN agenda as circulated.***Moved by:** M Pitcher**Seconded by:** S. Taylor**Carried.****3.0 MOVE INTO CLOSED SESSION****MOTION:** *That the Board move into the special meeting CLOSED Session***Moved by:** M. Borowicz-Sibenik**Seconded by:** M. Moraca**Carried.****8.0 APPROVALS OF MOTIONS MADE IN CLOSED SESSION****MOTION:** *To approve the motions that were made in the CLOSED Session.***Moved by:** M. Pitcher**Seconded by:** M. Borowicz-Sibenik**Carried.****9.0 ADJOURNMENT****MOTION:** *That Board of Governors special meeting be adjourned.***Moved by:** M. Moraca**Seconded by:** S. Taylor**Carried.**

DRAFT MINUTES**BOARD OF GOVERNORS****Board Executive Committee**

January 19, 2021 | 7pm | Virtual

OPEN SESSION MINUTES

Present: P. Dupuis, M. Moraca (Committee Chair), P. Quesnele (Secretary), S. Schell (Chair), A. Vezina (President)

Regrets: M. Nadeau, M. Pitcher

Guests: N/A

1.0 CALL TO ORDER**2.0 DECLARATIONS OF CONFLICTS OF INTEREST**

None.

3.0 APPROVAL OF AGENDA

MOTION: *To approve the OPEN agenda as circulated.*

Moved by: P. Dupuis

Seconded by: S. Schell

Carried.

4.0 MINUTES OF PREVIOUS MEETING - OPEN [Appendix 1]

MOTION: *To approve the OPEN minutes of the Board Executive Committee of November 10, 2020 as presented.*

Moved by: P. Dupuis

Seconded by: M. Moraca

Carried.

5.0 BUSINESS ARISING - N/A**6.0 ITEMS FOR DECISION/DISCUSSION - N/A****7.0 NEW BUSINESS ITEMS****7.1 Board Executive Terms of Reference Review**

The Secretary outlined that the Terms of Reference are scheduled for review in the workplan. The committee reviewed the terms of reference and no changes were recommended.

7.2 Strategic Plan Ad Hoc Committee

- Previous Facilitation Team Terms of Reference (2015)
- VII. 2c) By-Laws (pg 10) - Ad Hoc committees

DRAFT MINUTES

The Secretary outlined options for the creation of an ad hoc committee for the extension of the strategic plan. The Committee instructed the Secretary to put out a call for interest to the Board, Senate Executive and Senior Executive teams.

8.0 SETTING OF BOARD OF GOVERNORS OPEN AGENDA

8.1 Members Meeting minutes from Nov 19, 2020 [Appendix 2]

The minutes were finalized.

8.2 OPEN Minutes from Nov 19, 2020 [Appendix 3]

The minutes were finalized.

8.3 OPEN Minutes (Special) from Dec 16, 2020 [Appendix 4]

The minutes were finalized.

8.4 OPEN Agenda for Jan 28, 2021 [Appendix 5]

The agenda was finalized.

9.0 MOVE INTO CLOSED SESSION

MOTION: *To move into the CLOSED session of the Board Executive Committee meeting for discussion of personnel, property and/or finance related issues.*

Moved by: P. Dupuis

Seconded by: B. Lloyd

Carried.

19.0 APPROVALS OF MOTIONS MADE IN CLOSED SESSION

MOTION: *To approve the motions that were made in the CLOSED Session.*

Moved by: S. Schell

Seconded by: P. Dupuis

Carried.

20.0 ADJOURNMENT

MOTION: *That the Board Executive Committee meeting be adjourned.*

Moved by: B. Lloyd

Seconded by: M. Moraca

Carried.



Finance Committee

January 19, 2021 | 5:30 pm | Virtual
Sault Ste. Marie Campus

OPEN SESSION MINUTES

Present: M. Moraca (Chair), R. Battisti, A. Vezina, S. Schell, B. Lloyd, P. Dupuis
Regrets: S. Taylor, M. Pitcher
Guests: B. Grisdale-Briski, K. Rousseau

1.0 CALL TO ORDER

M. Moraca called the meeting to order at 5:33.

2.0 DECLARATION OF CONFLICTS OF INTEREST

None.

3.0 AGENDA

MOTION: To approve the agenda as presented. **mike**
Moved by: B. Lloyd **Seconded by:** M. Moraca
Carried.

4.0 APPROVAL OF THE MINUTES

MOTION: To approve the minutes of the meeting of November 10, 2020 as presented.
Moved by: S. Schell **Seconded by:** M. Moraca
Carried.

5.0 BUSINESS ARISING

None.

6.0 ITEMS FOR DECISION /DISCUSSION

6.1 Fiscal 2021-22 Principles and Guidelines

K. Rousseau reviewed the briefing note, noting that principle 10 is a new principle, largely in response to the pandemic. The theme of this year's budget, in addition to "community", is "we imagine".

Discussion occurred around principle 9 "responsibility centered management" (RCM) and the length of time this project is taking. R. Battisti noted that the model is currently being built and will run as a

shadow budget with the School of Business and Economics as a pilot project. A draft will be ready for review with this year's budget.

K. Rousseau noted that a presentation on the principles and guidelines will be brought to the Finance Committee followed by the Board.

7.0 NEW BUSINESS

None.

8.0 ITEMS FOR INFORMATION

8.1 Miscellaneous Financial Updates

R. Battisti reviewed the board note and provided updates on various initiatives. Discussion occurred around enrollment numbers and it was noted that we do expect some international students to defer or not get their VISAs so these figures will be adjusted accordingly. A. Vezina noted that recruitment is confident we will still hit our targets.

8.2 Work Plan

The updated work plan was included for review.

9.0 MOVE INTO CLOSED SESSION

MOTION: To move into Closed session.
Moved by: S. Schell **Seconded by:** P. Dupuis
Carried.

10. CLOSED SESSION

19. RETURN TO OPEN SESSION

MOTION: To ratify any decisions made in closed session.
Moved by: P. Dupuis **Seconded by:** M. Moraca
Carried.

20. ADJOURNMENT

MOTION: That the Finance Committee meeting be adjourned.
Moved by: B. Lloyd **Seconded by:** P. Dupuis
Carried

Time: 7:00pm



Finance Committee

February 9, 2021 | 5:30 pm | Virtual

OPEN SESSION MINUTES

Present: S. Taylor (Chair), M. Pitcher, M. Moraca, R. Battisti, A. Vezina, S. Schell, B. Lloyd, P.

Dupuis

Regrets: Not applicable

Guests: B. Grisdale-Briski, K. Rousseau

1.0 CALL TO ORDER

S. Taylor called the meeting to order at 5:31 pm.

2.0 DECLARATION OF CONFLICTS OF INTEREST

None.

3.0 AGENDA

MOTION: To approve the agenda as presented.

Moved by: M. Pitcher

Seconded by: P. Dupuis

Carried.

4.0 APPROVAL OF THE MINUTES

MOTION: To approve the minutes of the meeting of January 19, 2021 as presented.

Moved by: B. Lloyd

Seconded by: M. Moraca

Carried.

5.0 BUSINESS ARISING

None.

6.0 ITEMS FOR DECISION /DISCUSSION

6.1 Advancement and Endowment Fund Reporting Q4 2020

R. Battisti spoke to the briefing note, noting that this is the first period where the reporting is on the new balanced pension trust fund. The market value is \$ 6.8M at the end of Q4, an increase of \$400k.

6.2 Pension Fund Reporting Q4 2020

R. Battisti spoke to the briefing note, noting that the balance at the end of Q4 was \$29.6M, an increase of \$1.6M from the previous quarter. R. Battisti noted that discussions are occurring with Willis Towers Watson on the management of the liabilities of the plan. He also noted that an education session is being planned for pension members.

7.0 NEW BUSINESS

None.

8.0 ITEMS FOR INFORMATION

8.1 Miscellaneous Financial Updates

R. Battisti provided an update on the Northern Tuition Sustainability Fund and on the work being done on Enterprise Risk Management. S. Taylor noted that R. Battisti and B. Grisdale-Briski have done a great amount of work on ERM in a very short period of time.

