

APPROVED

MINUTES OF MEETING NUMBER FOUR HUNDRED AND SEVENTY ONE OF THE BOARD OF GOVERNORS OF ALGONQUIN COLLEGE WHICH WAS HELD ON MONDAY, MARCH 12, 2012, AT 5:00 P.M. IN THE ROSSER BOARDROOM, C539, WOODROFFE CAMPUS

Present	Michael Dunlop, Chair Doug Orendorff, Vice Chair (tele-conference) Eric Agyemang Denise Amyot Jeanine Chiasson Lynne Clark Pauline Edmonds Barbara Farber Robert Gillett, President Doreen Hume Kathryn Leroux Louis Lamontagne James McIntosh	Regrets	John Owens Andrew Pridham Mark Sutcliffe
		Vice Presidents:	Gerry Barker, Human Resources Kent MacDonald, Academic Joy McKinnon, Business Development Duane McNair, Administration Deborah Rowan-Legg, Student Services
		Recording Secretary	Anna Cobus
Observers	Jo-Ann Aubut, Acting Dean, Academic Development Fred Blackstein (teleconference) Claude Brulé, Dean, Faculty of Technology and Trades George Cole, Ombudsman Jennifer Daly-Cyr, Acting Director , Strategic Programs & Services Planning Project Cathy Dempsey, Director, Finance & Administrative Services Dave Donaldson, Dean, School of Business Karen Foster, Director, Ancillary Services Barbara Foulds, Acting Dean, Faculty of Health, Public Safety & Community Studies Mark Hoddenbagh, Director, Applied Research and Innovation Peter Larock, Acting Dean, Faculty of Arts, Media and Design Kevin Latimer, Director, Labour Relations Glenn MacDougall, Director, Learning and & Teaching Services (teleconference) Doug Ouderkirk, Director, Academic Operations & Planning Judy Puritt, English Professor, School of Business Brenda Rothwell, Executive Director, Foundation Michel Savard, Dean, School of Hospitality and Tourism Mike Sparling, Director, Information, Institutional Research and Technology Services John Tattersall, Director, Physical Resources Kane Van Ee, Algonquin Times		

12-09 CONFLICT OF INTEREST DECLARATION

None.

12-10 APPROVAL OF THE PREVIOUS MINUTES**RESOLUTION**

MOVED & SECONDED – Amyot and Clark

That the minutes of February 13, 2012, be approved as presented.

12-11 BUSINESS ARISING

Governor Leroux observed that there is no work term included in the Not for Profit Sector Management Program because it is anticipated that students will already be working in the industry; however, she also observed that there is no prerequisite for students to be working in the field in order to be admitted into the program, and inquired if there is a contingency plan in this regard which would provide students with an opportunity for work experience. K. MacDonald indicated that there is currently no requirement; however, it is something that could be considered in moving forward with the revised 2012-2017 Strategic Plan.

12-12 PRESENTATIONS**SUCCESSION PLAN UPDATE**

Gerry Barker provided an update on the College's succession planning and leadership development initiatives.

Three levels of the Leadership Development program have been developed and implemented to date, with the most recent being the Level Three program which was developed and delivered by the individuals who have attended the Harvard Leadership Development programs. The Level Three program includes participants being tasked with reviewing College-specific issues and presenting their findings and recommendations to the President's Executive Committee. The groups have embraced this challenge and in fact, the Level Two group has also requested to undertake the same task.

Each of the levels incorporates the College's leadership behaviours. Feedback to date has been positive and has led to sharing the model with several other Colleges, the College Employer Council, and the Human Resources Coordinating Committee.

With respect to critical positions, at this time last year there were approximately 6 or 7 positions identified as critical. At this time, only two of those positions are now considered critical, and succession plans are in place and there is confidence that the positions could be filled on short notice.

Next steps in leadership development and succession planning include:

- Establishing talent pools for critical positions.
- Ongoing consultation and refinement of process.
- Supporting and committing to targeted development plans.
- Providing feedback to employees who express interest in leadership opportunities.
- Creation of targeted development plans, as required.
- PEC review of talent assessments for pilot group on March 15, 2012.
- Development and piloting of new formal mentorship program with 12 mentors and 12 mentees.

Phase two of the Leadership Development Program will be rolled out to remaining administrative staff, faculty and support staff in the early 2013.

