

Open Board of Governors

Algoma University - Board of Governors

CC 201 - SSM Campus / Virtual

Jan 26, 2023 4:30 PM - 5:40 PM EST

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NOTE: The location of the Board of Governors meeting has been changed to CC201. Please see the attached Campus Map for directions and parking instructions. Parking codes will be provided to guests for free exit.

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1.1. Acknowledgement of Traditional Territories

The Chair will provide a personalized Land Acknowledgement.

1.2. Chair's Opening Remarks

1.3. Declarations of Conflicts of Interest

2. CONSENT AGENDA

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

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5. BUSINESS ARISING - N/A

6. ITEMS FOR DECISION / DISCUSSION

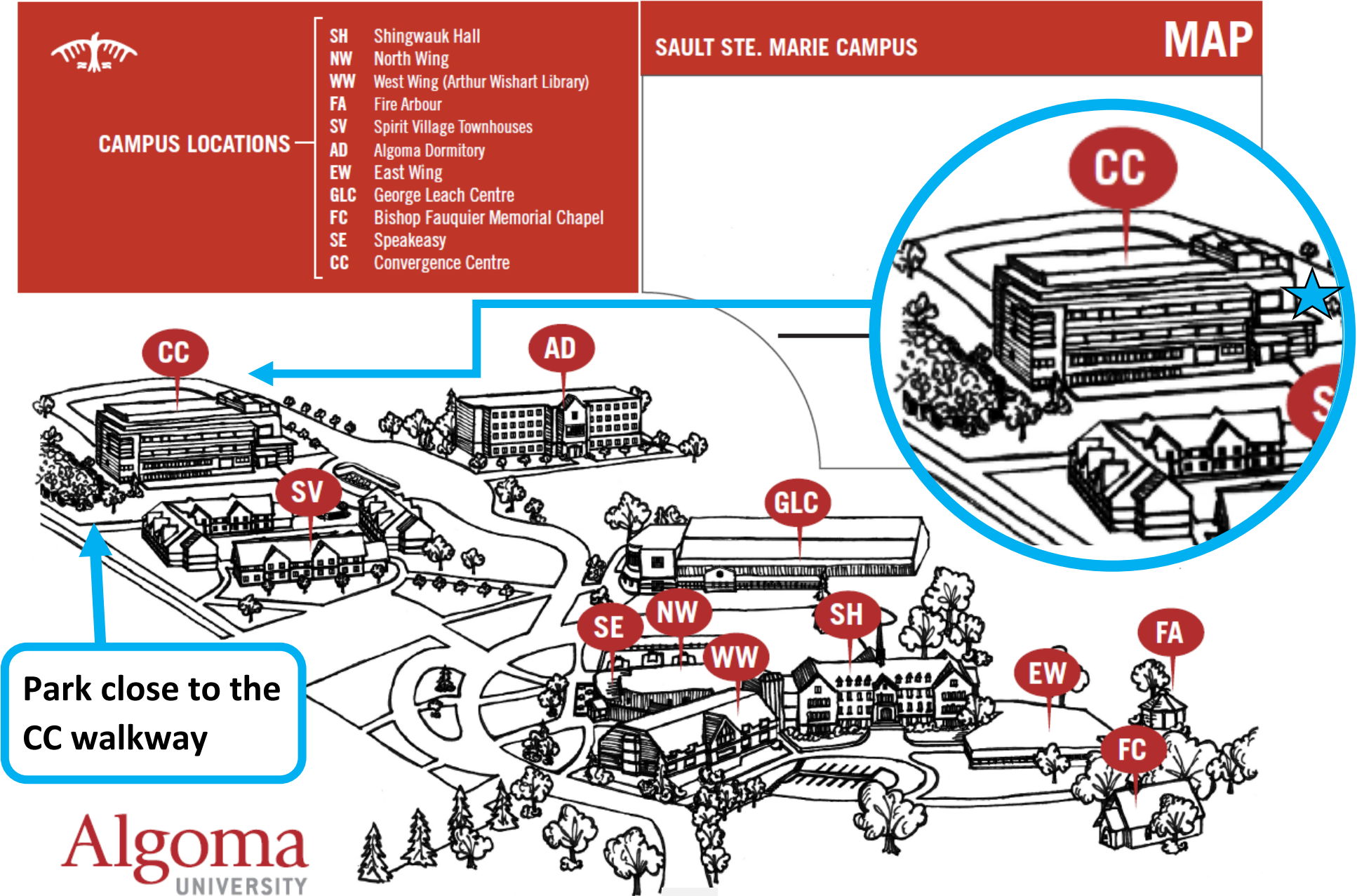
7. NEW BUSINESS - N/A

8. INFORMATION ITEMS

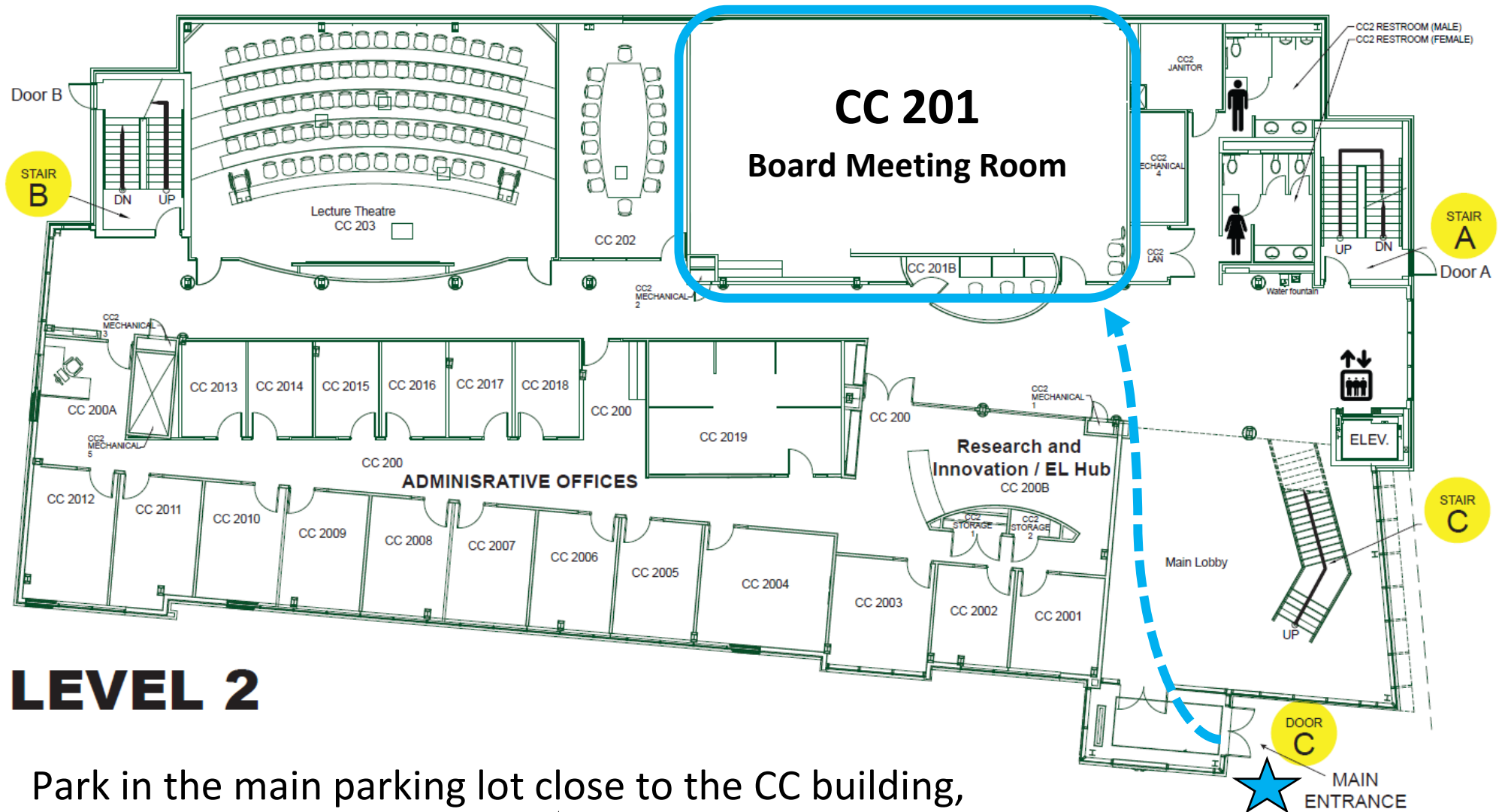
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8.4. Questions on Information Items	
9. MOVE INTO CLOSED SESSION	
MOTION : That Board of Governors move into Closed Session.	
10. Break Between Open and Closed Sessions	
All guests and members of the media will be excused. Any questions can be referred to Brian Leahy, Director of Communications via email at brian.leahy@algomau.ca .	

