

APPROVED

MINUTES OF MEETING NUMBER FOUR HUNDRED AND SIXTY EIGHT OF THE BOARD OF GOVERNORS OF ALGONQUIN COLLEGE WHICH WAS HELD ON MONDAY, NOVEMBER 14, 2011, AT 5:00 P.M. IN THE ROSSER BOARDROOM, C539, WOODROFFE CAMPUS

Present	Michael Dunlop, Chair	Regrets	Louis Lamontagne
	Doug Orendorff, Vice Chair		John Owens
	Eric Agyemang		Barbara Farber
	Denise Amyot		
	Jeanine Chiasson		
	Lynne Clark		
	Pauline Edmonds (teleconference)	Vice	Gerry Barker, Human Resources
	Robert Gillett, President	Presidents:	Kent MacDonald, Academic
	Doreen Hume		Joy McKinnon, Business
	Kathryn Leroux		Development
	James McIntosh		Duane McNair, Administration
	Andrew Pridham		Deborah Rowan-Legg, Student
	Debbie Robinson		Services
	Mark Sutcliffe	Recording	
		Secretary	Anna Cobus
Observers	Jo-Ann Aubut, Acting Dean, Academic Development		
	Claude Brulé, Dean, Faculty of Technology and Trades		
	Jennifer Daly-Cyr, Acting Director, Strategic Programs & Services Planning Project		
	Cathy Dempsey, Director, Finance & Administrative Services		
	Barbara Foulds, Acting Dean, Faculty of Health, Public Safety & Community Studies		
	Russell Mills, Dean, Faculty of Arts, Media & Design		
	Doug Ouderkirk, Director, Academic Operations & Planning		
	Brenda Rothwell, Executive Director, Foundation		
	Michel Savard, Dean, School of Hospitality and Tourism		
	Mike Sparling, Director, Information, Institutional Research and Technology Services		
	Doug Wotherspoon, Executive Director, Advancement		

The meeting was called to order at 5:01 p.m.

11-62 CONFLICT OF INTEREST DECLARATION

None.

11-63 APPROVAL OF THE PREVIOUS MINUTES

RESOLUTION

MOVED & SECONDED – Hume and McIntosh

That the minutes of October 11, 2011 be approved as presented.

11-64 BUSINESS ARISING

None.

11-65 PRESENTATIONS**STRATEGIC PLANNING UPDATE**

Doug Wotherspoon presented an update on the development of the strategic plan including a summary of the community engagement which has occurred to date. Guidance was provided on the definition and creation of mission and vision statements and it was noted that the Colleges overarching values of caring, learning, integrity and respect are deeply engrained in the College culture and do not require revision. An overview of directions to date was presented which reinforced the “connected” brand position, as well as an overview of some of the various scenarios which are under discussion that focus on areas such as growth vs. no growth, attainment vs. access, etc. Lastly, areas for consideration including applied education, services, resources, technology and people were reviewed, as well as the timelines for the draft presentation to be presented to the Board of Governors for review and possible approval on December 12th.

Questions/Comments:

- *The Board Chair recognized that the purpose of the presentation was to provide an overview of what has been emerging from the consultation process to date and a preview of what will come before the Board for debate on December 12th. He indicated that Governors will receive the document in advance of the meeting and will be asked to review in preparation for the December 12th discussion.*
- *Governor Agyemang inquired about the methods used to engage the students, recognizing how difficult it could be to engage students in such a process. To date, a series of workshops have been held with students through the Students’ Association, as well as at random with any student who has expressed an interest. In addition, a formal presentation will be made at a student forum. Approximately 75 students have been actively engaged in the conversation to date.*
- *Governor Amyot: Do we expect any dissonance among stakeholders? Yes. It is expected even amongst Board members; however it will be a healthy conversation that must occur.*
- *President Gillett encouraged Governors to visit the Strategic Plan website at <http://www2.algonquincollege.com/vision-2020/> to read the feedback that is being received from cross-college and departmental consultation sessions.*