8.2 Work Plan

The updated work plan was included for review.

9.0 MOVE INTO CLOSED SESSION

MOTION: To move into Closed session.

Moved by: S. Schell

Seconded by: M. Pitcher

Carried.

10. CLOSED SESSION

19. RETURN TO OPEN SESSION

MOTION: To ratify any decisions made in closed session.

Moved by: B. Lloyd

Seconded by: P. Dupuis

Carried.

20. ADJOURNMENT

MOTION: That the Finance Committee meeting be adjourned.

Moved by: S. Taylor

Seconded by: A. Vezina

Carried

Time: 7:07pm

DRAFT MINUTES

BOARD OF GOVERNORS

Nominating and Governance Committee

November 4, 2020 | 5:30pm | Virtual

OPEN SESSION MINUTES

Present: J. Belisle, E. Pitcher (Committee Chair), M. Nadeau, P. Quesnele (Secretary),
S. Schell (Chair), A. Vezina (President & Vice Chancellor)

Regrets: None.

1.0 CALL TO ORDER

2.0 DECLARATIONS OF CONFLICTS OF INTEREST

None.

3.0 APPROVAL OF AGENDA

MOTION: *To approve the OPEN agenda as circulated.*

Moved by: A. Vezina

Seconded by: S. Schell

Carried.

4.0 MINUTES OF PREVIOUS MEETING - OPEN [Appendix 1]

MOTION: *To approve the OPEN minutes of the Nominating and Governance Committee of May 20, 2020 as presented.*

Moved by: A. Vezina

Seconded by: E. Pitcher

Carried.

5.0 BUSINESS ARISING - N/A

6.0 ITEMS FOR DECISION/DISCUSSION

6.1 Board Retreat

- Debrief Fall Retreat
 - Next Steps for Nominating & Governance Committee

E. Pitcher facilitated a debrief of the Board Retreat. The committee discussed changes to future agendas including using information items and consent agendas more widely. The committee also discussed implementation of Committee Reports that summarize the work of the committees between meetings, as well as a shift in Board reports to include dashboard-style updates, and methods to encourage collaboration around the board table in a virtual format. The Winter Retreat will focus on governance training and best practices, along with an exercise with the Senate Executive to discuss the extension of the 2016-21 Strategic Plan.

DRAFT MINUTES

7.0 NEW BUSINESS ITEMS - N/A

8.0 MOVE INTO CLOSED SESSION

MOTION: *To move into the CLOSED session.*

Moved by: S. Schell

Seconded by: A. Vezina

Carried.

19.0 APPROVALS OF MOTIONS MADE IN CLOSED SESSION

MOTION: *To approve the motions that were made in the CLOSED Session.*

Moved by: J. Belisle

Seconded by: A. Vezina

Carried.

20.0 ADJOURNMENT

MOTION: *That the Nominating and Governance Committee meeting be adjourned.*

Moved by: M. Nadeau

Seconded by: J. Belisle

Carried.

DRAFT MINUTES**BOARD OF GOVERNORS****Anishinaabe Peoples' Council**

December 2, 2020 | 12:00pm | Virtual Meeting

MINUTES

Present: H. Casey, L. Bloomfield, T. Kakapshe (Committee Chair), P. Quesnele (Secretary), M. Nadeau, D. Rogers, D. Roach, L. Rainville, C. Sayers, A. Vezina (President), M. Yourchuk

Regrets: M. Case, S. Hansen, C. Syrette

Guests: B. Gaikhezheyongai, K. Hudson

1.0 OPENING PRAYER

The Chair opened with a moment of silence for the passing of Grand Chief Eddie Benton-Banai

Acknowledgment of Traditional Territories

We wish to acknowledge that we are on the traditional lands of the Anishinaabek Nation. We also acknowledge that we are on sacred lands set aside for education as envisioned by Chief Shingwauk for our children and for those as yet unborn.

1.1 Chair Opening Remarks

Advised that he would like APC to review the Land Acknowledgement once Mary Wabano-McKay joins AU as the Nyaagaaniid. He also outlined that there has been increased use of the Fire Arbour and that it has been winterized. Finally, he outlined updates on the hiring process for the Anishinaabe (FNMI) Enrolment Specialist (posting extended to generate interest) and Executive Assistant to the Nyaagaaniid (job description is under review by the Nyaagaaniid/HR).

2.0 DECLARATIONS OF CONFLICTS OF INTEREST

None.

3.0 APPROVAL OF AGENDA

MOTION: *To approve the agenda as amended.*
Moved by: L. Rainville **Seconded by:** M. Yourchuk **Carried.**

NOTE: The Secretary advised of the changes to the agenda that were pre-circulated (5.3, 6.2).

4.0 MINUTES OF PREVIOUS MEETING - OPEN [Appendix 1]

MOTION: *To approve the open and closed minutes of September 30, 2020 as amended.*
Moved by: M. Yourchuk **Seconded by:** L. Rainville **Carried.**

NOTE: M. Nadeau was added to the attendee lists.

5.0 BUSINESS ARISING

5.1 Shingwauk Anishinaabe Students' Association (SASA) Representative

MOTION: *That the APC approve Hayley Casey for the Shingwauk Anishinaabe Students' Association (SASA) Representative as nominated by SASA for the remainder of the 2020-21 Board year (ending June 30, 2021).*

Moved by: L. Rainville

Seconded by: M. Yourchuk

Carried.

The APC welcomed H. Casey who then briefly introduced herself as a third year Psychology student who is also studying Biology and Anishinaabemowin.

5.2 Garden River First Nation Representative Vacancy

A. Vezina gave an update as D. Roach is no longer the GRFN representative as she is no longer employed at GRFN. A letter was submitted to Chief Andy Rickard for a replacement. The Secretary will follow up for the next meeting.

5.3 SKG Representation on APC [letter]

MOTION: *That the Interim Administrator for Shingwauk Kinoomaage Gamig (SKG), Dianne Roach, act as the ex-officio representative (non-voting member) from SKG in the absence of a current President and Academic Dean of SKG.*

Moved by: M. Yourchuk

Seconded by: C. Sayers

Carried.

5.4 Vice-Chair Vacancy [Article 6(i) in TOR]

T. Kakapshe advised that a call for interest went out to all APC members and that M. Yourchuk advised that she would let her name stand if no one else was interested.

MOTION: *That M. Yourchuk be selected as the Vice-Chair of APC for the remainder of the 2020-21 Board year (ending June 30, 2021)*

Moved by: C. Sayers

Seconded by: L. Rainville

Carried.

5.5 Community Culture and Supports Program

- **Requesting 2 APC representatives for the team guiding this process**

P. Quesnele advised that this was an action item from the previous meeting. T. Kakapshe advised he would be willing to serve. A. Vezina provided an update on the need for this to ensure the APC is involved in the processes, and that it would be ideal to have someone who has experience in hiring Elders. The APC asked the Secretary to follow up with C. Syrette to garner her interest.

5.6 APC TOR: Article 2) Membership [Terms of Reference]

- **Previously suggested membership changes [Appendix 2]**
- **Historical Membership Assessment [Appendix 3]**
- **Deferred until February 2021 meeting (Nyaagaaniid to support)**

DRAFT MINUTES

P. Quesnele advised that this discussion should be deferred until the February 2021 APC meeting so that the Nyaagaaniid could provide support for this. Consideration should be given to a tri-campus approach.

6.0 PRESENTATIONS

6.1 Anishinaabe Academic Success Advisor Update [Appendix 4]

- **Bonnie Gaikzheyongai to present**

B. Gaikzheyongai introduced herself and her role within Anishinaabe Initiatives. She gave an overview of her report as presented.

The Chair expressed his appreciation for having this presentation in the meeting. A. Vezina asked for more detail on the outreach to students who are studying in a remote environment. Many of the students advised that they were dealing with the change in a good way, with some students opting to defer until in-person delivery is available. Referrals to academic supports were made as needed. A. Vezina advised that B. Gaikzheyongai brings a wealth of experience to the role.