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



Convergence Centre (CC) Building



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

Board Meetings will take place in room CC 201.

Open Board of Governors

Algoma University - Board of Governors
Jan 26, 2023 at 4:30 PM - 5:00 PM EST
CC 201 - SSM Campus / Virtual

Agenda

1. CALL TO ORDER

4:30 PM

Presenter: Mike Moraca

NOTE: The location of the Board of Governors meeting has been changed to CC201. Please see the attached Campus Map for directions and parking instructions. Parking codes will be provided to guests for free exit.

1.1. Acknowledgement of Traditional Territories

The Chair will provide a personalized Land Acknowledgement.

1.2. Chair's Opening Remarks

1.3. Declarations of Conflicts of Interest

2. CONSENT AGENDA

4:33 PM

Presenter: Mike Moraca

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

2.1. OPEN Agenda for Board Meeting

2.2. OPEN Minutes for Previous Meeting

3. REPORT FROM THE PRESIDENT

4:35 PM

[Simple-booklet Version](#)

4. PRESENTATIONS

4.1. Researcher of the Month: Dr. Laura Wyper

4:45 PM

Presenter: Dr. Laura Wyper, Assistant Professor and Chair, Department of Community Economic and Social Development

5. BUSINESS ARISING - N/A

6. ITEMS FOR DECISION / DISCUSSION

7. NEW BUSINESS - N/A

8. INFORMATION ITEMS

8.1. Auditor General Update

8.2. Budget Planning and Principles

8.3. 2023-24 Forecast

8.4. Questions on Information Items

4:55 PM

9. MOVE INTO CLOSED SESSION

5:00 PM

Presenter: Mike Moraca

MOTION: That Board of Governors move into Closed Session.

10. Break Between Open and Closed Sessions

5:00 PM

All guests and members of the media will be excused. Any questions can be referred to Brian Leahy, Director of Communications via email at brian.leahy@algomau.ca.

Open Board of Governors Minutes

Algoma University - Board of Governors

Nov 24, 2022 at 6:00 PM EST

@ SSM Campus / Virtual

Attendance

Present:

Members: Irene Barbeau (remote), Arjun Batra (remote), Robert Battisti, Paul Dupuis, Sonja Kosuta (remote), Jamie Lim (remote), Rose Linklater, Mike Moraca, Dionisio Nyaga (remote), Jake Pastore, Elaine Pitcher (remote), Shannon Taylor, Asima Vezina, Tim van Weerden

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

External Guests: Naomi Nashimura (HESA) (remote), Jonathan Williams (HESA) (remote)

Absent:

Members: Melanie Borowicz-Sibenik, Cecilia Bruno, Kelli-Ann Lemieux, Taylor Sayers, Hugh Stevenson, Nina Trudeau, Mario Turco

Regrets Received in Advance: Melanie Borowicz-Sibenik, Cecilia Bruno, Kelli-Ann Lemieux, Taylor Sayers, Mario Turco

1. CALL TO ORDER (Presenters: Mike Moraca)

The meeting was called to order at 6:10pm.

1.1. Acknowledgement of Traditional Territories

The Chair provided a personalized Land Acknowledgement.

1.2. Chair's Opening Remarks

The Chair provided opening remarks, expressing gratitude and excitement for the movement on various positive and important initiatives underway at the university. He expressed his appreciation for all the activity noted with in-person learning, students returning to campus and the energy and vibrancy created as a result. He reminded Governors of the important work and perspective they bring through their unique experiences as collectively the Board works to support the governance process.

1.3. Declarations of Conflicts of Interest

None.

2. APPROVALS OF MOTIONS MADE IN CLOSED SESSION (Presenters: Mike Moraca)

Motion:

To approve the motions made in the Closed Session.

Motion moved by Robert Battisti and motion seconded by Shannon Taylor. Carried.

3. CONSENT AGENDA (Presenters: Mike Moraca)

Motion:

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

Motion moved by Elaine Pitcher and motion seconded by Paul Dupuis. Carried.

3.1. OPEN Agenda for Board Meeting

 [BOG - 24 Nov 2022 - Open Agenda.pdf](#)

3.2. OPEN Minutes for Previous Meeting

 [BOG - 29 Sep 2022 - Open Minutes.pdf](#)

4. REPORT FROM THE PRESIDENT

[Simplebooklet version link.](#)

 [BOG - 24 Nov 2022 - Open - November 2022 President's Report.pdf](#)

The President provided an overview of her November 2022 President's Report, highlighting the efforts made in the six strategic priorities of the institution. The Board expressed their thanks to the combined efforts of the University community outlined throughout the report.

4.1. Introduction of New Deans

M. Piercey-Normore introduced two new deans that were recently hired at Algoma University and invited Dr. Michael Twiss, Dean of the Faculty of Science and Dr. William Wei, Dean of the Faculty of Business and Economics to briefly introduce themselves to the Governors. The Board thanked the hiring committees for the impressive candidates that were chosen.

5. PRESENTATIONS

5.1. Algoma University Equity, Diversity and Inclusion Climate Study Findings
(Presenters: Jane Omollo, Equity, Diversity, and Inclusion Manager, Dr. Vivian

Jimenez-Estrada, Associate Professor (Sociology) and EDI Academic Lead, Guests: Jonathan Williams & Naomi Nashimura (HESA))

 [BOG - 24 Nov 2022 - Open - Briefing Report: EDI Climate Study Findings.pdf](#)


 [2. AU EDI Climate Study Summary Report.pdf](#)

 [3. HESA Slide Deck Presentation.pdf](#)

J. Omollo and V. Jimenez-Estrada introduced themselves and advised that the university has undergone an EDI Climate Study via Higher Education Strategy Associates (HESA). They then invited representatives from HESA to present the findings of the climate study through the shared slide deck.

The Board sought clarity from HESA regarding the definition of unacceptable code of conduct as per the presentation. Additionally, the Board asked whether any recommendations from the study would be unique to black and asian students and faculties. HESA advised that the recommendations were broadly based to ensure diversity among services offered to students. The President expressed that while Algoma University is a diverse place with students, faculty and employees representing over 60 countries worldwide, there is a need for the University to understand the data which will outline areas where there is work to do in order to determine focus areas for targeting improvement. The HESA report provides a starting point for the University to move forward on its commitments to EDI, as well as cross-cultural teaching, learning and understanding. The President commended the EDI Team on their bravery in this work. The Board expressed their thanks for the inspirational work underway in recent years, noting that Algoma University could help to set benchmarks for best practices for other organizations. The President noted that racism and bias (intentional and unintentional) are alive and well in our society. It will require leadership to have real conversations about this in order for the University to stand behind its mandates of safe, welcoming, and inclusive spaces for all Algoma University stakeholders.

- 5.2. Researcher of the Month: Dr. Nirosha Murugan (Presenters: Michele Piercey-Normore, Dr. Nirosha Murugan, Assistant Professor Biology & Tier II Canada Research Chair in Tissue Biophysics)

 [BOG - 24 Nov 2022 - Open - Briefing Note on Research Presentation - Dr. Nirosha Murugan.pdf](#)

 [BOG - 24 Nov 2022 - Open - Presentation Slide Deck - Dr. Nirosha Murugan.pdf](#)

M. Piercey-Normore provided an introduction to Dr. Nirosha Murugan, Assistant Professor Biology and Tier II Canada Research Chair in Tissue Biophysics also noting her many accolades to date. Dr. Murugan presented her research focused on changing cellular conversations in cancer and regenerative medicine. She advised of three research streams: stream one focused on reprogramming cancer and limb regeneration; stream two focused on enhancing brain health after cancer therapy through early detection of CCI and neurodegenerative diseases; and stream three focused on long COVID effects including COVID fog and risk perception for future pandemics. She advised that she accompanied Algoma students to the country of Belgium to visit the largest neuroscience facility in Europe. Students had the opportunity to look at why certain brains are receptive to public health measures and why some are not. Finally, she outlined that her team would be hosting the first ever TED-X event in Sault Ste. Marie in early December. The Board expressed their gratitude for her work and congratulations for the various awards and recognitions.

6. BUSINESS ARISING - N/A

7. ITEMS FOR DECISION / DISCUSSION

7.1. Financial Policies Updates (Presenters: Shannon Brooks)

 [BOG - 24 Nov 2022 - Financial Policies Update.pdf](#)

S. Brooks advised that policies have been updated in close alignment with applicable ministry directives, that meal reimbursements and mileage rates have been aligned to the Canada Revenue Agency, and that there are continued financial controls built into the policies, as well as numerous updates to accommodate the I-EDI work underway at the University.

