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**APPROVED**

MINUTES OF MEETING NUMBER FOUR HUNDRED AND THIRTY-FIVE OF THE BOARD OF GOVERNORS OF ALGONQUIN COLLEGE WHICH WAS HELD ON MONDAY, APRIL 14, 2008 AT 5:00 P.M. AT ALGONQUIN COLLEGE, WOODROFFE CAMPUS IN THE ROSSER BOARDROOM

Present: Shirley Westeinde, Chair  
James Robblee, Vice Chair  
Vini Bhindi  
Fred Blackstein  
Robert Gillett, President  
Wayne McIntyre  
Peter Quinn  
Lana March  
Amelita Armit  
William Johnson  
J.P. Lamarche  
Michael Tremblay  
Veronica Engelberts  
Sterling Hartley

Regrets: Randy Williams  
David Wallace, Past Chair  
Carman Joynt

Vice Presidents seated at the table:  
Raymonde Hanson, Academic  
Kent MacDonald, Student Services and Development  
Duane McNair, Director, Finance

Resource Personnel and Observers:  
Luc Presseau, Director, Human Resources Services  
Russ Mills, Executive Dean, Faculty of Arts, Media and Design  
Gerry Barker, Executive Dean, Faculty of Health, Public Safety and Community Studies  
Marguerite Donohue, Executive Dean, Academic Development  
Dave Donaldson, Executive Dean, Faculty of Business and Hospitality  
Jennifer Daly-Cyr, Director, Marketing and College Enrolment  
Mike Rushton, Director, Physical Resources  
Claude Brulé, Executive Dean, Faculty of Technology and Trades  
Stephen Abraham, Director, Information Technology Services  
Doug Ouderkirk, Executive Director, Academic Operations & Planning  
Jan Strickland, President, Local 416  
Brian Burns, Director, Institutional Research and Planning  
Brenda Rothwell, Executive Director, College Foundation  
Deborah Rowan-Legg, Registrar  
Abla Sherif, Acting Director, International Education Centre  
Dawn Dubé, Executive Director, Advancement  
David Hall, Public Relations

Resource Personnel and Observers: cont'd

Pauline Tam, Ottawa Citizen

Miranda Wilson  
Recording Secretary

The Chair called the meeting to order at 5:01 p.m. and welcomed all in attendance. Round-table introductions were made to identify the resource personnel and observers in attendance at the meeting.

**08-31 CONFLICT OF INTEREST DECLARATION**

None.

**08-32 APPROVAL OF PREVIOUS MINUTES**

**RESOLUTION**

MOVED AND SECONDED – March and Bhindi

that the minutes of the meeting held on March 10, 2008 be approved as amended.

**CARRIED**

**08-33 BUSINESS ARISING**

None.

**08-34 PRESENTATION**

None.

**08-35 REPORT OF THE CHAIR**

2008 Convocation Ceremonies

The Algonquin College Convocation dates are as follows:

- Algonquin College in the Ottawa Valley (Pembroke Campus) ceremony is scheduled for Saturday, May 31<sup>st</sup> at the Pembroke Memorial Centre in Pembroke starting at 2:00 p.m.
- Heritage Institute (Perth Campus) ceremony is scheduled for Thursday, June 5<sup>th</sup>.
- Algonquin College of Applied Arts & Technology (Woodroffe Campus) ceremonies are scheduled for Thursday, June 12<sup>th</sup> and Friday, June 13<sup>th</sup>.

**08-35 REPORT OF THE CHAIR (cont'd)****2008 Convocation Ceremonies (cont'd)**

A formal invitation to the events will be mailed to Governors closer to the convocation dates.

**Contact Information**

A revised copy of the Board of Governors Contact Information was available on the table.

**Board Visit to Perth Campus**

Governors were reminded to advise the Board Office as soon as possible, if they had not already done so, as to whether or not they will be able to attend the May 12<sup>th</sup> Board meeting by the Perth Campus. Members of the Board would have to be available by approximately 4:00 p.m. to travel by bus to the Perth Campus.

**General Assembly Teleconference**

The Chair reported that a General Assembly meeting was held to discuss and approve the changes to the Colleges Ontario bylaws associated with the move to the new governance structure. The Chair felt that a six year term on the Board of Governors is too short and suggested that members of the Executive Committee be offered the option to lengthen their term.

**OCRI Awards Dinner**

The Chair attended the OCRI Awards dinner, along with the President, on April 3<sup>rd</sup>. She added that she was impressed with the setup for the event and that the President did an excellent job speaking at the event.