6.2 Academic Plan Survey Results [presentation]

D. Rogers and L. Bloomfield presented the slide deck related to the Academic Plan Survey Results. The APC discussed how graduate employment rates/earnings will be tied to future funding.

7.0 ITEMS FOR DECISION - N/A

8.0 NEW BUSINESS

8.1 APC Workplan for 2020-21

- **Next steps from Board Retreat outcomes [Appendix 5]**

P. Quesnele outlined the workplan workbook that is accessible via the APC Shared Drive within G Suite and advised of the changes to Committees of the Board as per the Board of Governors Retreat.

9.0 INFORMATION ITEMS

9.1 Anishinaabe Initiatives Reports:

- **Anishinaabe Cultural and Social Program Coordinator [Appendix 6]**
- **Anishinaabe Student Enrolment Report [Appendix 7]**

9.2 APC Member Information Update Form

- All APC members should fill this out prior to the meeting. Members were encouraged to take time within the meeting to each fill it out.

9.3 Calls to Action Working Group

- M. Yourchuk is the APC member on the working group and should have an update for the March 10, 2021 APC meeting.

DRAFT MINUTES

9.3 Save the Date: Meet and Greet with the Nyaagaaniid (Mary Wabano-McKay)

- Thursday, January 14, 2021 - 1pm (likely virtual)

Questions on Information Items

- M. Yourchuk advised that there are members that may have previously been a student representative before moving into other representative seats.
- A. Vezina advised that she would like to introduce the APC to Andrew Judge (Anishinaabe Studies faculty member) at the next meeting.

10.0 ADJOURNMENT

MOTION: *That the meeting of the Anishinaabe Peoples' Council be adjourned.*

Moved by: C. Sayers

Seconded by: L. Rainville

Carried.

DRAFT MINUTES**BOARD OF GOVERNORS****Anishinaabe Peoples' Council**

February 3, 2021 | 12:00pm | Virtual Meeting

MINUTES

Present: H. Casey, L. Bloomfield, M. Case, T. Kakapshe (Committee Chair), P. Quesnele (Secretary), M. Nadeau, D. Rogers, D. Roach, L. Rainville, C. Syrette, A. Vezina (President), M. Yourchuk

Regrets: S. Hansen, C. Sayers

Guests: M. Wabano-McKay, A. Judge, N. Shawanda, B. Krmpotich

1.0 CALL TO ORDER**Acknowledgment of Traditional Territories**

We wish to acknowledge that we are on the traditional lands of the Anishinaabek Nation. We also acknowledge that we are on sacred lands set aside for education as envisioned by Chief Shingwauk for our children and for those as yet unborn.

1.1 Opening Prayer

M. Wabano-McKay offered a prayer to start the meeting.

1.2 Chair Opening Remarks

Tom welcomed the members to the meeting and invited M. Wabano-McKay to address the APC.

1.3 Welcome to Mary Wabano-McKay (Nyaagaaniid, Student Success & Anishinaabe Initiatives)

M. Wabano-McKay gave a brief address and overview of her start at Algoma University and her role as the Nyaagaaniid.

2.0 DECLARATIONS OF CONFLICTS OF INTEREST

None.

3.0 APPROVAL OF AGENDA

MOTION: *To approve the agenda as presented.*

Moved by: M. Yourchuk

Seconded by: H. Casey

Carried.

4.0 MINUTES OF PREVIOUS MEETING - OPEN [Appendix 1]

MOTION: *To approve the minutes December 3, 2020 as presented with corrections.*

Moved by: M. Yourchuk

Seconded by: T. Kakapshe

Carried.

Notes: 3.0 in the minutes contains the incorrect spelling of Yourchuk.

5.0 BUSINESS ARISING

5.1 Land Acknowledgement Review [LINK]

- **APC asked to review history of the first land acknowledgement and to provide input into process for updating/revising to be more inclusive of all 3 campuses**

A. Vezina provided a short debrief of the reasons for bringing forth this item and asked APC to provide direction on the land acknowledgement(s) for the institution. She explained the need to be inclusive of Brampton, Timmins and Sault Ste. Marie and indicated we may need a couple versions: one for each site and one that is inclusive of all sites for when we are hosting virtual meetings involving multiple campuses. The APC discussed the lack of Métis inclusion in the current version, and tri-campus acknowledgement. A subcommittee will be established to review and provide recommendations for the next meeting of APC. A call for interest will be sent out by the Secretary to the Board. M. Case advised that he would be willing to support as needed.

5.2 Community Culture and Supports Program

- **T. Kakapshe and C. Syrette are the APC representatives to help guide the process**
- **M. Wabano-McKay to oversee implementation**

The Secretary provided a brief verbal update.

5.3 APC Terms of Reference: Membership

The APC discussed the need to develop a sub-committee focused on making recommendations for the membership composition within the Terms of Reference. M. Wabano-McKay will provide Senior Executive assistance on this sub-committee, and a call for interest will be sent out by the Secretary to the Board. M. Youchuk, M. Case, T. Kakapse all expressed interest during the meeting.

6.0 PRESENTATIONS

6.1 Faculty Presentation: Dr. Andrew Judge, Anishinaabe Studies [presentation]

M. Yourchuk provided a brief overview of APC for Dr. A. Judge and invited the APC members to introduce themselves. Dr. A. Judge shared with the committee his research focus and some of the work he was doing in his first few months at the University teaching Anishinaabe Studies. The members of APC thanked him for his thorough presentation.

6.2 Anishinaabe Recruitment Activities [Appx. 4]

B. Krmptoch gave an overview of the efforts related to Anishinaabe recruitment and invited N. Shawanda to describe some of the major projects and virtual opportunities for prospective student engagement. The APC thanked them for their efforts during this transition period with SKG.

7.0 ITEMS FOR DECISION/DISCUSSION

7.1 2021-22 Budget Update

M. Wabano-McKay advised that the 2021-22 Budget is expected to be presented at the next APC meeting for approval (March 10, 2021).

8.0 NEW BUSINESS - N/A

9.0 INFORMATION ITEMS

9.1 Anishinaabe Initiatives Reports:

- Anishinaabe Cultural and Social Program Coordinator [Appx. 5]
- Anishinaabe Academic Success Advisor Update [Appx. 6]
- Anishinaabe Student Enrolment Report [Appx.7]

9.2 Calls to Action Working Group

- M. Yourchuk is the APC member on the working group and should have an update for the March 10 APC meeting
- APC to provide input during the March 10 APC meeting

Questions on Information Items

The APC noted that the inclusion of presentations from guests is a welcomed addition to the meeting agendas.

10.0 ADJOURNMENT

MOTION: *That the APC meeting be adjourned.*
Moved by: T. Kakapshe **Seconded by:** M. Yourchuk **Carried.**



SET Background Information

Written by: Harry Huskins, Vice President of Shingwauk Education Trust
Written for: Algoma University Board of Governors
Date: March 24, 2021

Table of Contents:

[Background Note on the Shingwauk Education Trust](#)

[The Shingwauk Education Trust](#)

[The Shingwauk Site](#)

Background Note on the Shingwauk Education Trust

The Shingwauk Education Trust was created in 1994 and has four Partners. They are the Garden River and Batchewana First Nations, the Children of Shingwauk Alumni Association, and the Anglican Church's Diocese of Algoma.

The Trust is an Ontario not-for-profit corporation. At the time that it was created the Ontario General Division (now Superior Court) vested the Trust with the Wilson Trust (commonly called the Shingwauk Trust) which consists of the assets and land on the original Shingwauk Site now held separately by Algoma University, the Algoma District School Board, and the Anglican Diocese of Algoma.

Central to the work of the Shingwauk Education Trust is Chief Shingwauk's Vision of a Teaching Lodge that would bring together the very best of Indigenous and non-Indigenous cultures, and the very best of Indigenous and non-Indigenous people, to the benefit of both.

Chief Shingwauk (Chief Shingwaukonse – Little Pine, 1773 - 1854) was a great Chief, spiritual leader, and warrior not only among his own Ojibwa, but also among all of the Great Lakes tribes of his day and was a leading intermediary between the Indigenous peoples of the region and the British government.