7.1.1. Procurement Policy

Motion:

That the Board of Governors approve the Procurement Policy as recommended by the Risk and Finance Committee.

Motion moved by Robert Battisti and motion seconded by Shannon Taylor. Carried.

7.1.2. Purchasing Card Policy

Motion:

That the Board of Governors approve the Purchasing Card Policy as recommended by the Risk and Finance Committee.

Motion moved by Rose Linklater and motion seconded by Jake Pastore. Carried.


7.1.3. Travel, Meal and Hospitality Expense Policy

Motion:

That the Board of Governors approve the Travel, Meal and Hospitality Expense Policy as recommended by the Risk and Finance Committee.

Motion moved by Paul Dupuis and motion seconded by Shannon Taylor. Carried.

7.2. Approval of Audited Statements of the Pension Plan (Presenters: Kramer Rousseau)

 [BOG - 24 Nov 2022 - Open - AU Pension Plan Draft Audited Financial Statements June 30, 2022.pdf](#)

K. Rousseau presented the Algoma University Pension Plan Draft Audited Financial Statements for June 30, 2022. He provided an overview of the history on the AU Pension Plan, and highlighted that overall the net assets available for benefits decreased from \$31.4M to \$28.3M; the net decrease in net assets for the year was \$3.1M.

The Board discussed note three on accrued expenses in terms of the difference year over year. Management advised that a major change was the streamlining of processes for reimbursements and that the teams are reviewing processes to result in more timely results that have less administrative burden. There was an accrual of two periods of expense reimbursements versus one, which was more of a timing issue (the expenses are presented properly, the funds were just not transferred over the same as the prior year).

Motion:


That the Board of Governors approves the June 30, 2022 Pension Plan Financial Statements.

Motion moved by Robert Battisti and motion seconded by Paul Dupuis. Carried.

8. NEW BUSINESS - N/A

9. INFORMATION ITEMS


9.1. Internal Unaudited Financial Statements - August 31, 2022

 [BOG - 24 Nov 2022 - Open - Internal Unaudited Financial Statements August 2022.pdf](#)

9.2. Debt Review

 [BOG - 24 Nov 2022 - Open - Debt Review.pdf](#)

9.3. Responsibility Centered Management Update

 [BOG - 24 Nov 2022 - Open - Responsibility Centered Management Update \(full\).pdf](#)

9.4. Questions on Information Items

No discussion was had regarding the Information Items.

10. TERMINATION (Presenters: Mike Moraca)

Motion:

That Board of Governors meeting be terminated.

Motion moved by Shannon Taylor and motion seconded by Elaine Pitcher. Carried.

The Board of Governors meeting was terminated at 7:24pm.

PRESIDENT'S REPORT

JANUARY 2023



THE PRESIDENT'S MESSAGE

The new year provides a natural starting point for new beginnings, and I hope this new year is everything each and every one of you hopes it will be. My hope for this new year is that Algoma (through the many voices of stakeholders and community) will open a new and exciting, bold, and innovative chapter in its evolution. I am looking forward to a new three-year **strategic plan** that will guide our future.

This year will see continued transformation of our programming and campus spaces with development progressing on a number of related initiatives. In terms of academic programming, faculty from a number of academic disciplines have been extremely busy finalizing required details for our **new graduate programs** slated for inaugural student intake this fall. Our Academic Senate approved a Master of Science in Biology earlier this month and another in Computer Science is anticipated to be approved shortly.

The University continues to move forward with the development of new **Professional and Continuing Education (PACE)** programming. In December, the School of Computer Science and Technology and PACE [launched](#) a new National Centre of Excellence in partnership with Unity Technologies, a global leader in the areas of augmented (AR) and virtual reality (VR). A recent study by PWC noted that by 2030, 23.5 million jobs worldwide will be using AR and VR. By partnering with Unity, the leading platform for creating and operating interactive content, Algoma is upskilling local talent, closing a skills gap, and building a talent pipeline for positive economic growth.

From a facilities perspective, this month we opened the latest addition to our expanding campus footprint in downtown Brampton, 28 Main Street. This completely renovated space serves as the new home to **Student Success Central**, a centralized and very accessible space, which will better support a range of support services including advising, registration, student accounts and student health and wellbeing. In addition, the facility includes a large modern classroom space fully equipped with new technology for our faculty to utilize in supporting class sizes of up to 90 students. This is just the next step in the ongoing development of our campus in the heart of downtown Brampton.

In Sault Ste. Marie, **Mukwa Waakaa'igan** will continue to be a focal point of our capital development efforts. The project has evolved to include phase one of the Mental Health and Addictions Research and Training Institute and will open up space for partnership in this area with the Northern Ontario School of

Seven Grandfather Teachings

LOVE AND
KINDNESS

RESPECT

BRAVERY

WISDOM

HONESTY

TRUTH

HUMILITY

“The beginning is the most important part of the work” – PLATO



Medicine University. The design team continues to garner accolades within architectural circles. I am grateful to the various teams across the university who are helping to prepare for all aspects of this centre of cross-cultural excellence for the country, a place that will further support our aspirations to be leaders in cross-cultural teaching, learning and research as part of our commitment to the Calls to Action.

The success of these efforts is tied to the support we have received from both the public and private sector. We continue to engage a range of political leaders and other senior government officials to help build awareness and garner support for these initiatives.

Over the past several weeks, we have had an opportunity to meet with and congratulate (post-election) Mayor Brown (Brampton), Mayor Shoemaker (SSM) and Mayor of Timmins, Michelle Boileau, where we furthered discussions on university and continuing education programming in the region. At the Provincial level, we welcomed Peter Bethlenfalvy, Minister of Finance and Prabmeet Sarkaria, President of the Treasury Board in Brampton. In Sault Ste. Marie, we had an opportunity to provide an update on the School of Computer Science and Technology, Mukwa Waakaa’igan and the Mental Health and Addictions Research Institute with the Honourable Patty Hajdu, Minister of Indigenous Services and Minister responsible for the Federal Economic Development Agency for Northern Ontario (FedNor). MP Terry Sheehan and the newly appointed President of FedNor, Dr. Valerie Gideon also joined the delegation.

These are just some of the highlights underway as we further shape our “new beginning”. Additional examples can be found in the pages of our January 2023 President’s Report. Chi-Miigwetch to everyone who continues to play a part in this exciting chapter of our history.

Best,

Asima Vezina, President and Vice-Chancellor

Thunderbirds protecting Thunderbirds – Thunderbirds protecting Communities!

PRIORITY 1

Campus Culture

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

.....

2021-22 Key Metrics/Areas of Focus

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

What We've Accomplished...



WINTER 2023
New Student Orientation
a success in Brampton and SSM

16

STUDENTS

awarded certificates for

**Global Learning
Leadership Skills
Development Program**

THE ANNUAL EVENT

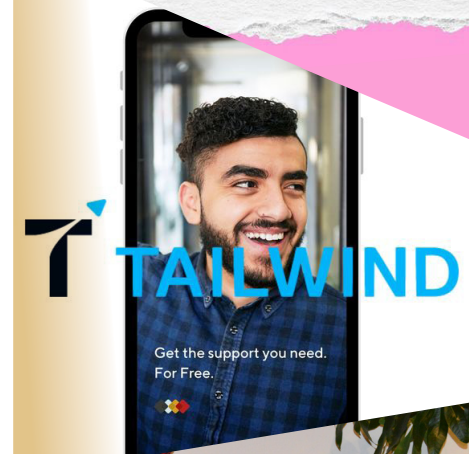
Shoot for the Cure
→ supports the
Canadian Cancer Society

- Successful winter term orientations in Brampton and Sault Ste. Marie welcomed new students into the Thunderbird family
- Opening of new Student Success Central and classroom facilities at 28 Main St. in Brampton – official ribbon cutting event being planned
- In-person holiday events and socials across our campus communities helped bring new and returning employees back together following two year hiatus
- Thunderbird Athletics and Algoma U Alumni and Advancement Dept co-host Annual Shoot for the Cure event supporting the Canadian Cancer Society
- Launch of Tailwind providing proactive, free, support to set students up for success as they transition into post-secondary education
- Celebration of International Learning recognized accomplishments of faculty and students who participated in international learning experiences in the fall term. Sixteen students were awarded Global Learning Leadership Skills Development Program Certificates
- New partnership agreement with Brampton YMCA

What's Next?

