
APPROVED

MINUTES OF MEETING NUMBER FOUR HUNDRED AND TWENTY NINE OF THE BOARD OF GOVERNORS OF ALGONQUIN COLLEGE WHICH WAS HELD ON TUESDAY, OCTOBER 9, 2007 AT 5:00 P.M. AT ALGONQUIN COLLEGE, WOODROFFE CAMPUS IN THE ROSSER BOARDROOM

Present: Shirley Westeinde, Chair
James Robblee, Vice Chair
David Wallace, Past Chair
Vini Bhindi
Fred Blackstein
Carman Joynt
Robert Gillett, President
Wayne McIntyre
Peter Quinn
Veronica Engelberts
Amelita Armit
Wayne Wilson
Randy Williams

Regrets: Lana March
William Johnson
Sterling Hartley
Michael Tremblay

Vice Presidents seated at the table:

Raymonde Hanson, Academic
Robert Letourneau, Administration
Kent MacDonald, Student Services and Development

Resource Personnel and Observers:

Marcus Callaghan, Algonquin Times
Doug Ouderkirk, Executive Director, Academic Operations & Planning
Marguerite Donohue, Executive Dean, Academic Development
Joe Ranieri, Director, Corporate and Business Development
Luc Presseau, Director, Human Resources
Duane McNair, Acting Director, Finance
Brenda Rothwell, Executive Director, College Foundation
Maria Schnurr, Manager, International Education Centre
Karen Cooper, Designer, School of Media & Design
Abla Sherif, Acting Director, International Education Centre
Colin Bonang, Leader, Safety and Security Services
Beth Lynch, Manager, Counselling Services, Test Centre & Residence Life
Andrew McKelvey, Public Relations
Dawn Dubé, Executive Director, Advancement, Woodroffe Campus

Miranda Wilson
Recording Secretary

The Chair called the meeting to order at 5:04 p.m. and welcomed all in attendance.

07-61 CONFLICT OF INTEREST DECLARATION

None declared.

07-62 APPROVAL OF PREVIOUS MINUTES**RESOLUTION**

MOVED AND SECONDED – Blackstein and Robblee

that the minutes of the meeting held on June 11, 2007 be adopted as amended.

CARRIED

07-63 BUSINESS ARISING

None.

07-64 PRESENTATION**PROGRAM STATUS**

R. Hanson reported that the purpose of the presentation was to provide the Board with an update on the status of program subsidization in 2006-07 following a request made at the Board of Governors meeting in June. Each College program or cluster of programs is expected to contribute 25% to cover the costs of services and infrastructure required to support the academic activities. Programs not meeting the 25% contribution are considered to be subsidized. Once the report is produced each department is asked to submit strategies to address the requirements for the program.

Doug Ouderkirk, Executive Director, Academic Operations and Planning provided a summary of the report included in the member's dossiers, which showed the actual contribution of each program and the subsidy required to bring it to the 25% contribution target. The report also indicated the number of full-time academic staff assigned to each program and the scheduled program delivered hours. The active subsidized programs in 2006-07 contributed \$1,729,734 to the bottom line. D. Ouderkirk advised that page 2 of the report identifies the suspended programs.

Questions/Comments:

- *What programs are new, or have less than five years in experience?* D. Ouderkirk responded that the Photonics programs had their first intake of 3rd year students. Geographic Information Systems (GIS) is also fairly new and although it shows a contribution of -24.6%, Algonquin recently signed a

07-64 PRESENTATION (cont'd)**PROGRAM STATUS** (cont'd)*Questions/Comments: (cont'd)*