Shingwauk tried repeatedly to get government support for his great Teaching Lodge but met indifference or resistance from a government that did not see spending resources on this as a priority or even, at times, as advisable. Shingwauk built a personal alliance with the Anglican Church and succeeded in having a series of small day schools constructed, but these were never on a scale large enough to accomplish what he had dreamed of.

The great Chief died in 1854 and is buried in the cemetery of St. John's Anglican Church in Garden River. His son, Ogista (Augustin) carried on attempting to fulfill his father's Vision. Ogista formed his own alliance with Edward Francis Wilson, an Anglican Minister, that saw a school on a larger scale built, first at Garden River, and then on the present Shingwauk Site halfway between Garden River and the then rapidly growing little town of Sault Ste. Marie.

The rapids flowing out of Lake Superior and then down to the St. Mary's River to Lake Huron are Bawating, the great gathering place of the Indigenous peoples from far before the first European contact from throughout the Great Lakes Region and far into the prairies of what is today both Canada and the United States. It was here that Wilson bought the land of the present Shingwauk Site in 1874 and built the first Shingwauk School which was opened in a Ceremony by Lord Elgin, the Governor-General of the day.

In his Vision of bringing together the best of Indigenous and non-Indigenous cultures and peoples in respect and equality Shingwauk met resistance in both communities that is still felt, at times, today. In this Shingwauk was far in advance of his time in both communities. What Shingwauk wanted to achieve lives in the concept of the Two Row Wampum in which both

communities' journey as equals together into the future to accomplish what Shingwauk saw in his Vision and which neither can accomplish alone.

Today the spirit of the Two Row Wampum lives on in the Covenant in which Algoma University and the Shingwauk Education Trust have joined together with each other in the respect and equality that Shingwauk so valued to work with each other to fulfill Shingwauk's Vision of his Teaching Lodge on this Site.

In 2007, as a result of a series of consultations with the regional First Nations Communities in which the said that they wanted the Trust to pursue a special emphasis on university level Indigenous education, Shingwauk Kinoomaage Gamig (Shingwauk University) was created to focus on this particular aspect of the Trust's broader Mandate. This has now created a three-way partnership in the Covenant in which each of the Partners to the Covenant work jointly to make what Shingwauk dreamed about two centuries ago a reality.

The Shingwauk Education Trust

The Letters Patent bringing the Trust into existence provide, as its Objects, that it is:

- a) to fund all or a part of the educational assistance and related costs incurred by or on behalf of Aboriginal people and other students of native heritage who are in need of educational assistance which for economic or other reasons is not available to them, and without limiting the generality of the foregoing, to include construction of educational and residential facilities;
- b) to provide opportunities for the educational development of aboriginal people and other students of native heritage;
- c) to deliver educational, social, cultural, and economic development programs designed to advance Aboriginal people and other students of native heritage;
- d) to initiate co-operative educational programs of cross-cultural education between Aboriginal people and others;
- e) to receive and maintain a fund or funds and to apply all or part thereof and the income therefrom for charitable purposes of an educational nature and, in particular, to provide scholarships, fellowships, bursaries, prizes and financial assistance to Aboriginal students and other students of native heritage of elementary schools, high schools and post secondary schools, with emphasis on said students who, without financial assistance, might not otherwise be able to continue their education, and to provide equipment, furnishings, teaching aids, and supplies to educational institutions in Canada which are registered charities under the provisions of the Income Tax Act;
- f) to carry on educational programs for Aboriginal people and other students of native heritage in order to increase knowledge respecting teaching methods, teaching skills and

teaching aids through research, education and publication and distribution of books, papers, reports, periodicals, and pamphlets, and to provide funds to charitable organizations which carry on such educational programs.

The Shingwauk Site

Algoma University presently holds a portion of the land which composed the original Shingwauk Site purchased by E.F Wilson in 1874. Wilson's Wawanosh and Shingwauk Indian Residential Schools occupied the Site for the next sixty years. In 1934, in the midst of the Great Depression and all of the financial difficulties involved in that, an agreement was made between the federal government and the Anglican Church in which a portion of the original Shingwauk Site was transferred to the federal government in return for the government agreeing to tear down the old school buildings and replace them with new ones which are the present red brick central part of the present University main building and Shingwauk House (the Principal's residence).

The federal government held this part of the original Shingwauk Site, and operated the Residential School on it, until 1970. In that year it formally closed the School and exercised a reversion clause in the 1934 agreement under which the land was transferred back to the Church, specifically to the Algoma diocese. Part of this reversion of the property was based on an understanding outlined by the then Minister of Indian Affairs Jean Chretien.

"I am most anxious to ensure that, in the disposal of this property, a future use is found which would permit the facilities to be accessible to the Indian people to some extent. Ideally, it would continue to be used for an education-oriented purpose and it was with this in mind that I was prepared to favorably consider the transfer of the facilities to the Algoma Synod."

The Algoma diocese had no use for the school building and looked for some other group who could use it consistent with the understanding outlined by Chretien. A possible transfer for this purpose was discussed with the Garden River First Nation but Garden River, after consideration, did not think that it had the financial resources and other capacities needed to undertake this.

At the same time the Algoma College Association was just starting its teaching initiatives in trailers located on what is now the Sault College site. As enrollments and the number of faculty grew, this arrangement became increasingly impractical and unsatisfactory to the Association. A move to the just vacated Residential School seemed to be an attractive alternative.

In order to meet Algoma diocese's stated condition for such a transfer of the land and buildings to the Algoma College Association included a provision "for continuing Indian education," it entered into an agreement with the newly formed Keewatinung Institute at Garden River in which Algoma would occupy the first two floors of the new building and the Institute would carry out Indigenous education on the third floor.

With this in place, the Algoma College Association first leased, and then purchased the land and buildings previously held on the Shingwauk Site by the federal government under the 1934

agreement. In this, however, Algoma did not receive all of the land that was originally transferred to the federal government in 1934. Between that date and the closing of the Shingwauk School in 1969, the federal government had made a number of land transfers to the local public School Board with the understanding that students from the Shingwauk School would be able to attend the elementary and the high school subsequently built on this land. These transfers were titled “Indian Land Grants” which the local First Nations have taken as an acknowledgment by the federal government that the land received by the School Board is “Indian Land” and that the land from which it was detached is also “Indian Land.”

The land now held on the Shingwauk Site by Algoma University, then constitutes the land transferred to the federal government under the 1934 agreement, minus such land as the federal government transferred to the School Board, before the federal government exercised the reversion clause in 1970 and transferred its holding on the Site back to the Anglican Church’s Algoma Diocese.

SKG was created by the Trust as a separate entity (a federal corporation in law) in order to focus on the part of the broader Shingwauk Trust Mandate relating specifically to university level education. As such, SKG does not hold any of the land, buildings, or other ‘real’ property’ on the Shingwauk Site.

BOARD OF GOVERNORS REPORT



Research Presentation: Dr. Sheila Gruner

OPEN AGENDA

Meeting Date: March 31, 2021
Action: Information

PREPARED BY:

Tiffany Gallivan, EA to the Vice-President Academic and Research;
Dr. Sheila Gruner, Associate Professor, CESD Department

PURPOSE OF REPORT

Algoma University researchers to share their research projects with the Board of Governors.

RELATED DOCUMENTS

1. Presentation in Open Session (TBD)

STRATEGIC PRIORITY ALIGNMENT

Strategic Priority #4: Cultivate a Culture of Research and Innovation that enhances the university's economic and community engagement and its impact

BACKGROUND

Aligns with strategic priority 4 and will provide our Board members some insight into the innovative work AU Faculty researchers are engaged in.

CURRENT STATUS

In 2020, Dr. Gruner was awarded \$52, 500 for a Social Sciences and Humanities Research Council (SSHRC) Connection Grant for her project entitled "Indigenous and Afro-descendant People in Colombia: Peace, Territory and Transformation"

FUTURE STATUS

Dr. Gruner continues her research work with communities in Colombia.