Questions/Comments:

- Governor Amyot inquired how long each level of the program is and if there is automatic progression to subsequent levels of the program? Each module is 8 days in length. There is a six month gap between levels so that participants are able to apply what they have learned in the workplace before moving on.
- Governor Amyot noted that Knightsbridge has done a survey of CEOs and Boards across the country on succession planning and the role of a board. She suggested that it would be a good piece of information for the Board and indicated that she would share the information with Governors.
- Governor Leroux inquired about the definition of pay band 9? Pay band 9 levels and above refer to administrative positions with supervisory responsibilities. 75% of all administrative positions are supervisory.

The Chair concluded by noting that the Board should be pleased that a model is in place to allow individuals to self-declare, self evaluate and attain appropriate training and mentorship, and secondly, that the President and senior team have been monitoring the succession factors of the critical and key positions at the College and assurance has been provided that there are specific succession plans in place.

DIGITAL COLLEGE UPDATE

A video was presented which featured Glenn MacDougall, Director of Learning and Teaching Services, speaking about the Digital College. The video provided Board members with an update on the current state of digital education globally, nationally and at Algonquin. The presentation outlined the direction and connection between the current College Mobile Learning initiatives, the MTCU approved Virtual College project, and the ongoing work to broaden the scope of digital college thinking across the institution.

The entire presentation can be viewed online at:

lts4.algonquincollege.com/sharefiles/BOG/DigitalCollegePresentation_Glenn.wmv

Support materials for the presentation are available at:

<http://lyceum.algonquincollege.com/presentations/BOGMarch12/>

Questions/Comments:

- Governor Edmonds requested that the presentation be made publically available. *It was agreed that the presentation would be shared with the Board and posted online.*
- Governor Dunlop observed that the slides presented information on success rates in class versus online versus hybrid which ranged from high 70s to low 80s and noted that there appears to be room for improvement in all three areas.
- Governor Agyemang indicated that as a student he has benefitted from having online courses, and asked what some of the key challenges are as the College moves forward. Concerns were raised approximately one year ago regarding the quality of online courses which was taken very seriously and all courses are in continuous improvement with annual reflection in May/June as to what is and what is not working and it is taken very seriously. On a positive note, advances in technology have

allowed an increase of interactivity, and the tools today are much richer which is resulting in more engaged and meaningful student activities.

- *Governor Dunlop added to Governor Agyemang's question and inquired about the implications of bandwidth technology. It was noted that ongoing discussions occur which focus on bandwidth and the ability of technology to support the digital college direction. Bandwidth demand is increasing each year.*
- *Governor Amyot commented that the evolution the College has gone through is impressive and suggested that the video presentation could be used for student and faculty recruitment. The President agreed and added a general comment about how best to share positive stories about the College in a broader context.*
- *The President noted that the College is often questioned about why all courses cannot be offered in a digital format. The College continues to work on this and as a starting point, is looking at providing greater digital access for the high demand programs. The technological infrastructure has been problematic and the College continues to recognize and address limitations in order to be able to meet the anywhere, anytime, requirements of students and keep pace with the growth and changes in technology.*
- *Governor Lamontagne observed that at some time in the next decade, an Algonquin student will be granted a diploma or certificate without ever having set foot on the campus, and asked how a diploma will be matched to a student. It was noted that there are signature files that authenticate users; however, there is also a certain level of trust poses some exposure. This is something that both Algonquin and educational institutions around the world are dealing with; ironically, technology is seen as playing a role in the authentication.*
- *Governor Agyemang praised the College for the software partnerships that have been developed which provide students free access to otherwise expensive software.*

INTEGRATED COLLEGE DEVELOPMENT PLANNING FRAMEWORK

John Tattersall presented an overview of the Integrated College Development Planning Framework. The primary goals of the framework are to manage space resources strategically by optimizing physical and space, building capacity in digital space, and integrate the planning in both spaces (bricks and clicks) in an effort to blend the highest and best use of both types of space. An overview of the integrated development planning process was provided, as well as the approach to strategic thinking. The driving forces of the need for planning were examined as well as the structure of the campus master plan. Over the next twelve months, the framework will be developed that will enable the College's 2012-2017 Strategic Plan while also looking beyond to the 20-30 year horizon.

