

**APPROVED**

MINUTES OF MEETING NUMBER FOUR HUNDRED AND SIXTY FIVE OF THE BOARD OF GOVERNORS OF ALGONQUIN COLLEGE WHICH WAS HELD ON MONDAY, JUNE 13, 2011, AT 5:00 P.M. IN THE ROSSER BOARDROOM, C539, WOODROFFE CAMPUS

|         |                            |            |                                 |
|---------|----------------------------|------------|---------------------------------|
| Present | Michael Dunlop, Chair      | Regrets    | Barbara Farber                  |
|         | Doug Orendorff, Vice Chair |            | John Owens                      |
|         | Denise Amyot               |            |                                 |
|         | Pauline Edmonds            | Vice       | Gerry Barker, Human Resources   |
|         | Veronica Engelberts        | Presidents | Kent MacDonald, Academic        |
|         | Robert Gillett, President  |            | Joy McKinnon, Business          |
|         | Sterling Hartley           |            | Development                     |
|         | Doreen Hume                |            | Duane McNair, Administration    |
|         | William Johnson            |            | Deborah Rowan-Legg, Vice        |
|         | Yusuf Khan                 |            | President, Student Services     |
|         | Louis Lamontagne           | Resource   |                                 |
|         | James McIntosh             | Personnel  | Anna Cobus, Recording Secretary |
|         | Debbie Robinson            |            |                                 |
|         | Valerie Sayah              |            |                                 |

Observers

Eric Agyemang, Student

Jo-Ann Aubut, Chair, Academic Development

Claude Brulé, Dean, Faculty of Technology and Trades

Cinds Chapman, Information Technology Services

Jeanine Chiasson, Conference Account Coordinator, College Ancillary Services

Karen Davies, Dean, Algonquin College in the Ottawa Valley

Marguerite Donohue, Dean, Academic Development

Dave Donaldson, Dean, School of Business

Barb Foulds, Chair, Nursing Studies

Brenda Ghattas, School of Business

David Hall, Communications Officer, Advancement

Murray Kyte, Chair, Business & Technology, Algonquin College in the Ottawa Valley

Russ Mills, Dean, Faculty of Media and Design

Kathryn Moore, Registrar

Mischek Mwamba, Chair, Mechanical & Transportation Building Trades

Nelson Rogers, Program Manager, Strategic Programs and Services Review Project

Andrew Pridham, Chair, Information and Communications Technology Department

Brenda Rothwell, Executive Director, Algonquin College Foundation

Mike Rushton, Director, Physical Resources

Jack Wilson, Faculty, Police and Public Safety Institute

The Chair called the meeting to order at 5:00 p.m. and observed that the meeting was the Annual General Meeting of the Board of Governors of Algonquin College.

**11-38 CONFLICT OF INTEREST DECLARATION**

None.

**11-39 APPROVAL OF PREVIOUS MINUTES**

**RESOLUTION**

MOVED AND SECONDED – Sayah and Engelberts

That the minutes of May 9, 2011, be approved as presented.

CARRIED

**11-40 BUSINESS ARISING**

None.

**11-41 PRESENTATION**

**CAPITAL PLAN UPDATE**

The President noted that the purpose of the presentation was to provide an update on the College's ongoing capital planning efforts. He indicated that the College now is included in Infrastructure Ontario who will be announcing a new ten-year capital later plan in June. The plans will be linked to multi-year strategies developed by each institution. As the government does not fully fund any capital project, the College is developing reserves in order to be able to move forward with its capital investments and is working to refine its projections related to Vision 2020, the Digital, Mobile, and Hybrid plans, and their impacts on applied space.

Mike Rushton spoke to the Ministry of Infrastructure ten-year plan as well as the MTCU "Putting Students First" plan, and provided an overview of the College's long term capital plan submission in June, 2010. Two of seven projects submissions have been funded; however, it is not anticipated that all of the projects will receive capital funding.

The current planning strategy is focused on responding to College needs as based on current and future projections. Workshops are being organized for the internal College Community for August or September. Once there is alignment of all of the College plans, as well as with Ministry and Infrastructure Ontario, recommendations will be presented to the Board of Governors for consideration.

The Chair reminded Governors that capital funding is indeed an area of which Governors should be aware and that appropriate funding of College infrastructure is a topic of importance should Governors have the opportunity to advocate on behalf of the College to government officials.

**Questions/Comments:**

*Governor Orendorff:* Will any of the unfunded projects come forward to the Board in the next year? All of these items will be presented in the context of the next presentation to the Board including funding options, time factors, etc, and will also form a part of the revised Strategic Plan.