- Official Launch of Algoma Safe App
- Increased Wellness support through partnership with Greenspace
- Call for applications for Winter 2023 international learning experiences in Guatemala and Colombia
- Complete a multi-year, tri-campus master plan to develop, expand and foster a dynamic hub of community and student life informed by Strategic Enrolment Management and academic planning initiatives
- Currently finalizing RFP for development of campus master plan in Brampton
- Further position Algoma U as a globally engaged university including increasing exchange partnerships (student, faculty, research) and developing a revised Internationalization Strategy
- Ski, S'mores and More (Feb 3)

U OUA GLC Alumni
SHOOT FOR THE CURE
SHOOT FOR THE CURE
SHOOT FOR THE CURE
JAN 14



PRIORITY 2

Vibrant Programming

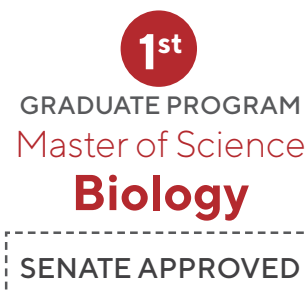
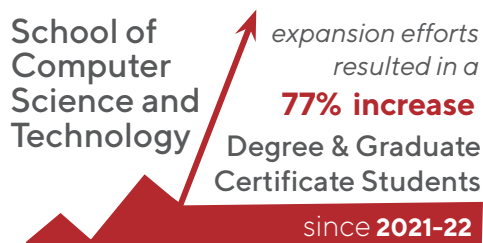
An integrated suite of academic programming that is current, relevant, attractive, and aligned with students' expectations.

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2021-22 Key Metrics/Areas of Focus

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

What We've Accomplished...



Algoma UNIVERSITY | School of Business & Economics

becomes member of
Business School Association of Canada (BSAC)

- Senate approval of inaugural graduate program, Master of Science in Biology, formal launch being planned
- Signing of MOU with Trinity Medical Sciences University to support [international pathway to medical school](#)
- Launch of [National Centre of Excellence in partnership with Unity](#) to expand academic and continuing education programming in the areas of augmented (AR) and virtual reality (VR)
- Algoma University School of Business and Economics becomes member of Business School Association of Canada (BSAC)
- School of Computer Science and Technology expansion efforts have resulted in a 77% increase in degree and certificate students since 2021-22
- Fall 2023 applications up 7.6% from last year, more than twice the provincial average of 2.9% (Ontario University Application Centre data, Jan 2023)
- New exceptional pathway agreement in Social Work with Northern College in Timmins

What's Next?

- Continued graduate program development with approval of Master's of Computer Science anticipated as second offering
- Establishing graduate policy, regulatory and student and faculty support framework
- Winter 2023 international faculty led learning experiences in Guatemala (Anishinaabe Studies, Dr. Andrew Judge) and Colombia (Community Economic and Social Development and Visual Arts) supported through the Global Skills Opportunity funding
- CityStudio Sault Ste. Marie HUBBUB to showcase student projects from the 2022/23 academic year



PRIORITY 3

Research and Innovation

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

2021-22 Key Metrics/Areas of Focus

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

What We've Accomplished...

American Library Association names the book

The Indigenous Paleolithic of the Western Hemisphere

by Dr. Paulette Steeves

OUTSTANDING ACADEMIC TITLE



CYBERSECURITY STRATEGY WORKSHOP

organized by the Experiential Learning
team in partnership with the

**Rogers Cybersecure Catalyst
and Sault Ste. Marie PUC**

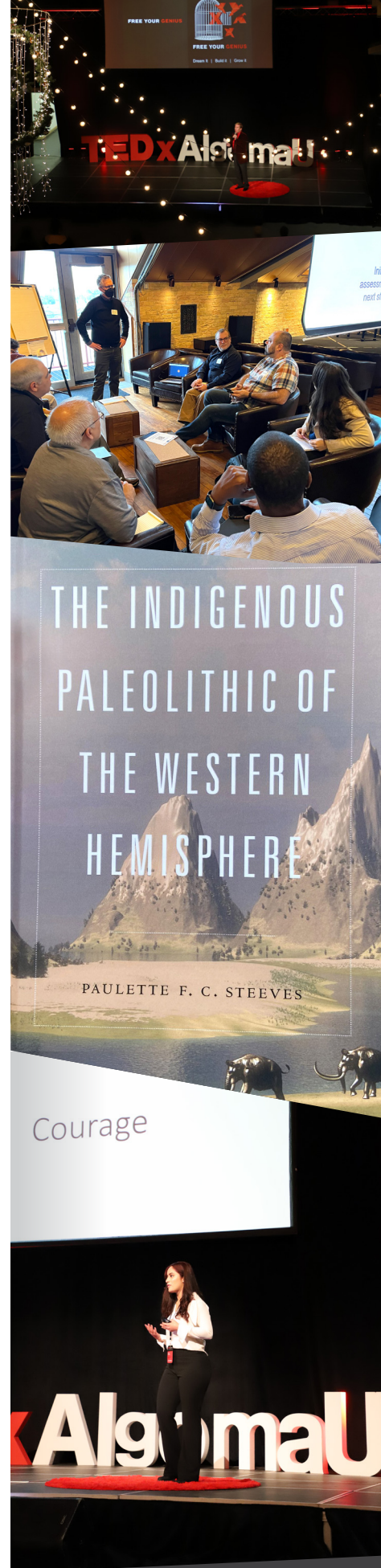


TED^x AlgomaU
Free Your Genius Event Hosted

- Successful hosting of student and faculty led [TedxAlgoma U - Free Your Genius](#) event
- Cybersecurity Strategy Workshop organized by the Experiential Learning team in partnership with the Rogers Cybersecure Catalyst (Toronto Metropolitan University) and the Sault Ste. Marie PUC helped support framework for a Northern Ontario Cyber Security Strategy (Dec 7)
- Dr. Paulette Steeves book, 'The Indigenous Paleolithic of the Western Hemisphere,' has been named an [outstanding academic title](#) by the American Library Association
- Multidisciplinary working groups established to support the development of the Indigenous Research Policy and Framework
- Numerous faculty publications, research papers, presentations and other scholarly activity in a range of subject areas

What's Next?

- Expansion of the Office of Research and Innovation (ORI) to include additional support for AU researchers and research policy and process development
- Further development of an Indigenous Research Policy and Framework
- Development of a strategy for additional graduate programs
- Planning for Annual Research Awareness Week currently underway



PRIORITY 4

Anishinaabe Inendamowin

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

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2021-22 Key Metrics/Areas of Focus

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

What We've Accomplished...

MEMORANDUM OF UNDERSTANDING

finalized between

Algoma U & Mattagami First Nation
to support new training initiatives



.....
January 4th, 2023
.....

recognized by

Shingwauk Anishinaabe
Students' Association and
Anishinaabe Academic
Resource Centre

..... RELEASE OF SECOND QUARTER UPDATE

Honouring our Commitment - Beyond Good Intentions

ON TRC CALLS TO ACTION PROGRESS

- Patricia Ningewance, former Algoma U language professor and Survivor of Shingwauk Indian Residential School, appointed to the [Order of Canada](#) (Dec 2022)
- Release of “Honouring our Commitment – Beyond Good Intentions”, winter 2023 update on progress in addressing identified TRC Calls to Action
- MOU between AU and Mattagami First Nation finalized to support new training initiatives
- Finalization of new Anishinaabe Academic Resource Centre Viewbook and other promotional assets
- Expanded outreach in Timmins including District School Board Ontario North East
- SASA and AARC recognize first National Ribbon Skirt Day (Jan 4)
- Neveah Pine, youth from Garden River First Nation, shared teachings with students about the jingle dress and Every Child Matters movement
- Continued support for Children of Shingwauk Alumni Association site search activity

What's Next?

- Mukwa Waakaa'igan – detailed functional design, pre-construction planning and budget development
- Announcement of new Director of Mukwa Waakaa'igan
- Brampton campus AARC Recruitment Day in partnership with Peel District School Board and Dufferin-Peel Catholic District School Board (Feb 9)
- Timmins campus AARC Recruitment Day in partnership with Mattagami First Nation
- Expanded Brampton community outreach (Mississaugas of the Credit First Nation, Indigenous Network-Peel)
- Expanded Ontario FNMI community outreach (James Bay)
- Official launch of Shingwauk Voices Podcast (Feb 2023)
- Promotion, outreach and delivery of the Gabegendaadowin Training program
- Gathering at the Rapids Pow Wow (March 4-5)



PRIORITY 5

Institutional Excellence

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

2021-22 Key Metrics/Areas of Focus

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

What We've Accomplished...