Highlights of the facilities planning horizon include mobile classroom transformation, incremental dental lab, long term Health Services solutions, Game Development Centre of Excellence, relocation of Esthetician and Hairstylist program; and, strategic facilities planning related to Building A and B revitalization, and clustering of one stop support of student administrative activities in Building C.

Questions/Comments:

- *Governor Orendorff commented that the presentation was great and also very timely for the strategic planning exercise.*
- *Governor Edmonds requested further information about the long term health services solution and what it means. At present, the nursing labs are disconnected from other areas such as Health Services. By using the living lab model implemented in ACCE, the goal is to bring the activities together which support our students and staff and facilitate pedagogical requirements in a living lab context. The Vice President, Student Services, has assisted in leading the thinking in this initiative.*

12-13 DECISION ITEMS AND REPORTS**AUDIT COMMITTEE REPORT**

Governor Hume, Chair of the Audit Committee, reported that the committee met prior to the regular board meeting and discussed the following:

- The committee has looked at adopting best practices with respect to a preapproval process for non audit services, as well as a process for reporting single sourced contracts greater than \$100K.
- Recommendations were received regarding revisions to the Endowment Fund Investment Policy which will be presented to the Board in April.
- The Terms of References of the Audit Committee were on the agenda; however, time did not permit the discussion and the item was therefore deferred to the next meeting.
- There was a discussion regarding the RFP process for external auditors; the process is ongoing and a recommendation will be presented to the Board for consideration in June.
- An audit plan update was received. Discussion occurred regarding a recommendation to include a disclosure note in the financial statements pertaining to perquisites. The Committee agreed that it will not require the perquisites to be disclosed in the financial statements. Management agreed to determine the most appropriate way to disclose the information, whether it be via the web or otherwise.

Duane McNair provided an overview of the analysis of the College's future long term debt and presented two recommendations which were supported by the Audit Committee at its meeting of February 13, 2012, related to the appropriate level of debt to incur for the Student Commons and Pembroke Campus projects. He indicated that the recommendation to the Board is considered to be the optimal balance of debt capital, and that the College will maintain a healthy capital reserve which is expected to be at least \$18M at the end of 2012/13.

Questions/Comments:

- *Governor Leroux questioned why this was not in place prior to constructing the buildings. The original direction from the Board was to begin development of the projects and to apply for \$48M in financing from the Ontario Financing Authority, with a plan to look at the financial position of the College and update the recommendations closer to the completion of the projects. Capital campaigns are ongoing and may result in further refinement of the projections, particularly if the Government was to come forward with any additional funding for the Pembroke Campus. It is not expected that the Student Commons building will receive Government funding as it is not typical for that type of a building.*
- *Governor McIntosh asked if, in addition to the comparison of long term debt at other Colleges, reserve funds were reviewed as well. The review looked at expendable net assets compared to long term debt positions. For the viability ratio on an organization's ability to satisfy its debt obligations, Algonquin is 3rd or 4th in terms of a positive ratio amongst Colleges; as of March 11th, there is \$1.24 available for every \$1.00 of debt. Proceeding with this recommendation would cause Algonquin to fall lower on the list to \$0.50; however, it would continue to be in a healthy position.*

RESOLUTION

MOVED & SECONDED – Hume & Audit Committee

That the Board of Governors approve expenditures of \$23 million from Reserve Funds to finance construction of the new Pembroke campus and,

That the Board of Governors approve \$22 million in debt financing from the Ontario Financing Authority loan facility to finance construction of the Student Commons Building.

CARRIED

INTERIM FUNDING AUTHORITY

The President indicated that interim spending authority is required for the College to continue to operate post-March 31st until the 2012/13 budget is approved by the Board of Governors.

RESOLUTION

MOVED AND SECONDED – Farber and Clark

that effective April 1, 2012, the Board of Governors authorizes Administration to continue to expend funds at a rate appropriate with maintaining the provision of College services until such time as the Board approves a Budget for fiscal 2012-2013.