**STRATEGIC PROGRAMS AND SERVICES PLANNING UPDATE**

Marguerite Donohue provided an update on the implementation of the Strategic Programs and Services Planning Project subsequent to the recommendations presented to the Board on June 29, 2010. She provided a background overview of the project including the key directions, key strategies, and recommendations for 161 programs/program clusters and 252 services. The priorities of the implementation during 2010/2011 focused on implementing the approved recommendations, establishing service performance metrics, conducting a full review of College services and the College committee structure, as well as establishing a culture of continuous improvement. Work was based on the identified priorities, as well as on initiatives where a collective effort was necessary (i.e. College Programming Strategy). The key directions of learning, student success, quality and continuous improvement were discussed and a summary of the efforts to move in those directions was provided.

Next steps in 2011/2012 will focus on the continued implementation of the programs and service recommendations, collection of data for service performance metrics, a full review of College services, and implementing recommendations from the task groups. Approximately 30 programs will be in development throughout 2011-12, with approximately 10-15 coming forward for Board approval. The College service performance analysis and planning will be forward looking, data driven, transparent and consultative. A final report and recommendations will be presented to the Board of Governors in June, 2012, with periodic status updates throughout the year.

The team was thanked for the excellent work that has been done to date on the project.

**11-42 DECISION ITEMS AND REPORTS**

**PROGRAM APPROVAL: ENVIRONMENTAL TECHNICIAN**

Karen Davies and Murray Kyte presented a proposal to offer an Environmental Technician Ontario College Diploma program effective fall, 2012. The program is designed to meet the current and growing need for skilled entry-level practitioners within the environmental sciences sector. Students would obtain theoretical and extensive practical training in three disciplines of

environmental sciences: biology, chemistry and engineering; and learn to collect, measure, and analyze variables commonly considered in environmental studies. The non-semestered delivery program (NSDP) allows graduates to enter the workforce sooner than those who enrol in a traditional two-year college offering, and students have the opportunity to gain valuable workplace experience through an optional paid co-op placement. Graduates of the program may find entry-level employment in the compliance and promotion sectors as remediation technicians, in the areas of water and wastewater treatment operations as contaminated site assessment technicians, or working within the consulting industry as environmental practitioners.

*Questions/Comments:*

- *Governor Sayah: Why is the co-op placement optional?* The placement is optional due to the cost involved as some students may have to relocate to complete a placement, and there are also certain requirements that not all students will meet such as a the grade level required to be eligible for the co-op placement.
- *Governor Johnson: Is the target of 70-80 students ambitious for a new program, and are there other programs of this type in Ottawa?* There are no similar programs at the Woodroffe Campus at this time; however, there are laddering opportunities. The student enrolment target is ambitious, however, it is felt that the new campus will provide an opportunity to showcase the program and that the employment opportunities in this field will also drive the enrolment.
- *Governor Orendorff: The margin on the program is very good. However, what will occur if Bill 60 takes effect?* That will be dealt with as a College should it occur. The College has been allocating its part time salaries in the partial load category so that will help to mitigate future risk.
- *Governor Amyot: Will the diploma indicate if a student has participated in the co-op placement?* Yes.

**RESOLUTION**

MOVED AND SECONDED – Edmonds and Robinson

That the Board of Governors approve the Environmental Technician Ontario College Diploma program effective fall, 2012, and seek validation of the program title and outcomes from the Credentials Validation Service and approval for funding from the Ministry of Training, Colleges and Universities.

CARRIED

**PROGRAM APPROVAL: PHOTONICS ENGINEERING TECHNICIAN**

Claude Brule and Mischek Mwamba presented a proposal to change the name of the Photonics Engineering Technician Program to the Photonics Laser Technology Program effective Fall, 2012. Responding to the recommendations in the Strategic Programs and Services Planning

Project Report, the Photonics Engineering Technology program will not be offered as a stand-alone program. Instead, it will be part of the Bachelor of Information Technology – Photonics and Laser Technology collaborative degree with Carleton University.

## **RESOLUTION**

MOVED AND SECONDED – Orendorff and Johnson

That the Board of Governors approve the program title change from Photonics Engineering Technology to Photonics and Laser Technology effective Fall 2012 and seek validation of the program title from the Credentials Validation Service.