- *Governor Orendorff: The Board last saw a vision 2020 document in March. How does the Board and to what degree should the Board be involved in the key decisions? There are quite a number of discussions which are ongoing. Does the Board get involved in this process or should they? That depends on the Board's level of comfort in terms of the depth to which it becomes involved prior to having a formal document for consideration. The level of depth could be significant and the Board will have to provide guidance on that.*
- *Governor Orendorff: At which point does the discussion occur as to the path we are on and how much we want to differentiate our vision and mission statement? For example:*
 - o *Enrolment – to what degree have we been rigorous on job opportunities, etc./growth;*
 - o *Access – would place opposite to demand driven;*
 - o *International – what is the discussion and what are the implications of it?*
 - o *Competitive advantage in Ottawa – how can we take advantage of the Federal Government and military?*
 - o *Colleges Ontario and Integration of Colleges – how can we award credentials out of Algonquin with other educational institutions?*

What does the future look like, how do the pieces fit together and how does the board fit into those discussions so it understands what the choices are and how to move the College forward? There is general agreement that the College bears responsibility to be a comprehensive institution and to be more demand driven, but not driven solely by student demand. Conversations have taken place surrounding international growth and we do see a need to significantly increase and create international relationships; there are a series of options on the table from an international perspective. In terms of program mix and being a polytechnic institution, we know that our greatest set of competitors are universities and 85% of our population comes from the national capital region. Therefore, there is agreement about capitalizing on our competitive advantage in the Ottawa, Perth and Pembroke areas, recognizing that the College needs to create centres of excellence and specialization in a forthright and deliberate manner while meeting the needs of Ottawa and area. Lastly, while we feel that we do embrace our applied education model, we feel we must go about creating even richer applied educational experiences for our students, making it our core differentiation position.

- *The President noted that it is difficult in a Board discussion of this nature to understand the resulting effects of chosen directions and that he felt it would be best to bring recommendations to the Board with a discussion of ripple effects so that a better understanding will develop. For example, in order to determine which programs to enter or exit, we must determine what sector of the economy we will no longer be serving. Our responsibility is to bring to the Board, a summary of what we believe are the best directions in a time of fiscal constraint and uncertainty, and that may have to evolve as governments put their "stakes" in the ground.*
- *The Chair noted that he views the Board as having three roles: (1) to listen and understand how the recommendations came about, (2) to ask questions as stakeholders such as why and how certain directions were considered and (3) when all is complete, vote on the plan and make it the Board's own.*

- *Governor McIntosh added that it may be helpful to provide information that was dismissed due to discussion and/or research.* It was agreed that this would be helpful information.
- *Governor Amyot inquired as to whether it is possible to receive benchmarking on Algonquin is comparison to other institutions.* To a degree it is possible to provide benchmarking; however, there is also a lot of history as to why decisions were taken that is not available for review.
- *Governor McIntosh: What do we foresee as the timelines for dealing with this?* The Chair replied that the most optimistic timeline would be that the Board comes to an agreement during the first half of the retreat in December; however, this may not be possible and, if not, the Board will have to come back together at a meeting in January or February to come to an agreement. Up to five hours has been allotted for this discussion in December and we will remain hopeful that the plan can be adopted in this timeframe.
- *Governor McIntosh: Will the plan then be approved as a draft so we can get feedback on it?* The Chair replied that the engagement and feedback exercise to date has been exhaustive in terms of gathering input. There will be last minute opportunities but the plan will be released as a high level strategy. The President added that if there are major changes in direction, the plan could be approved in principle and input from the community sought. Alternatively, a conversation could take place once the Board sees the report as to whether there is a level of comfort that this has been sufficiently digested by the community and whether or not there is a need for further input. Also, the factor of government uncertainty remains and therefore the document may have to evolve further between January and March depending on the directions that the Ministry imposes. It should be noted that this plan will drive the preparation of the 12/13 business plan and budget.
- *Governor Leroux: Who will be participating at the meeting in December?* Most of the senior team will be participating in December; however, Governors are encouraged to send questions in advance so that they can be properly addressed.

STRATEGIC PROGRAMS & SERVICES PLANNING UPDATE

Kent MacDonald introduced Jennifer Daly-Cyr who has been appointed as the acting Director of Strategic Services and Services Planning. Jennifer provided an update on the activities that have occurred since the last report to the Board on June 13, 2011.