- training contract with the Military. The College also received significant savings in software and will share additional costs. Orientation to Nursing in Ontario for Nurses/Practical Nurses (ONO) has doubled its enrolment since its first intake. It is projected that the ONO program will achieve the 25% contribution target in 2007-08. The Waste Water Management program is new as well and is expected to meet target this year. Internet Application is also a fairly new program.
- *Governor Robblee questioned which programs may be recommended this year for suspension.* R. Hanson responded that although the Florist program has increased its enrolment in 2006-07, it may never achieve better than a 15% contribution and that this program has been brought forward for suspension to the Board of Governors in the past.
 - R. Hanson explained that the 25% contribution includes all direct teaching and indirect teaching costs up to the Office of the Vice President, Academic. An allocation for dedicated space laboratories and depreciation for equipment is also reflected in the indirect teaching costs.
 - *Governor Wallace questioned how many programs there are overall.* R. Hanson responded that there are currently 140 programs.
 - *Governor Wilson reported that 14 of the 18 programs identified are for the Faculty of Technology and Trades, which have high equipment costs and require dedicated space. He questioned if this is biased compared to other programs.* D. Ouderkirk responded that although the spaces are locked away, the biggest issue is enrolment, which has started to increase. R. Hanson added that the Weighted Funding Units (WFU) that are assessed for these programs have a higher funding rate, which the government takes into consideration when allocating support. The higher funding offsets the space implication.
 - *Governor Wilson added that of the 140 programs offered at Algonquin, the report identified two-thirds in one faculty. He questioned what are we doing to ensure we do not move to a "Chalk and Talk" institution when reviewing this information and why were only full-time staff identified and not part-time staff since the direction should be to review all the options. Governor Wilson provided an example of a part-time professor who was employed at the College, but took a full-time position at another post-secondary institution.* D. Ouderkirk responded that when reviewing severance costs, etc. it is more economically viable to review full-time staff.
 - It was asked that management review the program costing model.
 - Governor McIntyre spoke to programs within the School of Business which had low enrolment and the benefits of this tool.

07-64 PRESENTATION (cont'd)Honorary Degrees and Diplomas

R. Hanson introduced M. Donohue, Executive Dean, Academic Development, who was present to provide an overview of the proposal which seeks approval from the Board to award honorary Bachelor degrees in Applied Studies and honorary diplomas to deserving individuals.

M. Donohue advised that the College has received Ministerial Consent to deliver three Bachelor degrees in Applied Studies. To date, the practice of awarding honorary degrees or diplomas has not occurred at Algonquin College and the College would like to start awarding them. The College may award one honorary degree per year, per bachelor degree, in Applied Studies. The College will also award up to two honorary diplomas. Eligible recipients will be alumni, former employees, former members of the Board of Governors, former public officials or other community members. The nomination and selection process to determine the recipients of honorary degrees and diplomas will follow a policy established by the College and meet one or more of the criteria provided.

Questions/Comments:

- *Governor Wilson questioned why the College is seeking approval to award honorary degrees and diplomas.* M. Donohue responded that it is a way to say thanks, to provide the College with a profile and as well, to acknowledge individuals within the community for their contribution in a way that has not been done before.
- *Governor Wilson questioned why the College had not thought of awarding honorary diplomas when the College was established 40 years ago. He added that two degree programs are also on the danger list.* M. Donohue clarified that the degrees that will be provided are degrees in Applied Studies and not in a specific field.
- *Governor Bhindi questioned how the request for nominations would be advertised.* M. Donohue explained that the college community would be formally invited to submit names during the nomination process.
- *Governor Quinn requested clarification on what honorary degree would be provided.* M. Donohue explained that this would be generic.
- *Governor Williams asked for the cost implications associated with the awarding of honorary degrees and diplomas.* This would include the cost of the hood, which the recipients would take home with them and the cost of an advertisement would also have to be considered. All costs would be factored into the 2008-09 budget since the first award would not be presented until the Spring of 2008.

07-64 PRESENTATION (cont'd)Honorary Degrees and Diplomas (cont'd)**RESOLUTION**

MOVED AND SECONDED – Joynt and Robblee

that the awarding of honorary Bachelor degrees in Applied Studies and honorary diplomas to deserving individuals be approved as presented.

(11 favour, 1 opposed, 1 abstained) CARRIED

Virginia Tech

The President advised that as the Board had requested an update following the recent incidents at Virginia Tech and Dawson College, the report being presented today was to provide an update on the progress made by the College to date in terms of emergency preparedness.