Director of People and Culture
BRIANNE PRINGLE receives the Business Administration Industry Award
Strive Young Professional
Algoma Visionary Awards Gala

EMILENE DUMOULIN
recognized as 2022
Thunderbird Award Winner

1st
annual "Giving Tuesday"
campaign raises
\$30,700 + \$22,420
for the Crying Rock Project for Student Relief Fund

- Stakeholder feedback gathered via online survey to support Algoma University Strategic Plan development
- 2022 Thunderbird Award Winner, Emilene Dumoulin, recognized alongside long-standing employees during virtual service awards celebration
- Brianne Pringle, Director of People and Culture, received the Business Administration Industry Award at the recent Strive Young Professional Algoma Visionary Awards Gala
- Jane Omollo receives BlackNorth Initiative Lifetime Achievement Award sponsored by HSBC, monetary prize of \$15,000 donated to the ACCANO AU scholarship Fund
- To date, the first annual “Giving Tuesday” campaign (Nov 29) has raised \$30,700 for the Crying Rock Project, including support from the Hellenic Heritage Foundation along with a matching gift from the Kanellopoulos Family, and \$22,420 for Student Relief Fund
- Update on strategic initiatives presented to the Rotary Club of Sault Ste. Marie with future engagement sessions scheduled with the Chamber of Commerce and other stakeholder groups
- Deputation to Brampton City Council on campus development progress by Vice-President of External Relations and Growth
- Finance and Facilities completed the LEAN pilot continuous improvement training project
- Alumni Strategic Plan (2022-2025) [finalized](#)
- First meeting of renewed Alumni Council, including representatives from all three campuses

What's Next?

- Development of 2023-2024 operating budget for considered approval in April
- Showcase of results from LEAN continuous improvement training pilot program to other academic and administrative departments
- First annual Brampton Campus Gala (May 12, 2023)
- Employee onboarding module complete, being uploaded to ADP payroll system
- Launch of Professional and Continuing Education website currently in beta version
- Development of new multi-year marketing strategy
- Next phase of Timmins campus expansion planning



Algoma
UNIVERSITY

**GIVING
TUESDAY**

Nov
29

in support of the
Student Relief Fund

GIVE TODAY

PRIORITY 6

Equity, Diversity and Inclusion

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

.....

2021-22 Key Metrics/Areas of Focus

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

What We've Accomplished...



► **Develop an EDI institutional accountability framework**

- HESA Town Hall [presentation](#) of findings of the EDI Climate Study to AU students and employees
- [EDI Climate Study Summary Report](#) available on EDI website

► **Foster EDI in Research, Teaching and Learning**

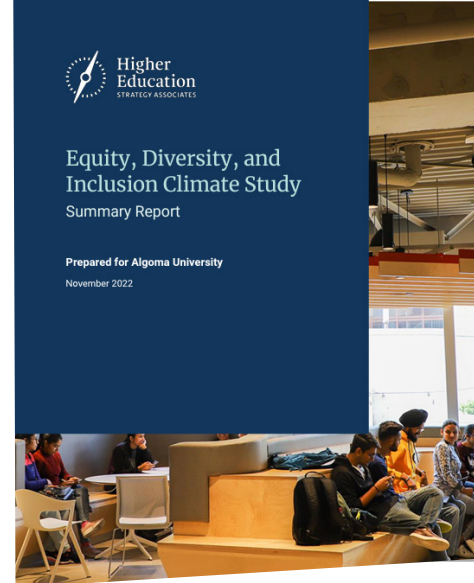
- \$50,000 received through Canada Research Chairs (CRC) EDI program funding to support the development of the CRC's EDI Action Plan
- Cultural Safety Learning Program (CSLP) has now reached 253 students and 100 employees since Winter 2021

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

- Name Change Policy submitted for review by Sr. Executive

What's Next?

- EDI Strategy and Action Plan Development 2022-23 in progress
- Annual recognition of Black History Month (February) - hosting of a number of educational and social activities and events.
- Finalization of policy review including gap analysis and policy updating based on IEDI lens
- HESA and People and Culture working collaboratively on review of AU policies and procedures from an EDI lens
- Anti-Racism training workshops facilitated by CRRF (Winter and Spring semesters)
- Onboarding to include EDI mandated training to start in January 2023
- Ongoing EDI training and webinars through AU partnership with Canadian Centre for Diversity and Inclusion ([CCDI](#)); [Pride at Work](#) and LinkedIn short courses



Student demographics

- 26% of students belonging to a visible minority group
 - The most commonly reported ethnicity was South Asian (47%)
- Just over 4% of students identify as two spirit, gender-fluid, non-binary, or trans
- 76% of students report being heterosexual, 7% report being lesbian, bisexual, or gay



Findings regarding engagement and conduct amongst tenured and tenure-track faculty (TTF)





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Algoma
UNIVERSITY



GSO & CESD 3406 trip to Turin, Italy

OPEN AGENDA

Meeting Date: January 26, 2023

Action: Information

PREPARED BY:

Dr. Michele Piercey-Normore, Vice President Academic and Research

Dr. Laura Wyper, *Chair* - Department of Community Economic and Social Development

PURPOSE OF REPORT

To provide a summary status report on engaging students in nonviolent food sovereignty movements for transformative learning

RELATED DOCUMENTS

1. CESD 3406: Sustainable Indigenous, Rural and Urban Community Development

STRATEGIC PRIORITY ALIGNMENT

Priority 2: Vibrant Programs - An integrated suite of academic programming that is current, relevant, attractive, and aligned with students' expectations.

- Sub-priority 2A: Algoma University is a leader in teaching excellence

BACKGROUND

The Global Skills Opportunity (GSO) grant was used to engage students in a 10 day faculty-led GSO mobility experience that had the CESD 3406 course on Sustainable Indigenous, Real and Urban Community Development largely embedded within this.

CURRENT STATUS

This GSO Mobility exchange and course is now finished as of December 29, 2022.

FUTURE STATUS

Research related to it is ongoing and looks at the Pedagogical Importance & Transformational Learning Impacts of Faculty-led Short Term Mobility Experiences: A case narrative. The intent is to publish on this as well as present at conferences with the secondary researchers: Dawn White and Dave Marasco. There is also the possibility of replicating this course offering in this format every two years as it times well with the Terra Madre biannual event.

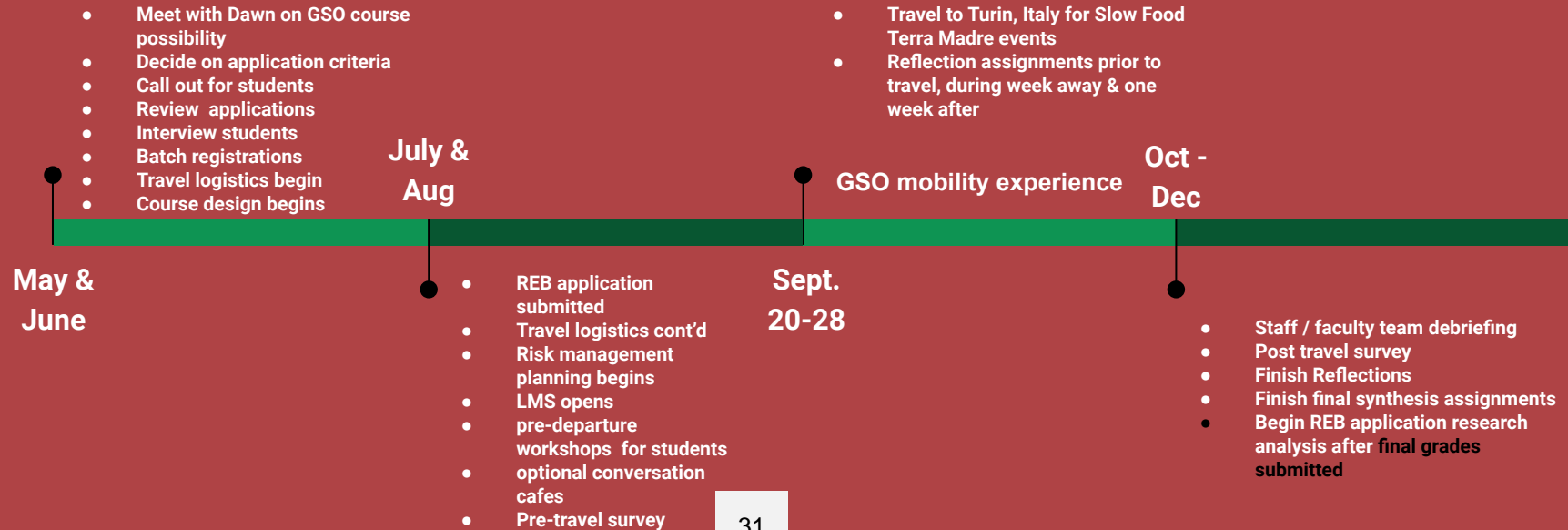
ACTION

No motions or action required.