ACTION

N/A

BOARD OF GOVERNORS REPORT



Debt Management Policy

OPEN AGENDA

Meeting Date: March 31, 2021
Action: Approval

PREPARED BY:

Robert Battisti, Vice President, Finance and Operations
Kramer Rousseau, Director Financial Services

PURPOSE OF REPORT

Per Finance Committee's ("Committee") Terms of Reference, the Committee "will review and recommend to the Board general policies on financial matters."

RELATED DOCUMENTS

1. [Debt Management Policy](#)

STRATEGIC PRIORITY ALIGNMENT

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

BACKGROUND

As Algoma University ("University") grows to over 3,000 full time equivalents (FTE) students and with the Campus Master Plan being a living document, there will be different infrastructure projects with various levels of priority to be considered. A key consideration in this review will be the funding of these projects. Options will include fundraising campaigns, external grants, utilizing internal reserves, or seeking external financing.

As discussed at previous meetings the University needs to modernize its approach to debt management. Based on these discussions management with the assistance of a third party and discussions with the Committee have developed a policy to address this.

CURRENT STATUS

The policy takes into consideration the extension of our strategic plan, the size and mix of our student enrolment, comparisons to other universities with similar characteristics, and other best practices in the university sector in measuring our financial health from a holistic approach. The policy covers various items:

- Purpose
- Scope
- Policy
 - Objective:
 - A framework for borrowing
 - Establishment of financial metrics
 - Management of debt
 - Establishment of Policy Metrics
 - Compliance Metrics
 - Debt Burden Ratio / Metric
 - Viability Ratio / Metric
 - Monitoring Metrics
 - Unfunded Interest Affordability Ratio
 - Debt Service Coverage Ratio



- Sector metrics
 - Annual Debt Obligations - ability to understand how capital expenditures (CAPEX) will impact the operations and current debt obligations.
 - Internal Loans - more for future consideration when the Responsibility Centred Management (RCM) budget model is fully utilized; to include or not.
 - Interest Rate Swaps - comfortability regarding the risk associated with; establishment of minimum and maximums percentages
 - Policy Review - include it in the annual work plan during the budget reviews.

Based on current financial projections, the University would be compliant with the majority of the metrics and has established debt borrowing limits to assist in addressing the various infrastructure opportunities in the future.

FUTURE STATUS

Based on Board approval, the debt management policy will assist with the prioritization of the capital initiatives for future years. In addition, the policy will be updated on our website and will provide an update to our current lenders..

ACTION

MOTION: That the Board of Governors accept the Debt Management Policy dated March 23, 2021 as recommended by the Finance Committee.

DRAFT

Debt Management Policy

Category:	Finance
Number:	XX
Responsibility:	Finance Committee
Approval:	Board of Governors, Month Day Year
Review:	Annually
Amendments:	Every 3 years or as circumstances warrant

Purpose

The purpose of the policy is:

- To ensure quality borrowing decisions in order to allow for the expansion of infrastructure to meet targeted growth rates of Algoma University ("University");
- To monitor the impact of borrowing on the financial health of the University;
- To create opportunities to forecast future debt obligations based upon defined metrics;
- To define responsibilities for the approval of the external debt;
- To report on and provide guidelines for the limits of external capital debt incurred by the University.

Scope

The scope of the policy is to provide framework for all external and internal borrowing by the University in order to manage the overall risks to the University, as well as minimize external borrowing debt servicing costs.

Policy

Objective

The objective of this policy is to:

- Define a framework for all borrowing by the University.
- Establish metrics for the approval and management of debt.
- To provide guidelines for current and future external debt and strategic investments.
- To manage debt in a way that allows for temporary borrowings in case of unplanned cash flow requirements, such as a pandemic or significant economic downturns.

In any given year, the following ratios should act as guidelines as set out per the tolerance levels towards the decision of whether or not to incur additional capital debt. When reviewing the financial health of the University, the assessment is based on a holistic and comprehensive approach since no single metric is sufficient.

The University should not obtain all its financing from one lender, to avoid undue influence of any one source.

The repayment term of borrowed funds shall not exceed the useful service life of the related capital asset.

Selection of fixed or floating rate debt shall be determined on the basis of a financial and interest rate risk analysis.

The University may only use external debt financing to meet the funding requirements of strategic plans that have been approved by the Board of Governors.

Establishment of Policy Metrics

The University has established guidelines regarding the optimal amount of outstanding debt through monitoring University-wide financial metrics. These metrics measure the University's Statement of Operations resources and annual cash flow. They can be derived from the University's financial statements and are subject to review periodically. Financial statements give historical actual and can aid in earnings before interest, taxes, depreciation, and amortization (EBITDA) calculations, while the forecasts can help determine the one time expenditures and their impact.

Compliance Metrics

1) Debt Burden Ratio

This ratio is a measurement of the University's debt affordability as it calculates the percentage of operating expenses attributable to repaying current debt. The ratio determines the debt affordability and the proportion of the resources of the University used to support the annual cost of debt. The lower the percentage, the healthier the University is from a debt perspective.

Annual Principal and Interest / Total Operating Expenses - Amortization of Capital Assets + Annual Principal < 4.00%

2) Viability Ratio

This ratio is a measurement of the University's debt capacity and contributes to the review of the long-term health of the University's Statement of Financial Position. It measures the availability of net assets, both restricted and internally unrestricted, that are expendable in relation to outstanding external debt.

(Unrestricted Net Assets + Internally Restricted Net Assets + Internally Restricted Endowments) / Total University External Debt > 1.25

The threshold measures whether the financial resources (unrestricted and restricted) are at a minimum 25% higher than the total external debt. Net assets should have any deferred contributions as they represent available financial resources on hand.

Monitoring Metrics

Additional metrics used by the Finance Committee to provide the Board of Governors with a more complete understanding of the University's credit and financial health profile. These metrics are used by other Ontario universities and provide further insight into the financial health of the University.

1) Unfunded Interest Affordability Ratio

This ratio is a measurement of the University's affordability of interest as a measure of total operating expenditures. It ensures that the cumulative interest is within a reasonable threshold to ensure annual operations are not significantly impacted by unfunded interest.

$\text{Interest Expense (Funded by Operating Expense)} / \text{Total Operating Expense} < 3.00\%$

2) Debt Service Coverage Ratio

This ratio is a measurement of the University's ability to repay debt based on the earnings before amortization and interest. This ratio is used throughout many industries and allows the University to review their ability to leverage external debt.

$(\text{Surplus (Deficit)} + \text{Amortization} + \text{Interest}) / \text{Annual Debt Service Charge (Principal} + \text{Interest)} > 2.5$

There are other metrics used to review the financial profile of the University which are used by the university sector. They can be used to compare the financial health of the University with universities based on minimum thresholds. These metrics are included in Appendix A.

When determining to enter into new debt, the various compliance and monitoring metrics should comply with the set metrics for the projection years of one and two and follow the level of tolerance compliance for future years:

- Year three: -/+ 2.5%
- Year four: -/+ 5.0%
- Year five: -/+ 10.0%

Annual Debt Obligations

The Finance Committee will determine through the budget process where sources of funding for principal and interest payments associated with the external debt. The University will source funding through operating funds, capital funds, ancillary funds, internal loans, donations and investment income.

The Finance Committee will also review the compliance with any external debt covenants or obligations of current or future debt and ensure the terms of the agreement are upheld.

Internal Loans

The use of internal loans for capital projects between University departments is another source of funding for external debt. This process is advantageous to the University as it allows for financial flexibility for future plans. Any internal loans are subject to approval of the Board of Governors, including amortization length and costs associated with the administration of the loan. Loans issued should not exceed \$500,000.

Interest Rate Swaps

Interest rate swaps can be utilized by the University with approval by the Board of Governors. The potential risk of the swap must be presented in order to determine the potential benefit for adverse effects of an unexpected change in market interest rates.

Policy Review

This policy will be reviewed annually to reflect the University's strategic plan. The Finance Committee shall oversee implementation of external debt activity during the annual review of the approved financial statements. The Finance Committee will also review any internal debt and the cash flow schedules associated with their repayment. This information will contribute to the budget formation for the multi-year financial strategy.

The Vice-President, Finance and Operations will report on the University's capital debt a minimum of once annually through the Finance Committee to the Board of Governors.