C. Bonang, Leader, Safety and Security Services provided an update on the installation, assessment and testing of the Emergency Broadcast System from May 2007 to September 2007. He spoke to the awareness initiatives, which included identifying the lack of awareness materials, assessment of all major contact points within the College community, development of design and materials, establishment of an Awareness Campaign, integration within existing College processes and customization for each campus. He provided details on the material developed which includes reference cards, flip books, mouse pads, placards, an inclusion in the College Instaguide, student oriented posters, card holders and a website. The card holders will be used as giveaways for various events. The website is still under development, but will include a PDF version of the posters available in the classrooms. It will be available at: www.algonquincollege.com/emergency/

C. Bonang added that following a review of the Critical Violent Act Response Protocol, Security Services conducted a review of the procedures with the Ottawa Police Service, reaffirmed tactical strategies, integrated the language regarding use of onsite resources, adopted changes to reflect OPS requests and current practices, and reissued a new Security Services Standard Operating Procedure that relates to these incidents.

C. Bonang reported that unlike Dawson College, Virginia Tech was not a random act since it was a threat from someone within their own student body. A Review Panel Report, commissioned under Executive Order of the Governor, was released at the end of August, 2007. A copy of the report will be provided to the Governors upon request to the Board Office. He added that twenty-one key findings were reflected in the Executive Summary and provided details on the decisions made around the notification. The Virginia Tech Review Panel Report

07-64 PRESENTATION (cont'd)Virginia Tech (cont'd)

also offered a detailed analysis of the suspect's life and significant social elements with reflection by a forensic behavioural scientist. Other areas such as a review of the contributory systems, roles and responsibilities, planning, training and operations were also identified.

The issues that require consideration when planning included:

- Lockable rooms;
- Decisions surrounding timing of notification to the community;
- Decisions surrounding closure / lockdown of the campus;
- Communications strategies, utilizing web, Blackboard, e-mail / EBS;
- Mental Health and Social Services.

E. Lynch, Manager, Counselling Services reviewed the mental health issues and what Counselling Services feels the systemic problems are from a mental health perspective. She found that there was limited communication between the Mental Health area, psychiatric ward, etc. The suggestions included more outreach to the students currently enrolled at the College, as well as a great deal of information sharing. Counselling Services and Student Services also have approval for the appropriate release of information, so that it could be shared if required. There are walk-in counselling services available daily, which is being utilized by the students and has received a positive response. Counselling Services has also attended 180 classes to speak to the services they offer. There is counselling on site at the Residence and the Counsellor reviews all of the incident reports. She added that the Tragic Event Response Team works out of Counselling Services.

C. Bonang advised that there is a difference between response and prevention measures. He concluded that as the College moves forward, the goal is to further explore technological applications, continually pursue a state of readiness and to maintain momentum, which includes planning, training/exercise and awareness.

Questions/Comments:

- *Governor Robblee questioned whether the broadcasting system is tamper proof.* C. Bonang responded that there will be ongoing preventive maintenance.
- *Governor Robblee outlined concerns with students with AED in the event of cardiac arrest.* C. Bonang responded that there are trained staff available to assist individuals with AED.
- *Governor Wilson suggested that all posted languages be assessed as to readability as many students do not read at diploma or degree levels.*
- *Governor Bhindi questioned possible problems if there is a large volume of calls received.* C. Bonang advised that Security is working with ITS to setup a

07-64 PRESENTATION (cont'd)Virginia Tech (cont'd)*Questions/Comments:* (cont'd)

similar system to 911 to ensure that the response is always a human response. ITS is also working on a queue request.

International Update

A. Sherif, Acting Director, International Education Centre, provided the Governors with an update following a request at the June Board meeting for an international perspective of International Education. She advised that the global demand for international higher education is set to grow from 1.9 million students today to 7.2 million students by 2025 and a large part of this growth will occur in the Asian-Pacific region.

A. Sherif presented a pie chart that outlined the percentage of international students reported to the Organization of Economic Co-Operation and Development (OECD) who were enrolled in each destination country as of 2004. The chart also identified Canada's share of the Global Market and the distribution of foreign students by country of destination.

A. Sherif added that at the EDU-CANADA: Marketing Canada's Education Excellence workshop at the ACCC Annual Conference held on May 25, 2007 it was reported that in 2004, international students contributed an estimated \$5 billion in Canada annually through tuition and living expenses, travel costs while in Canada as well as visits from family abroad. International students can work off-campus while studying, to fill critical labour market gaps in various regions and economic sectors in Canada. International students in Canada are also a desirable source to fill skills shortages in Canadian communities. *Advantage Canada* suggested encouraging the best foreign students to attend Canadian colleges and universities by marketing the excellence of Canada's post-secondary education system.