**ACCC Annual Conference 2008**

The Chair reminded Governors that the Association of Canadian Community Colleges' (ACCC) annual conference will be held from May 25<sup>th</sup> to May 27<sup>th</sup> in Prince George, British Columbia. Since ACCC expects to host over 800 delegates, the Chair asked Governors to advise the Board Office as soon as possible, should they wish to attend. The Chair and Governor Bhindi are currently registered to attend the conference.

**Canadian Construction Association Media Event at Algonquin College**

The Chair reported that the new Chair of the Canadian Construction Association (CCA) is Paul Charette, Chief Executive Officer of the Bird Construction Company, who has agreed to visit with the Ottawa Construction Association and participate in a media event on May 8<sup>th</sup> to put a spot light on the training needs of the construction industry. This would be tied into the proposed Centre for Construction Trades and Building Sciences (CCTBS). The Chair provided background information on the CCA adding that one of the goals of the CCA Chair is to promote College education. She added that she continuously encourages women to enter into the construction industry.

**08-35 REPORT OF THE CHAIR (cont'd)****Algonquin Soccer Facility**

The Chair asked Governor Blackstein if he wished to make any comments following today's tour of the Z building (Soccer Facility). Governor Blackstein responded that it was an interesting tour of a unique and fully rented facility. The playing surface is artificial turf, measuring 85 yards by 170 yards, with a 1/3 mile perimeter. There is no other facility like this in the College system. He added that the community also makes use of the facility. Governor Johnson added that the net income for this facility is \$250K annually. The facility is used year-round; however, take-down day of the air structure is scheduled for April 30<sup>th</sup> for the summer season.

Governors were asked to advise the Board Office of any facilities that they would be interested in touring next year so that a list can be developed and the order of priority determined.

**08-36 REPORT OF THE PRESIDENT**

The President reported on the following:

- The Student Class Action lawsuit that was filed against the Colleges was dismissed on all counts by the judge.
- OPSEU filed a labour board application to get certification as the bargaining agent for part-time staff. Legislation is anticipated in May. He will provide an update once it is known how the application is proceeding.
- The government announced that there is approximately \$1.5B over three years in the provincial budget for post-secondary education. Algonquin is expected to receive around \$800K for equipment renewal.
- The provincial budget includes the following three-year targets for Colleges:
  - 25% growth in apprenticeship;
  - Capital funding for apprenticeship;
  - Introduce a Second Career Strategy to help unemployed workers who are affected by job loss by offering one- or two-year skills training courses.
  - Support for International marketing in Ontario;
  - \$200M in capital funding for projects with amendments to be made in early May. \$60M is reserved for an unknown project.
- \$60M is reserved for the College Equipment and Renewal Fund.
- Government announced a major emphasis on the Skills Agenda over the next four years.
- There is a new strategy for post-secondary education which will be announced this Spring/Summer.
- In terms of year-end funding, the following was announced:
  - \$5M for infrastructure improvement with the majority to be used in 2008/09;
  - \$2M for an improvement in quality with the multi-year accountability agreement (MYAA) to be built into the 2008/09 budget.
- Administration expects a positive 2007/08 year end.

**08-36 REPORT OF THE PRESIDENT (cont'd)**

- The Direct Energy retrofit was completed on time and on budget.

*Questions/Comments:*

- *Governor Johnson asked the President if he felt that the \$60M of capital funding was for an unknown project at Algonquin. The President responded that he does not believe that it is for one of our projects, but is hopeful that one of our projects will be funded.*
- *The President reported that Universities are not included in the provincial consolidation fund, only Colleges are. Therefore, Colleges must ensure that this is factored into their requests. This process will be followed until the budget announcement in four to six weeks.*
- *Governor Johnson asked if one project was funded, has the College considered which of the three projects might obtain this funding. The President responded that signals have indicated that the most likely project to be funded would be the Centre for Construction and Building Trades (CCTBS).*
- *Governor Blackstein asked if Algonquin knows what other Colleges have pending. The President responded that there are significant demands from all Colleges; however, the Deputy Minister has asked for capital needs for the next five years.*
- *Governor Robblee advised that in the hospital sector they are expected to adhere to a five-year plan and asked if this is similar for Colleges? No, since Colleges have no guarantees if any capital funding, but are pushing for a similar structure.*

**08-37 DECISION ITEMS AND REPORTS****PRESENTATION OF THE 2008/09 BUDGET**

The President began the presentation of the 2008/09 budget by commending all of the staff for their collaboration and effort during the budget preparation process. He added that some of the challenges that the College faces are identified in the President's Budget Overview (page i). It is hoped that there will soon be positive announcements from the government to address some of the space challenges.