The 2011-2012 priorities for the implementation and the SPSP effort include providing an update on program recommendations, conducting a full review of College services, establishing a culture of continuous improvement, and aligning with strategic enrolment management, strategic planning and business intelligence. The programs review update will become part of an annual process and will align reporting with other key strategic and data collection efforts of the College. The services review is underway with the performance measures identified and in place. Baseline data is being collected and data analysis and outcome will be delivered to the Board of Governors in June, 2012.

Questions/Comments:

- *Governor Robinson: Which services are being reviewed?* All services across the College. For example, student services will be reviewed in terms of what services they offer, what data can be collected on those services, and how those services serve our current and potential students, as well as how they align with program offerings.
- *The Chair requested that the Board receive a snapshot of phase one recommendations in terms of where we are at in terms of existing/adjusting/improving programs, as well as with the introduction of new programs.* It was noted that this could be done as a full cycle has now passed, and that it would be provided to the Board as soon as possible.

KPI UPDATE

Joy McKinnon provided an overview of the Key Performance Indicators (KPIs) on which the College is evaluated and receives funding for its results on an annual basis. She provided an overview for the purpose of KPIs which were established in Ontario in 1998. The College's KPI performance is based on 8 questions which are embedded into four surveys in the areas of student satisfaction, graduate outcomes, employment and satisfaction, employer satisfaction and graduate rate.

In terms of the 2010-11 KPI results, the College ranked as follows amongst the 8 large Ontario Colleges: #1 for student satisfaction (non funded measure), #2 for graduate employment, #3 for graduate satisfaction, and #7 for employer satisfaction.

There is a sense of concern around the challenges of the KPIs since they have been around since 1998 and have not substantively changed, yet Colleges have evolved considerably. It is therefore felt that the KPIs may not be representative of what Colleges should be evaluated on. Other factors for consideration are that larger, urban Colleges tend to fair more poorly on survey results and it is often due factors such as campus space, green space, class sizes, etc., all of which are impacted in larger urban Colleges.

The Ministry has announced that Colleges can expect changes to the KPI measures. Last year, sixteen new measures were identified for the Multi Year Accountability Agreements and it is expected that some of those measures could be brought forward.

Questions/Comments:

- *Governor Leroux: What is the different between funded and non funded measures?* The College receives government funding based on its rank amongst the four funded measures.
- *Governor Leroux: What is the sample size for the employer satisfaction survey?* The size is very small.
- *The President noted that a scale of 1 to 5 is used for scoring KPIs, and that the middle score is considered as a negative rather than neutral which therefore negatively affects the College. There are corrections to be made to the survey model.*
- *Governor Agyemang: Indicated that he has completed the KPI survey as a student and inquired as to whether consideration has been given to providing an online option for*

- completing the survey.* While the College would agree with an online approach, much of the survey administration is controlled by the Ministry which does not permit this.
- *Governor Edmonds: Is this ranking comparable with the previous year?* There has not been significant change. Algonquin is still leading amongst the large Ontario colleges.
 - *Governor McIntosh indicated that while it is good news that the College scores well on its KPI results, he asked to what degree they are valuable to the Board in terms of how the College is progress.* It was noted that this is one reason that the MTCU is looking at additional indicators which would allow the results to be more valuable to stakeholders including the Board and the Ministry.
 - *Governor Hume: What is the maximum funding incentive the College can receive with respect to its rankings?* The funding envelope this year is \$16M, of which the College received a share of \$1.4M based on its results. Generally the College has received in the range of \$1.2M to \$1.4M for the past five years.
 - *Governor Agyemang: One area where the numbers are low is in the graduation rate; however, there is debate about how that number is calculated. What are some of the issues that we have identified that result in such a low ranking, and what are we doing to ensure we are doing better in this area?* This is a formula that the College must follow based on ministry guidelines. The Ministry conducted a study last December in terms of how Colleges are interpreting the guidelines. We hope that we will see changes in the calculation model that will better reflect how successful we are at helping students to achieve and attain. One thing we would like to see is that the Ministry does the calculation so that graduation rates are more accurately reflected.

11-66 DECISION ITEMS AND REPORTS

SECOND QUARTER FINANCIAL REVIEW

Duane McNair presented the results of the second quarter financial review. The financial report reflects the projected revenue and expenditures using the most current information available from deans, directors, chairs and managers throughout the College. The forecast shows a projected increase in the net cash flow position from \$1.0 million to \$3.7 million before expenditures from internally restricted funds. Although the revenue forecast is up overall, fulltime post-secondary and part-time tuition fees are down due to actual enrolment coming in lower than originally projected. Enrolment is the driver for tuition fee revenue and therefore, it is an important element for future planning purposes.