CARRIED

## PROGRAM APPROVAL: INDUSTRIAL MILLWRIGHT

Claude Brule and Mischek Mwamba presented a proposal to offer the Mechanical Technician – Industrial Millwright Ontario College Diploma program. The program is to be offered off-shore to Algonquin College students based in Saudi Arabia. The program systematically prepares graduates to diagnose, install and maintain complex plant machinery. Students have the opportunity to develop practical skills and safe working practices in the use of machinery, tools and precision measuring instruments. They are able to apply communication, documentation and team work skills to support the activities of an organization. The program features a balance of theoretical and hands-on training, including the opportunity to work on individual and group projects. Graduates of this program may find employment as millwrights in industries such as hydro/nuclear installations, mining, manufacturing, steel, oil rigging, printing and pharmaceutical.

Questions/Comments:

- *Governor Amyot: The proposal refers to male students. Does this mean females are not able to take the program?* CADRE is a male-only College in Saudi Arabia. While the College has many partnerships in a number of countries, the Saudi culture is more male-focused in terms of education. However, the College does influence both male and female Saudi students to come to Canada and will continue to support offering educational opportunities to both. The Chair observed that it is the Board's sentiment that the College is happy to offer education to both females and males, however, in these contracts, the government of the Country sets the terms and conditions.
- *Governor Edmonds: Would CADRE accept women to participate in the program quality review process?* That discussion has yet to occur; however, one female faculty member is presently teaching language training at CADRE.

- *Governor Johnson: If the student targets are not met, how will it affect the College? The contract is for a five year period and it is the responsibility of CADRE to attract its students. There is no financial risk to the College.*
- *Governor Orendorff – Does the College have a different target for contract activity? The Board has not had this discussion. Because there are no infrastructure costs, we cannot equalize the contributions. However, we generally build contracts with a 25% contribution, recognizing that it is a competitive market place and the pricing has to be inline with the price and quality of the range of similar programs offerings.*

The Chair concluded the discussion by noting that perhaps further discussion regarding circumstances which outweigh financial benefit could be part of an upcoming Board retreat in the fall.

## **RESOLUTION**

MOVED AND SECONDED – Johnson and Hartley

That the Board of Governors approve the Mechanical Technician – Industrial Millwright Ontario College Diploma program effective Fall 2011 and seek validation of the program title and outcomes from the Credentials Validation Service.

CARRIED

2 Abstentions – Sayah & Amyot

1 Against - Khan

## **PROGRAM APPROVAL: INTERNATIONAL BUSINESS MANAGEMENT**

Dave Donaldson presented a proposal to offer an International Business Management Ontario College Graduate Certificate program that will appeal to individuals who want to add an international business management component to their expertise. The certificate provides in-depth understanding of the versatile international management skills and knowledge required for the growing demand for International Trade Professionals by both Canadian and foreign businesses. By completing the International Business Management program, students meet the academic requirements needed to apply for the Certified International Trade Professional (CITP) designation granted by the Forum for International Trade Training (FITT). One year of relevant work experience is also required for the designation.

### *Questions/Comments:*

- *Governor Hartley – What is the reason for such a positive cash contribution? This is due to launching the program on a small scale and also that the grant takes effect after just two years.*
- *Governor Dunlop – Are we comfortable with this number of students? We have taken a conservative approach. It is expected that many of the students will be international. Should demand exceed expectations, an additional intake would be added.*

- *Governor Orendorff – What is the hybrid component of this program?* The 20% hybrid target has been met and it is the College's intention to convert the course to a fully online format as well.
- *Governor Edmonds – Is there a work placement component in this program?* Yes. There is a nine-week placement upon completion of the 30-week program.

## RESOLUTION

MOVED AND SECONDED – Amyot and Edmonds

That the Board of Governors approve the International Business Management Ontario College Graduate Certificate program effective Winter 2012 and seek validation of the program title and outcomes from the Credentials Validation Service and approval for funding from the Ministry of Training, Colleges and Universities.

## REPORT OF THE AUDIT COMMITTEE

Governor Johnson, Chair of the Audit Committee, provided a report on the meeting held on June 13<sup>th</sup>. Topics of discussion included the management letter and audit findings report, 2010/2011 financial statements, transfer of operational funding to internally restricted funds, procurement review internal audit, payment card industry data security standards review internal audit, endowment fund report, proposed amendments, internal audit topics for 2011/2012, and the appointment of auditors.

The Audit Committee received reports on the internal audits as well as the endowment fund. Management will return to the Committee in November, 2011, with a response and recommendations related to the findings of the report.

### *Questions/Comments:*

- *Governor Sayah: How did the College perform in the results of the internal audit studies?* Some inefficiencies were evident; however, overall there were few errors. Management has identified areas of strengthening in some of its systems as a result of the review. No materiality or risk was identified in either of the reports.