**CESD 3406:
Sustainable
Indigenous, Rural,
and Urban
Community
Development**

With Dr. Laura Wyper 2022

CESD 3406: Sustainable Indigenous, Rural, and Urban Community Development
Fall 2022
at
Slow Food 's Terra Madre in Turin, Italy
&
The Global Skills Opportunity Grant



Daily Academic Routine

Circle check & lecture on course readings 10:30 - 1 pm

Terra Madre Markets & Experiential Learning Zones 2 - 5 pm

Terra Madre Conferences 5:30 - 7 pm *two on one day

Total hours of academics per day: 6-7 hours per day

Circle Check & Lectures 10:30 - 1pm daily



Terra Madre Markets & Teaching Zones 1:30 - 4:30 pm daily



Experiential Teaching Zones at Markets



Conferences 5:30 daily



Lavazza Tour & Tasting:
Sponsored by Slow Food International for our group



Cultural experiences & nightly discussions over dinner



Pedagogy: Taking the classroom global for transformational learning

- Intercultural learning
- Pluriverse of worldviews
- Real world experience on issues of sustainability & development
- Global to local connections
- World renown activist, authors & academics
- Embodied learning: seeing, feeling, hearing, tasting, living the course content



Auditor General Update - Recommendations

OPEN AGENDA

Meeting Date: January 26, 2023
Action: Information

PREPARED BY:

Shannon Brooks, Vice President Finance and Operations
Kramer Rousseau, Director of Finance

PURPOSE OF REPORT

To inform the board of the AG audit recommendations and agreed to timelines for implementation

RELATED DOCUMENTS

- 1. [APPX A - Recommendations and Status Update Report](#)

STRATEGIC PRIORITY
ALIGNMENT

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

BACKGROUND

The University was the subject of an audit by the Office of the Auditor General of Ontario (OAGO) during the period of May through September, 2022. This audit was concluded with a final report issued in early December, 2022. The report included a number of recommendations for Algoma University.

The University responded to the OAGO with a document indicating the expected timeframe for implementation of each of the recommendations contained within the report. This briefing note is intended to provide the Risk and Finance committee with an update on the status of the implementations and to note when the Risk and Finance committee can expect to see the results of the recommendations included in any documents provided to the Board. A copy of the expected timelines for implementation submitted to the OAGO is provided in the link above.

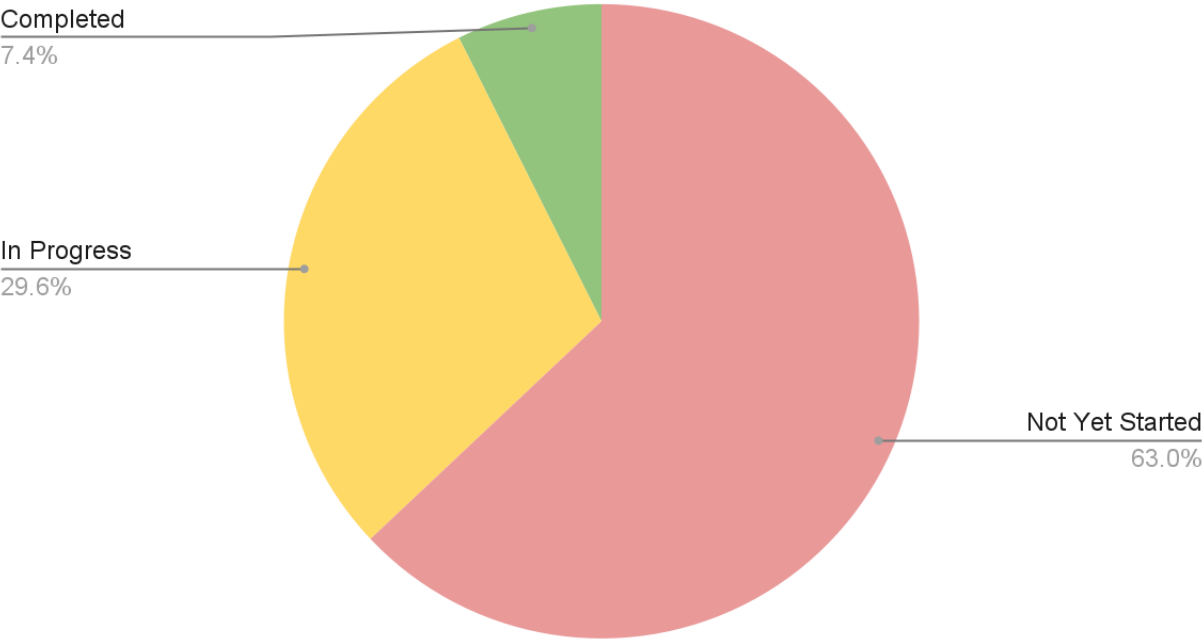
CURRENT STATUS

The OAGO presented 15 recommendations of which 14 were applicable to Algoma University. The 14 recommendations for Algoma contained a total of 27 bulleted items (some recommendations had multiple parts). The University submitted a response to the OAGO regarding expected timelines for implementation of the recommendations and 13 of the 27 items were proposed to be implemented within 1 year, 11 of the 27 were proposed to be implemented within 2 years, and the remaining 3 items were to be implemented in 3 years. Appendix A contains a full record of the OAGO recommendations, the University’s action plan, timeline and current status. This table also contains a description of how the University intends to comply with the recommendation and, where applicable, how the board will be able to observe the completion of a recommendation.

As of January 2023, two of the 27 items have been completed, eight are in progress of being implemented, and 17 have not yet been started.



Status of Implementation



NEXT STEPS

- 1. With the ongoing implementation of the RCM budget and capital budgeting processes, the University will make significant strides in the implementation of the OAGO recommendations as six of the ‘in progress’ items are supported by, or linked to, this work.
- 2. Recommendations 10 through 12 require Board involvement and/or leadership. Management will be supporting the Board by assisting with developing the planning and schedule for the completion of these items in the next reporting cycle.



APPENDIX A - RECOMMENDATIONS AND STATUS UPDATE REPORT

#	Recommendation	Timeline and Action Plan	Planned Completion Date	Current Status
Rec 2	<p>To manage and maximize the profitability of its ancillary services, we recommend that Algoma University:</p> <ul style="list-style-type: none"> ● review and monitor the profitability of its ancillary services on a consolidated basis and for each ancillary service separately; 	<p>Timeline: within 1 year</p> <p>Plan: Ancillary services reports for each service will be included as part of the RCM budget and reporting implementation.</p> <p>The Board will receive Ancillary services statements twice annually - As part of the</p> <ul style="list-style-type: none"> a) Fiscal year end reporting and the b) 6 month close and forecast. 	Planned to be fully implemented as of May 2023	In progress
	<ul style="list-style-type: none"> ● develop strategies to maximize the profitability of its ancillary services where necessary. 	<p>Timeline: within 2 years</p> <p>Plan: following the completion of ancillary service statements, the University will establish an action plan to improve the profitability of these services together with the service providers on campus and include this in the regular budgeting and performance management of service providers.</p>	1st year improvement plan to be established by August 2023 and implemented during the academic year 2023-24.	Not yet started
Rec 3	<p>To help ensure that the university continues to have sufficient funds on hand to cover restricted funds and endowments, we recommend that Algoma University:</p> <ul style="list-style-type: none"> ● maintain separate bank accounts for externally restricted funds; 	<p>Timeline: Within 1 year</p> <p>Plan: This was initiated in September 2022 and fully executed Dec 21st.</p>	Completed	Completed



	<ul style="list-style-type: none"> on a quarterly basis, perform an analysis to confirm that it has sufficient cash on hand to cover internally restricted funds, in addition to externally restricted funds and endowments. 	<p>Timeline: within 1 year</p> <p>Plan: A detailed cash flow analysis was added to our procedures earlier this year and has now been included on relevant reports to the Board (i.e. Mukwa Waakaa'igan). This schedule will continue to be included on the semi-annual budget report to the Board and reviewed quarterly by senior management.</p> <p>Additionally, management is exploring the addition of a cash note to be included in the annual financial statements on a go forward basis.</p>	Completed	Completed
Rec 4	We recommend that Algoma University, as a part of its budget, present to its Board the university's projected cash flows from operations, financing and capital purchasing activities to inform the Board on the impact of each activity on the university's resources.	<p>Timeline: within 1 year</p> <p>Plan: Cash flow analysis was added to our procedures earlier this year and the template will be reviewed to ensure it has itemized projected cash flows from each activity as described.</p>	Planned to be fully implemented as of May 2023	In progress
Rec 5	<p>To mitigate the risk associated with overreliance on a single or few geographic regions for international student tuition revenue, we recommend that Algoma University:</p> <ul style="list-style-type: none"> regularly complete a financial sensitivity analysis of the impact of the loss of students from various regions; 	<p>Timeline: within 2 years</p> <p>Plan: TBD</p>		Not yet Started