The College did receive welcome news on the revenue front after the budget was approved including a new Enrolment Bridging Grant of \$0.8 million. Investment income is also anticipated to be higher than originally budgeted due to transferring more funds from shorter term to longer term investments. Current estimates based on an analysis of expenditures shows that some budgets may achieve in-year savings and these savings have been reflected in the revised expenditure forecasts.

Salaries and benefits are forecast to be \$3.3 million lower than originally budgeted due to various reasons including lower enrolment, vacancies, sick leave and the labour disruption.

In terms of the funded positions report, adjustments have been made to reflect new positions eliminated, transfers, etc. Accordingly, there are minor differences in the staff complement, and an increase in the total staff complement of two positions.

Questions/Comments:

- *Governor Leroux: What are internally restricted funds?* These are reserve funds which would be equivalent to the equity of a private company. They are generally funds which have been reserved for long term capital expansion, as well as for appropriations and specific reserves (shorter-term projects).
- *The Chair noted that the College will never have a surplus in its basic operations and that it would not be sustainable without ancillary services.*
- *Governor Edmonds: The report noted labour savings due to the support staff strike. What were the additional expenses due to the strike?* The savings were gross salary savings which were offset by other expenses in additional costs due to the labour disruption.

RESOLUTION

MOVED AND SECONDED – Sutcliffe & Chiasson

That the Board of Governors approve the report as presented.

CARRIED

BUSINESS PLAN UPDATE

The President spoke to the status of the 2011-12 business plan goals and objectives and noted that the plan is progressing well and that the vast majority of the goals will be completed by the year end, with the exception of some areas of concern which have been noted in the report.

Questions/Comments:

- *Governor Orendorff: At what point will the Board receive an indication of the achievements against the target statements in each of the 8 priority areas?* At the next report in February, some of the results will be available, and others will be reported at the year end.
- *The Chair observed that a number of goals which are delayed or are at risk appear to be IT related.* The College has commissioned an ICT Study and Michael Sparling has been newly appointed to lead the area of Information, Institutional Research and Technology Services. A plan is now being built to execute on the strategy and will be presented to the President's Executive Committee on November 16th. Progress is now being made in this area.
- *The President suggested that the Board may wish to receive an update on what was learned in the ICT and Business Intelligence reports.*

- *Governor Leroux: Observed that she is amazed at the number of projects which are ongoing and the progress that is being made. She inquired as to whether she could review the College Marketing Plan as outlined in the report. It was noted that it will be shared once it is reviewed by the Strategic Enrolment Management Committee.*
- *Governor Amyot: Observed that the fundraising goal of \$1M gifts in kind is at 2.24% and questioned if this is of concern. It is expected that this goal will be met.*
- *The Chair noted that the fundraising campaign for the Perth Campus may be in jeopardy and asked governors to encourage anyone that they may know in the area to support the College in Perth.*

GOVERNANCE COMMITTEE REPORT

Governor McIntosh, Chair of the Governance Committee, reported that the Committee met on October 20th to discuss the board policy and bylaw review, succession planning for the board, and governor term renewals.

Governor Orendorff, in conjunction with a College consultant, has completed a first review of 30 Board policies, with 24 of the policies recommended for rescinding, and the remainder to be revised. A number of new policies are also recommended for development, as well as a new bylaw. It is anticipated that a package of information will be brought to the Board in February in this regard, with all of the changes to be approved at the Board's Annual General Meeting in June, 2012.

No conclusion was reached with respect to succession planning for the Board of Governors. The Committee will continue to review how best to balance the board, its recruitment methods and mix of Governors.

Two Governors terms have come up for renewal and the Committee recommends that the names of Governors Hume and Lamontagne be submitted to the Lieutenant Governor in Council for consideration of a reappointment to the Board of Governors for a three-year term.

RESOLUTION

MOVED AND SECONDED – McIntosh and Orendorff

That the Board of Governors forward to the Lieutenant Governor in Council, the names of Governors Hume and Lamontagne for consideration of a reappointment to the Board of Governors for a three-year term beginning in September, 2012.