The report shall include the current and projected debt levels, compliance with debt capacity guidelines and other relevant information.

Appendix A

The table below includes metrics which are standard across all Ontario universities and help compare financial health throughout the industry.

Ratio	Description	Calculation
Net Income/(Loss) Ratio	Measures how well a university manages expense relative to revenues.	Total Revenues Less Total Expenses over Total Revenue.
Net Operating Revenues	Indicates the extent to which universities are generating positive cash flow.	Cash Flow from Operating Activities (from the statement of cash flows) over Total Revenues (from the statement of operations)
Primary Reserve Ratio	Measures how many days (theoretically) a university can function using only its unrestricted financial resources.	Expendable net assets / Total expenses multiplied by 365 days
Interest Burden Ratio	Percentage of total expenses used to cover a universities cost of serving debt.	Interest expense over total expenses (adjusted for depreciation).
Viability Ratio	Indicates the funds on hand that can be used should a university be required to settle its long term obligation.	Expendable Net Assets over Long Term Debt.

BOARD OF GOVERNORS REPORT



Reserve Management Policy

OPEN AGENDA

Meeting Date: March 31, 2021
Action: Approval

PREPARED BY:

Robert Battisti, Vice President, Finance and Operations
Kramer Rousseau, Director Financial Services

PURPOSE OF REPORT

Per Finance Committee's ("Committee") Terms of Reference, the Committee "will review and recommend to the Board general policies on financial matters."

RELATED DOCUMENTS

[1. Reserve Management Policy](#)

STRATEGIC PRIORITY ALIGNMENT

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

BACKGROUND

As Algoma University ("University") grows to over 3,000 full time equivalents (FTE) students, it continues to increase its operations and plan for future growth. The University has also begun to accumulate reserve funds with \$5.1M of internally restricted reserve funds as at April 30, 2020. A key component of financial management, risk mitigation, and future planning is establishing a set policy to manage the internally restricted reserves of the University.

In reviewing best practices in the university sector and in working with the Committee, management has developed a policy to address this.

CURRENT STATUS

The policy includes various items:

- Purpose
- Principles
 - Operating stability
 - Future planning
 - Transparency
 -
- Policy
 - Operating Reserves
 - Set a minimum threshold of 30 days of the following year's approved operating expenses
 - Future Capital Projects Reserves
 - Other reserve appropriations
 - For operations or capital
- Process



FUTURE STATUS

Based on Board approval, the policy will be updated on our website and will be incorporated as part of the approval of the annual consolidated financial statements for the year ending fiscal 2020-21.

ACTION

MOTION: That the Board of Governors accepts the Reserve Management Policy dated March 23, 2021 as recommended by the Finance Committee.

DRAFT

Reserve Management Policy

Category:	Finance
Number:	XX
Responsibility:	Finance Committee
Approval:	Board of Governors, Month Day Year
Review:	Annually
Amendments:	Every 3 years or as circumstances warrant

Purpose

The purpose of the policy is to set our principles and thresholds for establishing various reserve funds to ensure the long term financial sustainability of Algoma University (“University”). Effective financial planning and management of reserve funds will provide greater financial flexibility and mitigate against unknown factors which could impact the University’s operations.

Principles

All reserve funds established by the University will be aligned with the following principles:

- **Operating Stability** - Mitigate against the risk of external factors which could jeopardize the University’s operations.
- **Future Planning** - Provide funding for future capital projects to meet the changing needs of the University’s students.
- **Transparency** - Reserves to be established by following the approach outlined in this policy.

Policy

Operating Reserves

The Operating Reserve is intended to provide an internal source of funds to mitigate against unanticipated, unusual or unexpected expenses which could impact the University's operations.

In order to maintain ongoing operations, the minimum balance of the Operating Reserve shall be 30 days of the following year's operating expenses as approved by the Board of Governors in the annual budget. It will be calculated as the Expendable Net Assets over Total Expenses of the following year's approved budget multiplied by 365 days

In the event that the Operating Reserve cannot meet the threshold, a review of the University's net assets will be required from the Finance Committee.

An unexpected decrease in Operating Reserve may arise based on unplanned economic events. In that case, the operating deficit or reduction of Operating Reserves, must be accompanied by a plan to replenish the reduction.

Future Capital Projects Reserves

The Future Capital Reserve is intended to provide an internal source of funds for the University's capital priorities. These funds can be used to either fully fund or to compliment either external funding or financing.

The balance of the Future Capital Reserve fund will be based on an annual review of the University's financial position, future capital planning including possibly funding or financing.

Withdrawals from the Future Capital Reserve must be approved by the Board of Governors.

Other reserve appropriations

Subject to oversight by the Finance Committee, the University may establish other

reserve funds (both operating and capital). These may include academic, ancillary or administrative units to carry-forward unspent budget balances for specific purposes.

Any reserve allocation must be accompanied by a clearly defined criteria to ensure transparency and proper utilization of the reserve funds.

Process

As part of the approval of the audited financial statements, the reserve balances will be reviewed by the Finance Committee and calculated in accordance with this policy.

BOARD OF GOVERNORS REPORT



English Final Assessment Report

OPEN AGENDA

Meeting Date: March 31, 2021
Action: Information

PREPARED BY:

István Imre, Acting Academic Dean

PURPOSE OF REPORT

For information: to provide the final assessment report of the cyclical review for the English program in accordance with the Algoma University Institutional Quality Assurance Process

RELATED DOCUMENTS

1. [Executive Summary - English Program](#)

STRATEGIC PRIORITY ALIGNMENT

Strategic Priority #2: Target Activities and Investments that Enhance Student Experience, Academic and Operational Excellence

BACKGROUND

Each academic program must go through a cyclical review every 7 years, with recommendations from external reviewers. This process reviews many facets of each program and provides recommendations to the program and the University regarding program quality. This is a requirement by Ontario Universities Council on Quality Assurance.

CURRENT STATUS

The English program is working on the implementation plan as provided in the Executive Summary at the top of the document linked above, under Related Documents.

FUTURE STATUS

The English program is required to provide a status report 18 months from Senate approval.

ACTION

None.

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EXECUTIVE SUMMARY & IMPLEMENTATION PLAN

PROGRAM UNDER REVIEW

PROGRAM	SENATE APPROVAL DATE	PREPARED BY
English	January 15, 2021	Acting Academic Dean

A. Summary of review process and listing of programs under review

Self-study review timeline	Date
1. Self-study received by the CAO	December 1, 2018
2. Site visit conducted	July 19, 2019
3. Reviewers' report received	August 30, 2019
4. Department's response received	September 30, 2019
5. Dean's response received	October 7, 2019
6. Report on Program Quality approved by the Quality Assurance Committee	November 14, 2019
7. Final Assessment Report approved by	January 15, 2021

The members of the Review Committee were:

- Dr. Pavlina Radia (Nipissing University)
- Dr. Robert Lapp (Mount Allison University)

The academic programs offered by the Department which were examined as part of the review included:

- Bachelor of Arts (General) Single Major English
- Bachelor of Arts (General) Combined Major English
- Bachelor of Arts (Honours) Single Major English
- Bachelor of Arts (Honours) Combined Major English
- Honours Diploma in English
- Minor in English

This review was launched under the terms and conditions of the IQAP approved by Senate on November 1, 2013 and ratified by the Quality Council on December 13, 2013. Steps following the submission of the departmental response followed the terms and conditions of the IQAP approved by Senate on September 8, 2017 and re-ratified by Quality Council on April 20, 2018.

B. Implementation Plan

Below are the recommendations from the Review that require further actions, together with the specific unit or position responsible for executing it, action timelines and required resources.