The President reported that the proposed budget for 2008/09 is balanced, although the College received the lowest investment from the government in the last five years. The positive budget will enable the College to make some essential investments in crucial areas to address some of the needs of faculty and staff. The President added that a full report would be presented in June.

The President introduced D. McNair, Director, Finance, who presented the 2008/09 budget on behalf of R. Letourneau, Vice President, Administration, who is currently away on medical leave.

**08-37 DECISION ITEMS AND REPORTS (cont'd)****PRESENTATION OF THE 2008/09 BUDGET (cont'd)**

D. McNair reported that there is a positive net contribution of approximately \$1,031,000. He added that the budget provides adequate resources to enhance our facilities and includes provisions for the following service improvements:

- \$2.1M for the purchase of new academic equipment;
- Expansion of Perth Campus;
- Increased employee opportunities for professional development;
- Enhanced academic advising and retention initiatives;
- Additional faculty, support and administrative positions;
- Construction of state-of-the-art biotechnology laboratory facilities;
- Improved, high-quality, clean facilities.

The budget includes the following assumptions:

- Algonquin will earn its share of the provincial government General Purpose Operating Grant and Quality Improvement Funds;
- Tuition fee increases based on provincial guidelines of 5%;
- Enrolment growth of 5%.
- Capital spending that maintains or enhances quality, supports reputation, registration or retention in accordance with government guidelines and has increased according to anticipated market conditions.

In summary, there are reasonable provisions within the budget for salary increases, inflation, tuition fee increases, and government grants as well as a provision to contribute to the College's Internally Restricted Funds for future capital expansion projects. D. McNair added that the budget includes funding for 19 new staff and faculty positions.

The President asked Governors to refer to the figures on the summary of the annual report (page 2), which shows that normal College operations could not be carried without Ancillary Services and the International Education Centre. He added that this is why several Colleges are facing deficit. The total projected revenue for 2008/09 is \$215,225. D. McNair advised that additional operating costs include Mandated Student Aid, contingency accounts, utilities, and debt financing for both the Police and Public Safety Institute and Residence.

D. McNair provided an overview of the various schedules included in the budget.

The President noted that a risk schedule is available on page iv, which was not presented in the past. The following risks were identified:

- Enrolment less than projection resulting in reduced tuition fees and quality improvement funds;
- Labour relations;
- Student Access Guarantee (SAG) program;
- Quality of facilities and space constraints;

**08-37 DECISION ITEMS AND REPORTS (cont'd)****PRESENTATION OF THE 2008/09 BUDGET (cont'd)***Questions/Comments:*

- *Governor Tremblay asked what the contribution target is for Contract Educational Services.* The President responded that in general, the College aims for a 25% contribution.
- *Governor Johnson asked if expenditures are being funded out of the Internally Restricted Funds.* D. McNair responded that yes, the budget includes planned expenditures from the Internally Restricted Funds to address capital expenditure commitments from the previous year as well as investments and initiatives which allow the College to comply with the Ministry's Multi-year Accountability Agreement.
- *Governor Johnson asked if the accumulated surplus has been added to the operating budget or put towards future capital projects.* D. McNair responded that the accumulated surplus will be used to fund the 2008/09 Expenditures from Internally Restricted Funds. The College was careful not to commit to long-term obligations funded by the accumulated surplus.
- *What is the College's current accumulated surplus?* D. McNair responded that last year's financial statements report an approximate balance of \$30M. It is anticipated that the accumulated surplus for 2007/08 will be approximately \$35M. The President advised that \$22M is for campus expansion projects. Algonquin's contribution in the current submission of expansion projects to the government is for \$35M at Woodroffe and \$6M at Pembroke and a total application of \$105M. The College is growing this fund in order to meet our obligation when the government makes their announcements
- *Governor Lamarche referenced page v and the addition of 10 faculty positions in the College. He asked management to confirm whether they are new positions or if they are from retirements.* The President responded that they are new positions resulting from the addition of a new position in a particular area or as a result of awards given following arbitration.
- *Governor Lamarche asked if the positions are ongoing.* R. Hanson responded that the positions that occurred prior to 2008/09 were addressed. Some of these positions are as a result of recent arbitration rulings (approximately four out of the ten positions will be used to fill these positions).
- *Governor Bhindi asked if the offering of Professional Development training has increased this year when compared to past years.* D. McNair responded that the budget allotted for Professional Development has increased and that this covers the needs that were identified by the College community at that time. Future needs will be addressed through contingency if required.
- *Governor Quinn asked which portion of the budget would cover the reimbursement of tuition fees for dependent children and spouse/partner of full-time Algonquin College employees.* D. McNair responded that this would be covered through training and contract services.
- *Governor Blackstein referenced the miscellaneous other revenue and asked management to identify some of the larger contributors to this item.* D. McNair identified some of the contributors as follows: sale of surplus fixed