CARRIED

12-14 REPORT OF THE CHAIR

The Chair reported the following:

- This year's ACCC (Association of Canadian Community Colleges) Conference will be held from May 26th to 29th in Nova Scotia and is titled "The 2012 World Congress". The conference will engage participants in dialogue, debate and discussion about the ties between applied education and job creation, economic growth and vibrant rural and urban communities. Conference details are available at www.accc.ca. Any Governors interested in attending were asked to contact the Board Office as soon as possible as the Board will send up to five delegates. The Chair noted that those wishing to attend the conference should consider the extent of their tenure on the Board so that the investment in learning can be brought back to the Board table.
- The May 14th Board meeting will be held at the Perth Campus. A bus has been reserved for the Board and will leave the Woodroffe Campus at approximately 3:00 p.m., with a return at approximately 9:00 p.m.
- Hire Immigrants Ottawa and the Employer Council of Champions presented Algonquin College with an Employer Excellence Award on March 7th at the 2012 Employer Council of Champions Summit. The College was honoured for a variety of initiatives, including projects that help promote education and employment opportunities for skilled immigrants. The College also received an Employer Excellence Award in 2008.
- The election for next year's Student and Academic Representatives on the Board of Governors will be held on April 17th and 18th with the winning candidates to be announced at the close of the elections. The call for nominations will be released on March 26th.
- Following the last meeting of the Board, Governor Robinson submitted her resignation effective immediately as she felt she could not continue to be an effective member of the Board because she is unable to participate fully due to work commitments. Governor Robinson has been thanked on behalf of the Board for her contributions. As discussed in February, former Governor Fred

Blackstein has agreed to return to the Board effective September, 2012, to complete Governor Robinson's remaining one-year term.

- Over the course of the past month, a large amount of correspondence has been circulated to Governors concerning the suspension of the Documentary Production Program. As all Governors may not have received the correspondence due to an older mailing list being used, copies were distributed. The Chair added that he received a request from a professor to speak with the Board and make an argument for the reversal of management's decision to which he responded that the Board does not revisit Management decisions at the request of employees of the College; rather that it would welcome an advisory committee member or members to address the Board and that the earliest time the Board could accommodate this would be at the May or June meetings. No further response has been received to date.
- Three meeting feedback forms were submitted following our last meeting, all of which were positive.

Questions/Comments:

- *Governor Edmonds noted that she was surprised to see the volume of correspondence about the suspension of the Documentary Production program, and asked if there are other programs being suspended at this time.* The President noted that in the SPSP report, there were 19 programs scheduled for suspension and the last report to the Board indicated a further 15 under consideration for suspension. The Board will receive additional details on further program impacts once budgetary information is received, as well as an update on the program suspension protocol at the April 9th Board meeting.
- *Governor Farber commended Dean Russell Mills on his thorough and heartfelt explanations which were provided to those who expressed concern regarding the program suspension.*

The Chair concluded by observing that in order to introduce new programs, others must be suspended or trimmed to allow for new growth; however, he noted that the SPSP review has also taught the Board that engaging with industry and others sometimes provides an opportunity to breathe new energy into a program and make it more fruitful or to reengage with industry.

12-15 REPORT OF THE PRESIDENT

The President reported the following:

- MTCU Minister Glen Murray has indicated that the tuition fee cap of 5% will be extended; however, no official confirmation has been received from the Government which would allow the College to act on that decision.
- Both the Pembroke Campus and Student Commons buildings are on target for completion by the end of July.
- On behalf of all Colleges, Colleges Ontario has responded to the concerns resulting from the Drummond Report. It is expected that some of the recommendations will be included in the budget which is expected to be released on March 27th.
- There was a flurry of activity following the Minister's recent comments about the post secondary plan which were subsequently rescinded. No further direction has been received from the Government.

12-16 MANAGEMENT SUMMARY REPORT

The complete management summary report for March, 2012, is available online at www.algonquincollege.com/board.

12-17 OTHER BUSINESS

Governor Leroux suggested that the Colleges Ontario orientation would be better received if done earlier in September and inquired if there are steps that could be taken to follow up on that recommendation. She also noted that she shared this feedback with Colleges Ontario following last year's session. The Chair responded that at the end of this year, new officers of the Board will be elected and he will work with the incoming Chair on College orientation for Governors at the beginning of September prior to going to the Colleges Ontario orientation in November, as it is unlikely that the date for the Colleges Ontario session will change at this time.

Governor Agyemang noted that he has committed to helping the next student Governor by volunteering his time to mentor and coach the new student Governor who will be elected in April. He also noted that he feels mentorship is a key factor for new Governors.

There being no further business, the Board of Governors moved in camera.

Michael Dunlop, Chair

Anna Cobus, Recording Secretary