Under the *Knowledge Advantage* heading, the 2007 Federal Budget sought the following initiatives:

- Attracting the brightest minds from around the globe will keep Canada's universities and colleges at the forefront of leading-edge research.
- To give Canada a competitive edge in attracting the best and the brightest foreign students, the Government will launch a new international education marketing campaign to promote Canada as a destination of choice for post-secondary students.
- This campaign will establish a brand for Canadian education abroad and complement Canada's effort to enhance the visibility of Canadian post-secondary institutions in priority markets such as Brazil, India and China.

07-64 PRESENTATION (cont'd)International Update (cont'd)

- Budget 2007 provides \$2 million over the next two years for this initiative which will build on existing partnerships with provincial and private partners as well as with post-secondary institutions.

The *Conference Board of Canada* reported in April, 2004 that the growth of exports of post-secondary educational services between 1989 and 2000 were by 270% in Australia, 124% in USA, 70% in the UK and 50% in Canada.

The Algonquin International Education Centre has the following mandate: the recruitment of international students from over 100 countries; Student support toward successful graduation; International presence and branding at the College through projects and partnerships; and, internationalizing the learning environment. The International Education Centre also supports students with academic problems, living-related issues and those who are facing cultural adjustments.

Students are recruited from over 100 countries with strategic concentration in China, India, Mexico, Korea, Japan and the Middle East. The strategy used is based on reputation, courses, location and cost. Overseas recruitment methods include print, web, broadcast advertising, seminars, school visits, attendance at the Canadian Education Expo (CEE) and Embassy organized fairs and by establishing our international agent network in strategic markets. In terms of International presence, training projects, partnerships and satellite campuses are offered in India (several cities), South Africa, China (several cities), Egypt, Zambia, Yemen, Ghana, Montenegro and Kuwait. A. Sherif provided examples of the types of projects underway to help developing countries gain more capacity, as well as to involve as many staff as possible.

The Education Fairs attended since the early Fall 2007 included:

- India: Delhi, Kolkata, Ahmedabad, Chennai, Baroda
- Vietnam: Hanoi, Ho Chi Minh City
- Jakarta, Indonesia
- Beijing, China
- Tokyo, Japan
- Almaty and Astana, Kazakhstan
- Seoul, Korea
- Manila, The Philippines
- Bermuda
- Trinidad
- Barbados

A. Sherif reported that international enrolment in the Fall 2002 was 288 students compared to 393 students in the Fall 2004, and 298 students in the Winter 2003 compared to 428 students in the Winter 2005. In terms of revenue, \$2,105,283

07-64 PRESENTATION (cont'd)International Update (cont'd)

was contributed in 2002-03 compared to \$5,211,065 in 2004-05 and \$6,806,423 in 2007-08.

Challenges include a need for a Canadian Federal Policy on branding, and marketing Canada as a destination for international higher education. Also, visa granting issues, more coordination from provincial and private partners as well as with post-secondary institutions, and consideration of the competition Canada has from other countries, which have a longer history of recruiting international students, such as Britain and Australia.

A. Sherif showed a video from Zanzibar, Africa in Tanzania, which outlined the Alternative Learning and Skills Development Project undertaken by Algonquin. This is one of the several developments Algonquin is involved in.

The Chair asked Governors to see A. Sherif following the meeting should they have any questions.

Questions/Comments:

- *Governor Quinn questioned the meaning of the percent identified in terms of the strategy used. A. Sheriff responded that the percent relates to the effort put into contribution.*
- *Governor Wilson asked if Algonquin directly sponsors International Students. A. Sherif responded that only bursaries are offered.*

Algonquin College Access Project (ACAP)

K. MacDonald, Vice President, Student Services and Development, opened the presentation by providing background information on the Access Project. J. Ranieri, Director, Corporate and Business Development, spoke to some of the project's initiatives, issues with the changing demographics, as well as some of the successes. He added that Employment Ontario includes a hotline available in 25 languages and MTCU distributed a Multi-Year Accountability Agreement (MYAA), which suggested a targeted demographic. However, further research indicates that not all of the demographics were included. He advised that the Ottawa Carleton Catholic District School Board's budget provided for the 2007-08 enrolment of 38,400 students, representing a growth of 2.5% in the secondary panel and a decrease of 3% in the elementary panel. He also presented the statistics from the Ottawa Carleton Catholic District School Board as of June 12, 2007.