	<ul style="list-style-type: none"> ● focus on recruiting students from priority countries identified in the government of Canada's International Education Strategy, 2019–2024. 	<p>Timeline: within 1 year</p> <p>Plan: The University currently focuses on recruiting students from priority countries and will continue to do so. The University will develop and submit an annual report tentatively planned to be submitted to the board in the Fall of each year. This report will identify our strategy for the recruitment of students by region, its alignment with the government's strategy, and our performance against that strategy.</p>	Fall 2023	Not yet Started
Rec 6	<p>To better understand the contribution of international students to the Canadian workforce/economy after graduation and help inform future recruitment decisions, we recommend that Algoma University:</p> <ul style="list-style-type: none"> ● collect relevant data on the location and careers of international alumni; 	<p>Timeline: within 2 years</p> <p>Plan: TBD</p>		Not yet started
	<ul style="list-style-type: none"> ● use this data to better inform programming and recruitment decisions. 	<p>Timeline: within 3 years</p> <p>Plan: TBD</p>		Not yet started
Rec 7	<p>To promote and incentivize student recruiting agents to find the most highly prepared international students, we recommend that Algoma University apply a fee structure in future contracts that encourages recruiters to target students with higher scholastic achievement, such as applying bonuses for higher student performance as they progress through their university studies.</p>	<p>Timeline: within 3 years</p> <p>Plan: TBD</p>		Not yet Started



Rec 8	<p>To have a comprehensive picture of the financial contribution of programs in order to offer a sustainable suite of programs, we recommend that as part of its programming considerations Algoma University:</p> <ul style="list-style-type: none"> • complete an analysis of profitability at the academic program level; 	<p>Timeline: within 1 year</p> <p>Plan: The University implemented an RCM budget model in May 2022 which, after the first year cycle in place, will fully address this recommendation. The RCM budget model includes regular semi-annual profitability analysis by Faculty with the ability to assess the profitability of programs as may be required. Once the new Finance system is implemented in May 2023, the ability to access reports and data to further assess a program's profitability will improve.</p>	Fiscal 2023-24	In progress
	<ul style="list-style-type: none"> • determine whether there are programs that can be reduced or restructured to provide a better financial contribution to the university while still retaining overall academic credibility with department course offerings; 	<p>Timeline: within 2 years</p> <p>Plan: Once a full cycle of RCM has been completed by May 2023, the new Faculty Dean's will have the ability and accountability for planning and ensuring their Faculties are financially sustainable.</p>	Fiscal 2023-24	In progress
	<ul style="list-style-type: none"> • reduce or restructure program offerings based on the results of its program profitability analysis and academic need, in consultation with its academic departments and with the approval of its Board and Senate. 	<p>Timeline: within 3 years</p> <p>Plan: Restructuring and program changes takes about 1 year to go through the process for the university and the province. This would begin after the completion of the previous item, determining whether there are programs that can be reduced or restructured.</p>	Fiscal 2025-26	Not yet Started



Rec 9	<p>To determine whether major capital projects are financially feasible, we recommend that Algoma University:</p> <ul style="list-style-type: none"> • prepare a business case for each capital project that includes a financial feasibility assessment to help both management and then the Board make decisions on major capital expenditures, prior to approval; 	<p>Timeline: within 1 year</p> <p>Plan: The University has implemented a process for major capital projects which includes a financial feasibility assessment. This was first used for the updated Mukwa Waakaa'igan Project.</p> <p>Additionally, the University is developing procedures to ensure future capital projects over a specified cost (defined as major) will be accompanied by such a business case.</p>	May 2023	In progress
Rec 10	<p>To improve Board effectiveness and minimize the risks posed by large Board sizes and low term limits for Board members, we recommend that Algoma University:</p> <ul style="list-style-type: none"> • reduce and limit the size of the Board, including the number of internal members; 	<p>Timeline: within 2 years</p> <p>Plan: TBD Develop plan in fiscal 2022-23 Implement plan in 2023/24, and 2024/25</p>		Not yet started
	<ul style="list-style-type: none"> • reduce the number of committees to accommodate a smaller Board size; 	<p>Timeline: within 2 years</p> <p>Plan: TBD Develop plan in fiscal 2022-23 Implement plan in 2023/24, and 2024/25</p>		Not yet started
	<ul style="list-style-type: none"> • increase the term limits of Board members, including current members. 	<p>Timeline: within 2 years</p> <p>Plan: TBD *We will request the Ministry to increase the term limits of Board members however it is to be noted that the term limit is prescribed by the Algoma Act; as this is a legislative process we will not control the timing of the government's actions, but our request will be made within the first two years.</p>		Not yet started



Rec 11	To provide for an effective future transition of the university president position, we recommend that the Board of Algoma University develop, and annually review and approve, both permanent and emergency presidential succession plans.	Timeline: within 1 year Plan: TBD		Not yet started
Rec 12	To have a board with essential skills and competencies for effective oversight, and to promote effective board member succession planning, we recommend that the Board of Algoma University: ● prioritize and track competencies using competency matrices and other competency tracking tools;	Timeline: within 1 year Plan: TBD		Not yet started
	● confirm the Board and its committees possess demonstrably requisite competencies, in order to fulfill its terms of reference;	Timeline: within 1 year Plan: TBD		Not yet started
	● strengthen university financial and accounting literacy among Board members by providing them with either an internal or external training opportunity to increase the effectiveness of their oversight of the operations of the university	Timeline: within 2 years Plan: TBD		Not yet started



Rec 13	<p>To have and promote effective oversight of the university's finances and operations, we recommend that the Board of Algoma University:</p> <ul style="list-style-type: none"> • implement internal oversight functions (i.e., risk management, compliance and internal audit) where they do not exist, and have them report regularly to the Board; 	<p>Timeline: within 2 years</p> <p>Plan: The University currently has a Risk Management (ERM) structure and will be proposing a new position to staff and manage this work.</p> <p>TBD - The University is working to develop a plan to address requirements relating to compliance risk and internal audit.</p>	Fiscal 2022-23 and 2023-24	In progress
	<ul style="list-style-type: none"> • annually review and approve a written risk appetite framework, which includes identification and defining of material financial and non-financial risks, and independent assurance of internal controls to mitigate each of these risks. 	<p>Timeline: within 2 years</p> <p>Plan: The University has engaged MNP to support the development of a risk appetite statement which will be developed from Jan 2023 through September 2023.</p>	Fiscal 2022-23 and 2023-24	In Progress
Rec 14	<p>To enable the Senate at Algoma University to make well-informed decisions with regard to academic programming, and that consider the financial sustainability of the university, we recommend that the Senate be provided with regular costing information on the financial contribution of individual program offerings, by campus and the university as a whole.</p>	<p>Timeline: within 1 year</p> <p>Plan: The University has carried out the following steps which address this recommendation:</p> <ol style="list-style-type: none"> Established the multi-Dean structure to ensure leadership and accountability for the profitability of each Faculty. Implemented RCM budgeting which, after the first year cycle, will see regular financial sustainability reporting made available to the Senate and the Faculty Academic Deans. 	Fall 2023	In progress



Rec 15	<p>To only form academic partnerships that are both beneficial to the university's reputation and in the best interests of students and/or researchers, we recommend that Algoma University:</p> <ul style="list-style-type: none"> • set goals for the type of relationships it plans and then enters into, such as revenue-generating academic relationships; 	<p>Timeline: within 2 years</p> <p>Plan: TBD</p>		Not yet started
	<ul style="list-style-type: none"> • have such arrangements approved by its Board and/or Senate; 	<p>Timeline: within 1 year</p> <p>Plan: TBD</p>		Not yet started
	<ul style="list-style-type: none"> • ensure that arrangements will be and continue to be aligned with the academic and financial interests of students. 	<p>Timeline: within 1 year</p> <p>Plan: TBD</p>		Not yet started



Fiscal 2023-24 Budget Principles and Guidelines

OPEN AGENDA

Meeting Date: January 26, 2023
Action: Information

PREPARED BY:

Kramer Rousseau, Director Financial Services

PURPOSE OF REPORT

To provide the a high level approach management will take regarding the 2023-24 budget process.

RELATED DOCUMENTS

1. [Appendix A](#) - 2023-24 Budget Principles and Guidelines

STRATEGIC PRIORITY ALIGNMENT

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

BACKGROUND

In preparation of Algoma University's ("University") fiscal 2023-24 budget, management has a set of principles and guidelines that are utilized by the various budget holders across the University. The principles were previously developed in discussion with the senior executive team during the 2022-23 budget process and have been updated to reflect current activities.