CARRIED

REPORT OF THE AUDIT COMMITTEE

Governor Hume, Chair of the Audit Committee, reported that the Committee met prior to the Board meeting and received the audit plan from KPMG. She noted that a selection committee will be formed and an RFP for audit services beginning in 2012-2013 will be undertaken; however, the Chair noted that as a result of a conflict of interest, she will not participate in the process whatsoever.

Other topics of discussion at the meeting included a response to the management letter received by the Committee in June 2011, as well as an update on the internal audits. Lastly, the Committee agreed to review its terms of reference.

RESOLUTION

MOVED & SECONDED – Hume & Robinson

That the report of the Audit Committee be accepted.

CARRIED

11-67 REPORT OF THE CHAIR

The Chair reported the following:

- The Board's Annual Christmas Dinner will be held on Monday, December 12th following the Board Retreat and Meeting. Invitations were sent to all current and former Governors.
- The Fall Convocation ceremony was held on Tuesday, October 26th at the National Arts Centre. Governors Agyemang, Clark, Leroux and Pridham attended the ceremonies.
- The annual Governor Orientation Program and Colleges Ontario Higher Education Summit will take place in Toronto as well as a Board Chair and Vice Chairs planning meeting. Many of the new Governors will be attending the Orientation, and a number of Governors will also be attending the Conference.
- No correspondence has been received in the Board office since October.
- Feedback received from the October meeting of the Board was generally positive, with the exception of a comment about material not being sufficiently received in advance of the meeting as well as information being illegible on page two in the Strategic Plan update. Both comments were taken under advisement and every effort will continue to be made to ensure that Governors receive information well in advance of each meeting. Governors were encouraged to send meeting feedback via email to Anna Cobus following the meeting if time does not permit the completion of the feedback form at the meeting.
- All Governors were invited to attend the opening of the ACCE building on Tuesday, November 22nd beginning at 4:00 p.m.

11-68 REPORT OF THE PRESIDENT

The President reported the following:

- With the recent Cabinet shuffle, Glenn Murray has been named the Minister of Training, Colleges and Universities.
- No news has been received on the implementation of “Putting Students First”.
- The economic situation both in Ontario and globally is of concern in terms of funding and tuition for the future. The economic update at the end of the month may give some implication of the plans that the government will be putting in place to address the deficit and the debt situation. These challenges will be addressed as part of our Strategic Plan development. Firm details are not expected until the March budget.
- The Corporate and Community Social Responsibility Conference will take place on November 15th and is sold out. Two Board members are able to attend.
- As indicated in the Management Summary Report, final work is being completed on the ACCE and Perth buildings. All deficiencies are expected to be completed by Christmas. Work on the Student Commons and the new Pembroke Campus are both on time and budget. A number of options are being pursued related to the disposal of the existing campus and surrounding properties in Pembroke and the Board will be kept informed as developments occur.
- The College is in discussions with Infrastructure Ontario about future campus development from both a physical as well as a technological infrastructure perspective.
- There will be further opportunities for the development at the Centrepointe site as the new station is built and the parking garage is added in addition to the two other building lots on the West side of the ACCE building. The College is fully linked with the City on these developments and is exploring with the province how AFP options could be examined for expansion at this site.
- The College is also examining capacity challenges of the Woodroffe campus in terms of the next 30 to 50 years and whether the College should be acquiring land in other areas of the City for future campus development. As these issues get more fully developed, a presentation will be made to the Board about some of the options for the future.

Questions/Comments:

- *Governor Orendorff: Did the train track in Pembroke get moved?* It has been cleared and we are proceeding with an overpass at this time. There is confidence that the tracks will disappear and all clearances for the road will come.
- *Governor Orendorff: Will the report on Advisory Committees be presented to the Board this year as per board policy?* All information has been received for last year and it will be presented to the Board when time permits on a future agenda. Discussions are underway at this time regarding whether we are maximizing the use of advisory committees.

11-70 **MANAGEMENT SUMMARY REPORT**

The management summary report is available online at www.algonquincollege.com/board. The report was accepted as presented.

RESOLUTION

MOVED AND SECONDED – Leroux and Amyot

That the Board of Governors move In Camera for a discussion at 6:20 p.m.

Michael Dunlop, Chair

Anna Cobus, Recording Secretary