The newcomer reality as reported by *Citizenship and Immigration Canada (CIC)* in 2005 stated that Ottawa receives the highest share of immigrants with university degrees, 82% and Canadian born at 62%. Fifty percent of recent newcomers are between the ages of 24 and 44 years. It is anticipated that

07-64 PRESENTATION (cont'd)Algonquin College Access Project (ACAP) (cont'd)

Ottawa will receive between 6,000 and 8,000 immigrants per year, and by 2017, immigrants will account for 27% of the population and visible minorities 28%, of Ottawa's population.

J. Ranieri added that this means there is a changing nature in Algonquin's traditional addressable market, resulting in growing demands to serve the specific needs of newcomers and non-traditional markets and continuing innovation at Algonquin.

The following examples of Algonquin's interventions were presented:

- Provincial Leadership in Colleges Integrating Immigrants to Employment (CIITE)
- Settlement to Employment Project (STEP)
- Mamidosewin Center
- First Generation Students (FGS) bursary dollars
- District School Board and Higher-education partnerships
- Transaction service for students with disabilities reduced to one week from 12 weeks
- \$1 million annual additional revenues through Academic Referral Center and ESL feeders.
- Awaiting funding decisions for FGS 2007+
- Establish Accountability Agreement (MYAA) with available resources and capacity.

The purpose of the Algonquin College Access Project is to optimize the inclusion of traditionally under-represented people into the Algonquin College community and to achieve educational excellence by embracing and serving the needs of diverse communities. The goals are to build on Algonquin's existing expertise, to unify Algonquin's vision and systematic solution, and align College services with government priorities and MYAA objectives to maximize student success.

J. Ranieri spoke to the benefits at Algonquin which include enhancing the College's organizational readiness to align with government priorities and enriching community based-partnerships. Additional benefits includes, contributing to the prosperity in Ottawa and Ontario by competing nationally and globally for the newcomer settlement, leveraging Algonquin's leadership in proactive interventions and by providing hope, which might positively impact several individuals.

The Chair asked Governors to see J. Ranieri following the meeting should they have any questions.

07-65 REPORT OF THE CHAIR

The Chair presented a plaque to David Wallace in recognition of his service as Chair of the Board of Governors from 2007-2009.

The Chair reported on the following:

- At the September informal meeting of the Board Governor Quinn was welcomed as a new member.
- New Governor Joynt was welcomed by the Board as he was unable to attend the gathering in September.
- The Chair attended an event on June 12th, where General Motor's Canada and eleven Ottawa-area GM dealers helped to address the current skilled-trades shortage in the automotive industry with a \$275,000 donation to the Algonquin College Foundation and the College's Transportation Technology Centre.
- The President's Breakfast was held on August 22nd for both the College's full-time and part-time employees. It was a wonderful celebration of Algonquin's 40th Anniversary. Governors McIntyre, Bhindi, Johnson, Joynt, Robblee, March, Quinn were also in attendance.
- The College's 40th Anniversary Gala is scheduled for October 24th at the Museum of Civilization. Governors were provided with an invitation at the September get together and details were also available on the table.
- Best-selling author Anthony Williams provided a presentation on his book "Wikinomics" on September 14th at Centrepointe. This event received a positive response.
- The Habitat for Humanity Women Build event in Stittsville was a great success.

Board Visit to Perth

The Chair confirmed that the Board office will circulate a survey to determine the availability of Governors to attend a meeting at the Perth Campus as part of the Board's annual commitment to meet once a year at the satellite campuses.

Hydro One

The Chair and President Gillett attended a reception on October 3rd in Toronto to celebrate the signing of a Letter of Understanding between Hydro One, Algonquin College, Georgian College, Mohawk College and Northern College.

Fall 2007 Convocation

Fall Convocation is scheduled for October 16th at the National Arts Center. Governors were asked to RSVP to the Board Office if they have not already done so.

Executive Committee

The Executive Committee met on October 4th and appointed Carman Joynt to the Audit Committee. His first meeting as a member of the Audit Committee is scheduled for November 12th.