**08-37 DECISION ITEMS AND REPORTS (cont'd)****PRESENTATION OF THE 2008/09 BUDGET (cont'd)***Questions/Comments: (cont'd)*

- assets, sale of course products, other commissions related to food service suppliers, etc. He added that there is a wide range of contributors.
- *Governor Armit asked if targets are set for Ancillary Services.* The President responded that yes, targets are set for every area. He added that money from funded operations cannot be used for any of these services, so they are tracked separately.
  - *Governor Lamarche said when comparing the revenue schedule for corporate and other programs is there is a jump in revenue from 2008/09.* Yes, there has been an increase in revenue since there have been increased targets to increase the activity. A number of Requests for Proposals (RFP) were submitted. The President added that the College has won some large contracts, which has resulted in the larger contribution. Algonquin is also becoming well known internationally and is continuing to grow.
  - *Governor March asked if the Perth Campus expansion would be funded internally.* Algonquin has budgeted for this project internally and plans will proceed accordingly. The designs for the Perth Campus should be presented to the Board in the Fall. The expansion completion is targeted for the Fall, 2009.
  - Governor March supported the need for the expansion at Perth Campus. She mentioned that the campus is looking tired and that there is no free space available on the campus for anything. The President added that the College wishes that more could be done, but Perth will benefit from the addition of the new wing.
  - *Governor Tremblay commented that the revenue per employee appears to be increasing while the revenue per student appears to be decreasing and requested the reasoning for this.* This request was taken under advisement by management with details to be provided at the next meeting.
  - Governor Armit advised that after three years she now feels more confident with the understanding of the budget.
  - Governor Johnson congratulated D. McNair and the President for the compilation and presentation of the 2008/09 Budget.

**RESOLUTION**

MOVED AND SECONDED – Blackstein and Armit

that the Board of Governors approve the 2008/09 Budget as presented.

**CARRIED**



**08-37 DECISION ITEMS AND REPORTS (cont'd)****2008/09 FEE SCHEDULE UPDATE**

R. Hanson, Vice President, Academic, reported that in January, the Fee Schedule for 2008/09 was presented and approved by the Board. However since that time, two additional programs were identified for 2008/09 as mandatory laptop programs and will be subject to the Mobile Computing Fee. R. Hanson added that the fee covers any hardware or software issues and students can have access to the consultation services that are available through Information Technology Services.

**RESOLUTION**

MOVED AND SECONDED – McIntyre and Tremblay

that the Board of Governors approve the addition of the Mobile Computing Fee for the 2008/09 academic year to include the e-Publishing and Marketing and Business Intelligence Research programs.

**CARRIED**

**REPORT FROM THE GOVERNANCE COMMITTEE**

Governor Armit, Chair, Governance Committee, reported that the committee met on March 20<sup>th</sup> to establish the preliminary organization of the committee, order of priority for other work and where the Committee should direct its efforts. After some discussion, the Governance Committee agreed that the following should be its priority for next year:

- Act as Nominating Committee for the Board of Governors;
- Self-Assessment and Internal Evaluation models
- Board Effectiveness
  - Board Education
  - Board Advocacy
- Accountability of the Board could be addressed if it is included as one of the measures for the Balanced Scorecard as well as developing a clear understanding of what it would mean to become a demand-driven Board.

Members of the Governance Committee recommended that the Board address these issues by holding a Retreat in September. It was also recommended to hold an orientation session for new Governors, in addition to the Governor Orientation session offered by Colleges Ontario.

Governor Armit reported that the draft Code of Ethics is being reviewed by the Governance Committee with the intention of tabling the policy at the May Board meeting for discussion. If there are no concerns, the draft Code of Ethics would then be incorporated into Bylaw #1 for approval in June.