## RESOLUTION

MOVED AND SECONDED – Hume and Orendorff

That KPMG be reappointed as the College Auditors for the 2011/2012 fiscal year.

CARRIED

**RESOLUTION**

MOVED AND SECONDED – Khan and Amyot

That the Board of Governors approve the transfer of operational funds in the amount of \$3,548,533 to internally restricted funds for future capital requirements.

CARRIED

**FOURTH QUARTER FINANCIAL RESULTS & AUDITED FINANCIAL STATEMENTS**

D. McNair presented an overview of the 2010/2011 fourth quarter financial results as well as the 2010/2011 audited financial statements. The College realized a positive net contribution of \$7,305,896 for the year ending March 31, 2011, as noted on the Statement of Operations on page 4 of the 2010/11 audited financial statements. A summary of appropriations and specific reserves was provided, as well as the explanation of Q4 variances from the 2010/2011 approved budget.

**RESOLUTION**

MOVED AND SECONDED – Hartley and Lamontagne

That the Board of Governors approve the 2010/2011 audited financial statements.

**ENDOWMENT FUND PERFORMANCE**

D. McNair reported that the investment performance for the fourth quarter of 2010/2011 was above the relevant benchmarks established in the investment policy with a gross return of 3.56% compared to the benchmark return of 3.11%. For the fiscal year to date March 31, 2011, the portfolio achieved a gross return of 9.79% versus a benchmark of 13.2%. The asset value of the fund has now exceeded \$15M.

The report was received as presented.

**APPROVAL OF BY-LAW#3**

The Chair observed that at the Board of Governors meeting held on December 13, 2010, the Board received a recommendation from the Board of Governors Electoral Committee to change the level of support for internal election campaign costs from \$40 to \$100 as the amount had not been adjusted in a number of years. It was agreed that the matter would be forwarded to the June meeting of the Board (the Annual General Meeting) for a formal motion and approval.

**RESOLUTION**



MOVED AND SECONDED – McIntosh and Engelberts

That the Board of Governors approve the amendments to By-Law #3, Election of College Constituents to the Board of Governors.

CARRIED

### 2011/2012 BUSINESS PLAN

The President spoke to the 2011/2012 Business Plan and indicated that the Business Plan would be submitted to the MTCU by June 30<sup>th</sup>, once received by the Board of Governors.

Questions/Comments:

- *What is the modular format identified on page 11?* The purpose of this goal is to modularize curriculum so that should a student not succeed in a portion of his/her curriculum, credit recovery options can be offered in an effort to assist the student's success and ultimately student retention.
- *Governor Sayah: What is the ratio of full time to part time staff?* The ratio is 60/40 of full time to part time faculty. As the College continues to grow it continues to target a 70/30 ratio.

The report was received as presented.

### REPORT OF THE GOVERNANCE COMMITTEE

Governor Hartley, Chair of the Governance Committee, reported that the committee met on June 9<sup>th</sup> to discuss the Board of Governors Bylaw review that will commence in the fall, as well as the Board Officers and Committee Members for 2011/2012. Governor Orendorff was commended for his work done to date with respect to the policy review. An action plan is under development and will be presented to the Governance Committee in October, 2011.

### **RESOLUTION**

MOVED AND SECONDED – Hartley and Sayah

That the Board of Governors approve the 2011/2012 slate of candidates as follows:

#### Board Executive

|                             |                |
|-----------------------------|----------------|
| Chair                       | Michael Dunlop |
| Vice Chair                  | Doug Orendorff |
| Chair, Audit Committee      | Doreen Hume    |
| Chair, Governance Committee | Jim McIntosh   |

Audit Committee

|                    |                             |
|--------------------|-----------------------------|
| Chair              | Doreen Hume                 |
| Chair of the Board | Michael Dunlop              |
| President          | Robert Gillett (ex officio) |
| 3 External Members | Doug Orendorff              |
|                    | Barbara Farber              |
|                    | Louis Lamontagne            |

Governance Committee

|                    |   |
|--------------------|---|
| Chair              | Jim McIntosh                                    |
| Chair of the Board | Michael Dunlop (ex officio)                     |
| President          | Robert Gillett (ex officio)                     |
| 4 Governors        | Doug Orendorff                                  |
|                    | Denise Amyot                                    |
|                    | Vacant (2 positions to be filled in fall, 2011) |

CARRIED

BANKING OFFICERS**RESOLUTION**

MOVED AND SECONDED – Johnson and Khan

that for banking purposes, the following are the officers of Algonquin College of Applied Arts and Technology, effective June 13, 2011:

**THE BOARD OF GOVERNORS OF ALGONQUIN COLLEGE OF APPLIED ARTS AND TECHNOLOGY**

| POSITION   | CURRENT INCUMBENT |
|------------|-------------------|
| Chair      | Michael Dunlop    |
| Vice Chair | Doug Orendorff    |
| Secretary  | Robert Gillett    |
| Treasurer  | Duane McNair      |

**SENIOR OFFICIALS OF THE COLLEGE**

| POSITION                             | CURRENT INCUMBENT |
|--------------------------------------|-------------------|
| President                            | Robert Gillett    |
| Vice President, Academic             | Kent MacDonald    |
| Vice President, Administration       | Duane McNair      |
| Vice President, Business Development | Joy McKinnon      |
| Vice President, Human Resources      | Gerry Barker      |

Vice President, Student Services  
Director of Finance  
Manager, Finance and  
Administrative Services

Deborah Rowan-Legg  
Vacant  
Sally Clarke

CARRIED

### **11-43 REPORT OF THE CHAIR**

The Chair reported the following:

- The new members of the Board of Governors effective September 1, 2011, are Lynne Clark, Kathryn Leroux, Mark Sutcliffe, Jeanine Chiasson, Andy Pridham, Eric Agyemang. An orientation session will be planned for all new and existing governors in late summer, prior to the beginning of the fall term.
- The Board will hold a mini-retreat in December, rather than in September as has been the practice for the past number of years.
- Governors who recently attended the ACCC Conference in Edmonton include: Governors Sayah, Khan and Orendorff. Each of the individuals spoke about their experience at the conference. The College had award winners in three of six categories at the ACCC awards; no other Canadian Colleges had as many wins as Algonquin. The next conference will be held in June, 2012, in Halifax, and will host the internal education community.
- Governor Lamontagne recently had the opportunity to attend the Discovery 2011 Conference on behalf of the Department of Foreign Affairs. He spoke to his experience indicating that the College was present at the conference and congratulated the students, as well as Mark Hoddenbagh, Director of Applied Research and Innovation, for doing a great job of representing the College.
- Feedback received from Governors related to the May 9 visit to the Pembroke Campus was very positive.
- Feedback received from Governors' evaluation of the Board for the past year was overall positive with the following noted as areas of focus for 2011/12: board mandate/agenda, in camera sessions, length of presentations, role of the board in setting parameters and selection of new governors.
- Correspondence received in the Board office included:
  - o An email received from a recent retiree passing on her thanks to the Board of Governors for having the courage and energy to provide the leadership that it does, and to the President and Senior Management for providing their leadership.
  - o A letter received from Mr. K. Kalayanasundaram regarding the Academic Assistance for Adults with Developmental Disabilities Program requesting that the College correspond with the Ministry regarding additional support for the program. The Chair responded indicating that the College has advocated with

the MTCU to the best of its ability on numerous occasions and that as space is reallocated at the College, there may be an opportunity to look at alternative space for the students in the program. A copy of the letter is available in the Board Office for review upon request.

- A heartfelt and generous letter from Governor Johnson to both the President and College Foundation recommending that the College seek a naming opportunity to recognize the contributions of the President. The Chair noted that this is not an appropriate activity at the current time giving the ongoing capital campaigns, and that the recommendation will be raised at a future opportunity in recognition of the President's contribution to education at both Algonquin College and in the community.
- The Chair presented plaques of appreciation to outgoing Governors Sterling Hartley, Bill Johnson, Veronica Engelberts, Valerie Sayah, and Yusuf Khan in recognition and thanks for their contribution and support to the Board of Governors and the College.

#### **11-44 REPORT OF THE PRESIDENT**

The President reported the following:

- The draft annual report will be submitted to the Ministry in draft format in July; the final version will be presented to the Board of Governors in October, 2011.
- The Ministry will make its capital plan announcements on June 20<sup>th</sup>.

#### **11-45 MANAGEMENT SUMMARY REPORT**

The President spoke to the new format of the monthly management summary which is aligned to the eight areas of focus in the 2011/2012 budget and business plan including:

1. Recruitment
2. Enrolment
3. Retention
4. Graduation Rate
5. Mobile Learning
6. Online College
7. Employee Development
8. Financial Sustainability

No feedback was received related to the revised format and as such, it will be used for monthly management summary reports to the Board in 2011/2012.

The complete Management Summary Report is available online at [www.algonquincollege.com](http://www.algonquincollege.com).

**11-46 OTHER BUSINESS**

None.

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Michael Dunlop, Chair

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Anna Cobus, Recording Secretary