07-65 REPORT OF THE CHAIR (cont'd)**Executive Committee (cont'd)**

The Executive Committee is reviewing options to establish a Governance Committee and will report back to the Board once available. Governor Armit will develop a framework and submit a report for review by the Executive Committee.

07-67 REPORT OF THE PRESIDENT

The President reported on the following:

- It was a great start to the new school year, especially with a post labour day start and a new semester model.
- Enrolment is still above projection and it is projected that the 2% growth target will be achieved. The College is limited by space in popular programs.
- There are approximately 39,000 applications for 7,600 1st year seats with 70% targeted to the top 40 programs.
- The Conference Board released its Skills Shortage Projection on September 25th and a brief summary was on the table.
- Plans for the 2008-09 Budget are underway which is based on the current MTCU fiscal plans. With virtually no new money from the province on the current formula, creating a budget with a small surplus will be a challenge.
- Trades Centre Project Update:
 - The project is frozen during the election.
 - Discussions with the City regarding a land transfer and pedestrian walkway across Woodroffe Avenue are scheduled for next week with Corporate Services.
 - There is support from Union and Trades Management.
 - There is no government funding commitment as yet.
 - The College is continuing to turn away trades applicants.
- The Pembroke Campus Redevelopment Plan is underway as well as plans for the development of a new wing at Perth Campus.

Questions/Comments:

- *Governor Wilson asked for the College's progress on supporting training needs of Small and Medium Enterprises (SMEs).* The President responded that it is hoped that a new strategy will be announced in January/February with support from OCRI. It was added that Governor McIntyre attended two conferences regarding this topic and the College felt that they should not duplicate this offering at the present time.

07-68 DECISION ITEMS AND REPORTS**2007-08 ANNUAL REPORT**

D. McNair, Acting Director, Finance, presented the first quarter report for information. The adjusted budget for Q1 reflects all of the assumptions and risks as documented and presented to the Board in April 2007. There have been some minor adjustments among all areas of the College incurred as part of normal business operations. The College's Q1 projected net contribution is slightly higher at \$1,509,407 compared to \$1,475,000 as approved by the Board in April.

The 2007-08 budget was based on the grants announced to date, tuition fee policies in effect, 2% growth in post-secondary enrolment, reasonable provisions for inflation and capital spending to match announced capital grants and normal historical provisions. The quarterly review of approved positions will be included with this document in the future.

L. Presseau, Director, Human Resources, reported that a full review of the complement in each area was undertaken to ensure that the administration re-organization that became effective April 1st was reflected accurately. In addition, adjustments were made to reflect positions eliminated as a result of program suspensions, transfers, etc. which were approved by the Board in May 2007. Accordingly, minor differences in the complement and a net decrease of two positions in the overall approved complement were identified.

The report was accepted as presented.

Questions/Comments:

- *Governor Bhindi questioned whether any applications for the Exception to the Age of Retirement were submitted. It was confirmed that a few requests were granted.*

07-69 MANAGEMENT SUMMARY REPORT

The complete Management Summary report is available at <http://www.algonquincollege.com/board/minutes.htm>.

Questions/Comments:

- *Governor Wallace questioned the response following Expedition Africa. K. MacDonald provided background information on the expedition and announced that a donation will be presented shortly to one of the students in the School of Media & Design.*
- *Governor Wilson requested the results from the online survey at the provincial and local level.*

07-70 INFORMATION ITEMS

Information items were on the table.

07-71 OTHER BUSINESS

Governor Wilson commended Physical Resources and staff for the ground work at the College and was impressed by the overall aesthetics. The Chair will send a letter to the Director, Physical Resources thanking them for their efforts.

Governor Blackstein reported that Pembroke was declared the “prettiest little city in Canada” at the National Communities in Bloom awards ceremony held in Moncton, New Brunswick. Pembroke won in its population category of 13,000 to 20,000. The city was competing against White Rock, BC, Leduc, AB, Brooks, AB, King, ON, Miramichi, NB and Grand Fall-Windsor, NL.

RESOLUTION

MOVED AND SECONDED – Armit and Engelberts

that meeting #429 of the Board of Governors of Algonquin College adjourn for the evening at 7:34 p.m.

CARRIED

Shirley Westeinde
Chair

Miranda Wilson
Recording Secretary