**08-37 DECISION ITEMS AND REPORTS (cont'd)****REPORT FROM THE GOVERNANCE COMMITTEE (cont'd)**

A teleconference is scheduled for Friday, April 18<sup>th</sup> where members will convene as the Nominating Committee to review the candidates for the selection of three external Governors. The Chair reported that the nomination of the third Governor is required since Governor Williams has completed his second term on the Board. The results following the election of the Student, Support Staff and Administrative Staff representatives to the Board will be announced on April 16<sup>th</sup>. Governors were asked to submit potential nominees to the Board Office on or before this Friday.

Governor Armit advised that at the Board Retreat that was held last April, it was agreed that the Board should be guided by the demands of the community. The President added that it needs to be determined if the College should shift based on the priorities of the students and whether or not this is the decision the Board wishes to make. Governor Armit added that it also needs to be determined who the Board feels they are here to serve and what should be their number one priority. Members of the Governance Committee felt that this could be discussed at the Retreat in order to provide time for a more complete discussion.

**08-38 INFORMATION ITEMS**

The following information items were on the table:

- Algonquin Times – March 13, 2008 Edition
- Algonquin Times – April 10, 2008 Edition
- Colleges Ontario – College Voice – March, 2008 Edition
- Colleges Ontario – College Voice – April, 2008 Edition
- Local Lines – Volume 19, Issue 3 – March, 2008 Edition
- 2008 Colleges Ontario Directory
- 2007/08 Board of Governors Contact Information

**08-39 MANAGEMENT SUMMARY**

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

*Questions/Comments:*

- Following a request from the Chair, K. MacDonald, Vice President, Student Services and Development, reported that the Mamidosewin Centre (page 7) is located on the second floor in the C Building. The Mamidosewin Centre is for Aboriginal students and offers opportunities for career, academic and personal counselling. The further development of this centre is meant to address their unique needs and to provide a valuable service. He added that Algonquin has the largest number of Aboriginal students on campus when

**08-39 MANAGEMENT SUMMARY (cont'd)***Questions/Comments: (cont'd)*

- compared to other post-secondary institutions. The President added that the expansion of the Mamidosewin Centre has been included as part of the College's space expansion discussions.
- *Governor Lamarche advised that a review of Human Resources Services is currently underway. He asked if the Board is aware of this review and questioned how this is being funded.* The President responded that the expenses incurred during this review have been budgeted for in the Human Resources area. The President added that there have been some challenges and the College is trying to improve past practices. An outside firm was hired to examine all of the Human Resource processes, with a full report expected in May.
  - Governor McIntyre referred to page 7 (Earth Day) and mentioned that our students help the College in its efforts with environment issues. It was a student who suggested holding a venue for Earth Day. A BBQ was held for over 200 students. Governor McIntyre acknowledged Ron Port, Administrator of Athletic Operations, Students' Association, for helping with the setup for the event.
  - The Chair referred to page 8 regarding Counselling Services and stressed the importance of bringing mental illness out of the closet, given the recent incident with the disappearance of a Carleton University student. She said that the College should encourage discussions and support surrounding mental illness.
  - Governor McIntyre added that students do have access to immediate counselling and the policies and process in terms of what can be shared is being reviewed. Professional Development activities have also been incorporated into the curriculum.
  - The Chair suggested increasing knowledge by ensuring that there is more information available on campus surrounding mental illness.
  - Governor McIntyre advised that the Student Success Specialists have identified some of the issues.
  - The President added that *Here to Help* signs have been posted throughout the College. D. Rowan-Legg, Registrar, and the Registrar's Office staff are also trying to address these issues with the implementation of the Client Service Standards. One of the standards is the requirement of staff to wear their name tags so students know who they can talk to and that it is ok to talk to someone. Every effort is being made in this regard and we will continue to make improvements as necessary.
  - K. MacDonald added that the Employee Assistance Program (EAP) was strengthened so that staff and faculty have an opportunity to talk to someone outside of the College.
  - Governor Robblee asked if the EAP and availability of this service is well known. The President responded that it is felt that the availability of this service is well known. The College has also received positive feedback from staff who have utilized these services. The EAP program covers a broader range of services than what was offered in the past.

**08-40 OTHER BUSINESS**

Governors were invited to join members of the Senior Administration at Chance's 'R Restaurant immediately following the meeting for a brief reception, to thank staff for their tremendous efforts over the past year.

**RESOLUTION**

MOVED AND SECONDED – Tremblay and Bhindi

that meeting #435 of the Board of Governors of Algonquin College adjourn for the evening at 6:19 p.m.

**CARRIED**

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Shirley Westeinde  
Chair

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Miranda Wilson  
Recording Secretary