CURRENT STATUS

For the 2023-24 budget, one additional principle (Principle Eleven) has been added in order to address some findings included in the November 2022 Auditor General of Ontario Value-for-Money Audit report: Financial Management in Ontario Universities. This principle will ensure the following are included in the budget presentations seeking approval of the 2023-24 budget:

- a) Budgeted tuition by campus
- b) Projected Cashflows
- c) Budget schedule of Ancillary Operations

FUTURE STATUS

Management will work together through the budget cycle within the principles and guidelines and provide updates to the Risk and Finance Committee based on the defined schedule. The current schedule date includes:

- March 21, 2023 – provide preliminary budget numbers
- April 11, 2023 – confirm the final numbers which will be presented to the Board on April 27, 2023.

ACTION

Not applicable

Algoma University (AU) **2023-24 Budget Principles and Guidelines**

These principles and guidelines build on the work initiated from the 2022-23 budget process. It incorporates discussions with the senior executive team, and the direction from the provincial government.

Principle One: Zero Based Budgeting

In building a financially sustainable institution which is balanced and prudent, all revenues and expenses will be based on a **zero based approach** in which all revenues and expenses must be justified and based on key drivers. Zero-based budgeting starts from a "zero base" and every function within an organization is analyzed for its value and alignment to the strategic plan. To achieve our mission and vision, AU will continue to work on an **outcomes management framework** with all actions directly tied to its strategic corporate priorities and the performance metrics addressed in the Strategic Mandate Agreement (SMA3) 2021-2024. The five strategic priorities include:

- 1) Continue focus on institutional sustainability through an enrolment growth strategy:
Recruitment, Retention, Vibrant Programing
- 2) Target activities and investments that enhance student experience, academic and operational excellence
- 3) Through partnerships, advance the University's leadership and commitments to truth and reconciliation, and our special mission to cultivate cross-cultural learning
- 4) Cultivate a culture of research and innovation that enhances the University's economic and community engagement and its impact
- 5) Institutional excellence: Facilitate the ongoing improvement of the University by focusing on problem solving, teamwork and leadership

Financial projections (operating and capital) for the next four years will be based on an **incremental** budgeting approach with enrolment as the main driver.

Principle Two:

Government funding will be based on guidelines stated in the SMA3 agreement; domestic tuition rates will be budgeted to remain flat for fiscal 2023-24 and will remain constant until there is a new announcement; all one-time funding will be adjusted to zero. AU will continue to **focus on efficiency and effectiveness improvements** based on evidence based decision making and improved use of technology.

AU will continue with the work started in fiscal 2020-2021 regarding how:

- **LEAN Continuous Improvement Systems** can be incorporated where repetitive, routine tasks currently exist; Financial Services and Facilities completed the pilot department and management will be presenting a "Showcase" of outcomes of the pilot program to analyze rollout for other departments in AU.

Principle Three:

All revenues and expenses will be **budgeted on a monthly basis** which will provide greater insight to manage any variances on a timely basis. This will develop the foundation for AU to establish cadence in forecasting the financial results throughout the remainder of the fiscal year. In addition:

- The tracking of the operations for Brampton and Timmins campus will be separate locations.
- The ancillary operations of AU (George Leach Centre, varsity, campus residence, parking lot, student bar) should be self sustainable.

Principle Four:

Salaries and benefits will be provided by People and Culture and will be based on the headcount as of the Winter 2022 forecast (assuming all vacancies are filled). Any salary adjustments are based on the terms of the collective agreements. The coordination of students, co-op placements, NOHFC will be coordinated through People and Culture. A conservative contingency for new positions is included in the budget and an exercise for organization structure review is in place which requires all new positions to be reviewed and approved by the senior executive team prior to hiring.

Principle Five

Enrolment figures (full time equivalents and headcount) will be based on the four faculties broken down by semester and campus.

Principle Six

A capital budget allowance will be established and included in a cash flow forecast to ensure financial sustainability over time. An approval process for accessing capital funds will be established and all **capital expenditures** above a material threshold will be supported by a business case which meets the established criteria. Capital budget allowance for future years will be based on estimates included in the multi year capital plan and the cash flow forecast.

Principle Seven

To ensure the long term financial sustainability of AU, the Algoma Leadership Team (ALT) will incorporate the financial management of their portfolios into their **performance objectives**, based on the Board of Governors approved budget. At a minimum, leadership should meet or exceed their revenue targets and meet or not exceed their expenses without a corresponding increase in revenue.

Principle Eight:

The budget process will have direct **oversight** by the Senior Executive and Financial Services with support by a cross functional Budget Oversight Committee which will report their progress to the Finance Committee based on periodic intervals. This will be based on an established schedule to ensure the budget is reviewed at the Board of Governors meeting in April 2023.

Principle Nine:

The final Responsibility Centred Management (RCM) model was presented with the 2022-23 Budget. For 2023-24 the budget will be broken down by the four faculties in accordance with the RCM model.

RCM is an activity based model intended to promote stronger linkages to academic goals and priorities. The aim of RCM is to improve financial sustainability by emphasizing AU's strengths in teaching, research and services supporting selected opportunities and innovations.

Principle Ten:

To address uncertainty in the assumptions taken to develop the 2023-24 budget, additional scenarios will be developed and analyzed in order to determine financial risk included in the budget. Development of both budget and forecasted scenarios will help management analyze and **mitigate against financial risk** that could impact AU's operations.

Principle Eleven:

To address the findings of the November 2022 Auditor General of Ontario report on the Value-for-Monday Audit: Financial Management in Ontario Universities, the budget presentation to the board will include:

- a) Budgeted tuition revenue by Faculty and by campus
- b) Projected cashflows
- c) Budget schedule of Ancillary operations



Financial Performance: 2022-23 Forecast

OPEN AGENDA

Meeting Date: January 26, 2023
Action: Information

PREPARED BY:

Kramer Rousseau, Director Financial Services

PURPOSE OF REPORT

To provide the forecast of Algoma University's ("University") consolidated financial results for the year ended April 30, 2023.

RELATED DOCUMENTS

1. [Appendix A - 2022-23 Forecast](#)

STRATEGIC PRIORITY ALIGNMENT

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

BACKGROUND

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

CURRENT STATUS

After evaluating the results for the six months ended October 31, 2022, and discussing year-to-date and projected spending with all budget holders, management has drafted the forecast of the Consolidated Statement of Operations for the year ended April 30, 2023. **Appendix A** shows the forecast compared to the approved budget.

The largest variances to budget are all driven by the favourability in enrolment, which is broken down as follows:

Enrolment (FTE)	22SP		23W Forecast	2022-23 Forecast		Variance	
	Actual	22F Actual		Total	Budget	FTE	Variance %
Domestic Degree	78.0	412.8	415.0	905.8	1010	(104.3)	-10.3%
International Degree	189.1	487.6	600.0	1,276.7	860	416.7	48.4%
International Certificate	729.8	809.3	1,200.0	2,739.1	1250	1,489.1	119.1%
PACE	13.5	326.0	670.0	1,009.5	816	193.5	23.7%
Total	1,010.4	2,035.6	2,885.0	5,931.0	3,936.0	1,995.0	50.7%+

The net surplus is forecasted at \$28.6M, compared to the budget of \$2.5M. The main variances identified in this favourability include:

- \$40.9M increase in tuition driven by favourability in international enrolment, specifically for international certificates.



- \$2.2M decrease in government funding due to increased international student recovery reduction with increased international enrolment
- \$4.1M increase in miscellaneous revenue due to increased interest from short term investments, as well as higher interest earned in our general operating account.
- Salaries and benefits are slightly lower than budget by \$3.3M or 8.4% due to increased vacancies offset by additional part time faculty.
- Advertising and communication costs are higher by \$6.6M compared to budget, due to increased international agent commissions.
- Scholarships and bursaries increased by \$5.0M due to increased international bursaries offered to both certificate and PACE students.
- Operating and research are increased by \$3.9M driven by increase in program delivery fee related to PACE programing, offset by decrease in department spending due to delay in some department specific initiatives.

Overall, the favourability to budget is driven by increased international tuition offset by direct costs related to international enrolment including agent commissions, international bursaries, and PACE program delivery fees.

FUTURE STATUS

Monthly results will be analyzed against both the budget and forecast amounts included in Appendix A. Management will monitor actual results and projections and will determine if any significant events arise that require adjustments to the forecasted amounts.

If there is a significant material event, which was not planned in this forecast, the financial effects of that event will be evaluated and included in a revised forecast to the Risk and Finance Committee and Board of Governors.

ACTION

Not applicable

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

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