Recommendations	Responsible for Leading Follow-Up	Timeline for Addressing Recommendation	Required Resources
Update the curriculum. Reorganize course groups and address the lack of a clear through-line in the curriculum (see recommendations 1 (page 3), 10 (page 10), 15 (pages 13-14) and 29 (pages 25-26) in the Report on Program Quality	All English programme faculty	Ongoing	None

Expand coverage of areas like media and culture; digital humanities; world and diasporic literature; creative writing; and professional writing (see recommendation 15 (pages 13-14 of the RPQ))	Dr. Michael DiSanto--digital humanities; Dr. Alice Ridout--media and culture; world and diasporic literature; Dr. Linda Burnett--creative and professional writing	Ongoing New world and diasporic literature courses have already been added (ENGL 3357 & ENGL 2496) as is a creative nonfiction course (ENGL 2546); Special Topic course (ENGL 3916) in apocalyptic thought and narratives offered in response to COVID-19 in Fall, 2020 is covering media and culture content. This work has, therefore, already started and will continue.	Technology and expertise would both be required to help support the development of a digital humanities course. For technology, a budget to purchase multiple scanners and computers to equip a dedicated workshop is necessary. This may be done in coordination with the university archives as a shared workshop space for digitizing archival materials. A qualified computer specialist with expertise in archival databases will be needed to maintain online repositories and work with students on technical problems.
Actively explore opportunities for online and blended learning (see recommendation 17 on page 17 of RPQ and recommendation 20 on page 19 of RPQ)	Departmental Chair	Winter, 2020 and 2021 (make ENGL 1802 hybrid) Winter, 2022 (take ENGL 1802 entirely online) ENGL 2127—explore possibility of keeping it online after spring, 2020	Financial support for additional workload to create online course; Online course design expertise and support; Recording facilities and equipment (e.g. Audio interface, audio production software, video camcorder, video editing software, and microphones) for creating Podcasts with high-quality

			sound; Subtitling of video lectures
Keep exploring the right mix of intellectual and “whole-person” development and professionalization (please see recommendation 5 on page 6 of RPQ)	All English programme faculty	Ongoing A suite of experiential learning courses (with the new additions of Algoma Remembers and Algoma Podcasts) will give students additional professionalization opportunities; Developing a creative and professional writing minor will also give students the opportunity for further professionalization	Financial support for ongoing community outreach initiatives--Algoma Reads and Algoma Remembers
Develop further professional opportunities for students to participate in experiential learning opportunities (see recommendations 16 and 17 on page 17 of RPQ)	Dr. Alice Ridout – Algoma Reads and Algoma Remembers Dr. Alice Ridout & Dr. Michael DiSanto – supervision of Work Study student employees	Summer 2022	A dedicated annual budget to support Algoma Reads; a one-time budget to purchase one or two high-quality recording devices for student use. Advice regarding the development of experiential learning course outcomes and assessment. Website support to host the completed Algoma Remembers oral histories
Streamline learning outcomes of the program (see recommendations 6 (page 7), 11 (pages 10-11) and 16 (page 17) of RPQ)	Programme faculty have already agreed to adopt the learning outcomes proposed by the external peer reviewers	September 1, 2021	None
Build on Creative Writing to create a Communications and/or Creative Writing minor (see cluster of	Dr. Linda Burnett*; all faculty will need to contribute towards creating an annual workshop with a	Summer 2021	A dedicated budget to cover the travel and accommodation costs for a visiting writer annually

recommendations under point 29, page 25 of RPQ)	visiting writer; we will work with Marissa Ross to see if she would be interested in working with the program to develop an experiential course based on <i>Algoma Ink</i>		
Explore a tighter alignment with Indigenous ways of knowing and develop stronger relationships with the Anishinaabe Studies program and offer curriculum that complements Shingwauk Kinoomaage Gamig programming (see recommendations 8 (page 8) and 9 (page 9) in RPQ)	All English programme faculty with support from Department Chair	Summer 2021	Faculty hire with expertise in Indigenous Literature (perhaps in collaboration with other programmes in the Humanities Faculty)
Continue collaboration with disciplines outside of the program (see recommendation on pages 7-8 of RPQ)	All English programme faculty	Ongoing	None
Seek ways to address the significant attrition in the second and third years. Consider internal strategies to deal with attrition, retention and completion rates, including the effect of the admission average on student retention (see recommendations 13-14 on pages 12-13 of the RPQ)	Department Chair	Ongoing	Programme budget is used to host the dinner for English majors
Rethink ENGL 1006 and 1007 (see recommendations 1 (page 3), 15 (pages 13-14) of the RPQ)	All English programme faculty under the leadership of Dr. Michael DiSanto	Ongoing	None

	(instructor of ENGL 1006)		
Continue to work with Recruitment and Marketing to communicate the value of the program clearly to prospective students (see recommendations 19 on pages 18-19 of RPQ)	All English programme faculty with support from Department Chair	Ongoing	None

BOARD OF GOVERNORS REPORT



History Final Assessment Report

OPEN AGENDA

Meeting Date: March 31, 2021
Action: Information

PREPARED BY:

István Imre, Acting Academic Dean

PURPOSE OF REPORT

For information: to provide the final assessment report of the cyclical review for the English program in accordance with the Algoma University Institutional Quality Assurance Process

RELATED DOCUMENTS

1. [Executive Summary - History Program](#)

STRATEGIC PRIORITY ALIGNMENT

Strategic Priority #2: Target Activities and Investments that Enhance Student Experience, Academic and Operational Excellence

BACKGROUND

Each academic program must go through a cyclical review every 7 years, with recommendations from external reviewers. This process reviews many facets of each program and provides recommendations to the program and the University regarding program quality. This is a requirement by Ontario Universities Council on Quality Assurance.

CURRENT STATUS

The History program is working on the implementation plan as provided in the Executive Summary at the top of the document linked above, under Related Documents.

FUTURE STATUS

The History program is required to provide a status report 18 months from Senate approval.

ACTION

None.

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EXECUTIVE SUMMARY & IMPLEMENTATION PLAN

PROGRAM UNDER REVIEW

PROGRAM	SENATE APPROVAL DATE	PREPARED BY
History	January 15, 2021	Acting Academic Dean

A. Summary of review process and listing of programs under review

Self-study review timeline	Date
1. Self-study received by the CAO	August 1, 2019
2. Site visit conducted	February 6, 2020
3. Reviewers' report received	March 17, 2020
4. Department's response received	April 23, 2020
5. Dean's response received	May 25, 2020
6. Report on Program Quality approved by the Quality Assurance Committee	June 20, 2020
7. Final Assessment Report approved by	January 15, 2021

The members of the Review Committee were:

- Dr. Maureen Lux (Brock University)
- Dr. Michel Beaulieu (Lakehead University)

The academic programs offered by the Department which were examined as part of the review included:

- Bachelor of Arts (General) Single Major in History
- Bachelor of Arts (General) Combined Major in History
- Bachelor of Arts (Honours) Single Major in History
- Bachelor of Arts (Honours) Combined Major in History
- Bachelor of Arts (non-honours) Single Major in History
- Bachelor of Arts (non-honours) Combined major in History
- Honours Diploma
- Minor in History

This review was launched under the terms and conditions of the IQAP approved by Senate on November 1, 2013 and ratified by the Quality Council on December 13, 2013. Steps following the submission of the departmental response followed the terms and conditions of the IQAP approved by Senate on September 8, 2017 and re-ratified by Quality Council on April 20, 2018.

B. Implementation Plan

Below are the recommendations from the Review that require further actions, together with the specific unit or position responsible for executing it, action timelines and required resources.

Recommendations	Responsible for Leading Follow-Up	Timeline for Addressing Recommendation	Required Resources
Directions			
Establish a sustainability and program diversification committee (members	All History programme faculty in collaboration with Department of English and History colleagues	Ongoing	None

of the History program and other stakeholders, within/outside Algoma University)

Work closely together with Recruitment to articulate clear pathways from the History program to possible careers of interest to students; assist recruitment in Humanities and History specific recruitment initiatives with the development of relevant and program specific advertising materials; build closer professional relationships with high school teachers to better communicate and educate the community about the benefits and opportunities this degree program offers

Department of English and History Chair in collaboration with History Programme faculty

Ongoing

Recruitment staff time and resources;
Advertising resources;
Financial support for Algoma Remembers

Develop a more succinct departmental statement of specific undergraduate program level learning outcomes, to provide greater clarity as to how specific program level outcomes and objectives relate to the degree level

History programme faculty

June, 2021

None

expectations. Consistent year-level expectations should also be developed				
Articulate more clearly the difference between learning outcomes and objectives	History programme faculty	June, 2021	None	
Revise program learning outcomes to specifically include Indigenous ways of learning and knowing, to reflect both Western and Indigenous teaching and learning	History programme faculty	June, 2021	Additional faculty member with expertise in Indigenous ways of learning and knowing	
Discontinue the requirement of HIST 2996 Historical Practices and instead incorporate instruction in methods and historiography into all History courses.	History programme faculty	January, 2022	None	
Continue the development of public history and community-based programming	Dr. Robert Rutherford; Ongoing collaboration with English programme to launch Algoma Remembers		Support for Algoma Remembers	
<i>Enhance</i> the offering of online/hybrid delivery courses that could serve other programs (as electives) on multiple campuses	History programme faculty	Ongoing—currently all courses being delivered via technology due to COVID-19; this will provide helpful data and experiences for making decisions about which courses to move more permanently online after this pandemic	Ongoing technical support for online course delivery	

Suggestions			
Explore potential areas of concern revealed by consistently lower SFT scores (please see comment 16 on page 18 of the Report on Program Quality)	History programme faculty	Ongoing	None
Consider narrowing the focus of the program's outcomes and objectives. Develop more depth in one or two areas, and leverage that for marketing and student recruitment	History programme faculty in collaboration with other programmes where applicable	Ongoing	None
Explore development of programming specializing in histories of residential schools, Indigenous-settler relations, treaties and treaty-making, resources and the land; at minimum, more courses (introductory and specialized) in the history of Indigenous-settler relations are essential; collaborate with the Anishinaabe Studies program on this initiative; make better use of the Residential Schools Centre and the	See detailed response in letter above; Department of English and History faculty	Ongoing	New full-time faculty hire in this field

Shingwauk Archive in this context			
Explore how history programming could be integrated into some of Algoma's unique programming, such as Community, Economic, and Social Development and Anishinaabe Studies (other candidates include Political Science, English and perhaps others, as determined by the Program faculty)	History programme faculty	Ongoing	Faculty time from other programmes
Consider a change to the first-year courses, to focus more on the "making of the modern world," rather than Western Civilization	Dr. Warren Johnston (course instructor); note comment in letter above re. course title proposed	Delivery of new revised course planned for 2022-23	None
Consider adjusting entrance requirements to match disciplinary standards and better align with learning outcomes	History programme faculty	December, 2021	None
Explore program graduation rates and transfer rates	History programme faculty	Ongoing	Data and consultation with Registrar's Office
Program faculty are encouraged to seek external funding for both their own research and to provide training	History programme faculty	Ongoing	Administrative assistance from Research Office and Finance with submitting applications and budgets. In the event of a successful application, ongoing

opportunities for students.			support with budget administration and processing
Explore more optimal governance structures for the program and the Faculty	Dept. pf English & History faculty	Ongoing	None

BOARD OF GOVERNORS REPORT



Music Final Assessment Report

OPEN AGENDA

Meeting Date: March 31, 2021

Action: Information

PREPARED BY:

István Imre, Acting Academic Dean

PURPOSE OF REPORT

For information: to provide the final assessment report of the cyclical review for the English program in accordance with the Algoma University Institutional Quality Assurance Process

RELATED DOCUMENTS

1. [Executive Summary - Music Program](#)

STRATEGIC PRIORITY ALIGNMENT

Strategic Priority #2: Target Activities and Investments that Enhance Student Experience, Academic and Operational Excellence

BACKGROUND

Each academic program must go through a cyclical review every 7 years, with recommendations from external reviewers. This process reviews many facets of each program and provides recommendations to the program and the University regarding program quality. This is a requirement by Ontario Universities Council on Quality Assurance.

CURRENT STATUS

The Music program is working on the implementation plan as provided in the Executive Summary at the top of the document linked above, under Related Documents.

FUTURE STATUS

The Music program is required to provide a status report 18 months from Senate approval.

ACTION

None.

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EXECUTIVE SUMMARY & IMPLEMENTATION PLAN

PROGRAM UNDER REVIEW

PROGRAM	SENATE APPROVAL DATE	PREPARED BY
Music	February 5, 2021	Acting Academic Dean

A. Summary of review process and listing of programs under review

Self-study review timeline	Date
1. Self-study received by the CAO	September 18, 2019
2. Site visit conducted	March 27, 2020
3. Reviewers' report received	April 24, 2020
4. Department's response received	May 9, 2020
5. Dean's response received	August 6, 2020
6. Report on Program Quality approved by the Quality Assurance Committee	August 13, 2020
7. Final Assessment Report approved by	February 5, 2021

Senate

The members of the Review Committee were:

- Dr. Aris Carasthathis (Lakehead University)
- Dr. Kimberly Francis (University of Guelph)

The academic programs offered by the Department which were examined as part of the review included:

- Bachelor of Arts (General) Single Major in Music
- Bachelor of Arts (General) Combined Major in Music
- Minor in Music

This review was launched under the terms and conditions of the IQAP approved by Senate on November 1, 2013 and ratified by the Quality Council on December 13, 2013. Steps following the submission of the departmental response followed the terms and conditions of the IQAP approved by Senate on September 8, 2017 and re-ratified by Quality Council on April 20, 2018.

B. Implementation Plan

Below are the recommendations from the Review that require further actions, together with the specific unit or position responsible for executing it, action timelines and required resources.

Recommendations	Responsible for Leading Follow-Up	Timeline for Addressing Recommendation	Required Resources
Program-specific recommendations			
Consider developing a 4-year program to strengthen recruitment and student retention (among other benefits) (recommendations 4, 7, 9, 15, 29, 40 on pages 8, 10, 11, 14, 23, 28 of the RPQ)	Multiple stakeholders	22 months New four-year program launch date (projected): September, 2022	Significant

Introduce pilot courses in commercial music to identify the viability of such a program (recommendations 3, 8, 22, 32, 38, 39 on pages 7, 10, 20, 24, 26-27, 27-28 of the RPQ)	Director of Music	Completed	None
Offer courses in Indigenous music (recommendations 5, 8, 10, 33, 39 on pages 9, 10, 11, 24, 27-28 of the RPQ)	Director of Music	Completed	None
Consider (pilot) courses in musical theatre, music recording and engineering or music and technology (recommendations 8, 39 on page 10, 27 of the RPQ)	Director of Music	Completed	None

Space and Relationships

Maintain and facilitate the use of Shingwauk Auditorium (recommendations 17, 24 on pages 17, 20 of the RPQ)	Registrar Director of Physical Plant Director of Music	Ongoing. Music's use of Shingwauk has been constant since the 1970's	None
Fortify/maintain strong relationships with the Algoma Conservatory (recommendations 1, 16, 36 on pages 4, 16, 25-26 of the Report on Program Quality (RPQ))	University administration Director of Music	Ongoing	None

Coordinate with the Algoma Conservatory and the Algoma University Space Committee to address space (practice studio) needs (recommendation 25 on page 21 of the RPQ)	University administration Director of Physical Plant Director of Music	As soon as possible It is at the university where practice rooms are needed. The Conservatory has plenty of practice rooms	Approximately \$40,000
Consider securing access to the future recital hall at 75 Huron Street (recommendation 26 on page 21 of the RPQ)	University administration Director of Music	Completed	None
Logistics			
Consider distributing equipment rental costs to students (recommendations 19, 27 on pages 18-19, 22 of the RPQ)	Director of Music	No timeline	None. Consider not doing it.
Coordinate fundraising efforts with the Institutional advancement office (recommendations 19, 35 on pages 18-19, 25 of the RPQ)	Director of Music Departmental Chair of Music and Visual Art Director of Strategic Advancement	As soon as possible	Support from Marketing and Communications
Communicate with the Library manager so that resources available can be maximized (recommendation 21 on page 19 of the RPQ)	Director of Music Academic Librarian	As soon as possible	Cost would be variable

Emphasize and promote its experiential learning opportunities (recommendations 28, 37 on pages 22-23, 26 of the RPQ)	Director of Music Departmental Chair of Music and Visual Art	Completed and ongoing	Communications and Marketing support
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