

APPROVED

MINUTES OF MEETING NUMBER FOUR HUNDRED AND FORTY THREE OF THE BOARD OF GOVERNORS OF ALGONQUIN COLLEGE WHICH WAS HELD ON MONDAY, FEBRUARY 9, 2009, AT 5:00 P.M. IN THE ROSSER BOARD ROOM, C539, WOODROFFE CAMPUS

Present	William Johnson, Vice Chair Stephen Abraham Abayomi Anifowoshe Amelita Armit Fred Blackstein Michael Dunlop (via teleconference) Veronica Engelberts Robert Gillett, President Sterling Hartley Carman Joynt J.P. Lamarche Lana March Doug Orendorff John Owens Valerie Sayah Michael Tremblay	Regrets	James Robblee, Chair
		Vice Presidents	Gerry Barker, Human Resources Robert Letourneau, Administration Kent MacDonald, Academic Joy McKinnon, Business Development Deborah Rowan-Legg, Student Services
			Anna Cobus, Recording Secretary
Guests	Marguerite Donohue, Executive Dean, Academic Development Bob LeDrew, Director, Communications Emma Marshall, Algonquin Times Russ Mills, Executive Dean, Faculty of Media and Design Doug Ouderkirk, Executive Director, Academic Operations and Planning Doug Wotherspoon, Executive Director, Advancement		

Governor Johnson, Vice Chair, called the meeting to order at 5:00 p.m. and welcomed all in attendance. He indicated that the Board Chair was unavailable and that he would therefore Chair the meeting on his behalf.

09-08 CONFLICT OF INTEREST DECLARATION

None.

09-09 APPROVAL OF PREVIOUS MINUTES

RESOLUTION

MOVED AND SECONDED – Tremblay and Sayah

09-09 APPROVAL OF PREVIOUS MINUTES (cont'd)

that the minutes of January 12, 2009, be approved as presented.

CARRIED

09-10 BUSINESS ARISING

None.

09-11 PRESENTATION**TRANSIT STRIKE UPDATE**

Doug Wotherspoon, Executive Director of Advancement, gave a presentation related to the timelines and College actions taken during the recent transit strike. An overview of the shuttle bus service and rides board website was provided, as well as associated activities. The Board offered its compliments to the College on a job well done and thanked all who contributed to the efforts.

Questions/Comments:

- Governor Blackstein inquired as to whether the media reports which indicated 500 student withdrawals were accurate. D. Rowan-Legg responded that withdrawals to date are running at approximately the same rate as the previous year. A telephone campaign was launched in an effort to identify those who withdrew and provided no reason, in an effort to determine if those withdrawals were as a result of the transit strike. D. Wotherspoon added that the College has experienced a decline in the area of Continuing Education by approximately 8% or 800 course registrations. In terms of the media messaging, Mayor O'Brien was contacted as well as Minister John Baird and several media outlets to clarify the messaging surrounding withdrawals. The President added that the comments on withdrawals were only at a point in time and that any further impacts, both fiscal and enrolment related, will be better understood as the semester progresses and the pressures continue.
- Governor Engelberts inquired as to whether the ride sharing program will continue. D. Wotherspoon responded that the link remains on the College home page and work is being done with the Students' Association to improve the service. This aligns well with the College's sustainability direction and will remain a focus.
- D. Rowan-Legg added that a winter intake assistance bursary for students will be available at the end of February which will provide an opportunity for students in need to claim some strike-related expenses.

09-12 REPORT OF THE CHAIR

The Chair observed that on the table for Governors was a copy of the 2009 Colleges Ontario Directory which provides contact information for all 24 Ontario Colleges, its Board Members and Senior

09-12 REPORT OF THE CHAIR (cont'd)

Administrators. The Directory also provides a listing of all Colleges Ontario Committees as well as partners such as the College Compensation and Appointments Council.

In response to a recent survey related to Governors' ability to attend the April 13th (Easter Monday) meeting of the Board at which the 2009/2010 Budget will be presented for approval, the Chair reported that the majority of Governors are able to attend and the meeting will therefore proceed as scheduled. All Governors were encouraged to attend the meeting as it will begin to layout the direction of the College in 2009/2010.

Attendees at the 2009 Colleges Ontario Conference include Governors Lamarche, Sayah, Orendorff, Owens and Johnson.

Governor Johnson reported that Colleges Ontario is currently its analysis of administrative compensation rates for the Colleges Sector and have reviewed several reports from both the non- and for-profit sectors in an attempt to better understand the current economic environment and the Ontario Government's suggestions related to salaries for Senior Management.

09-13 REPORT OF THE PRESIDENT

The President reported the following:

- Federal Budget
 - The College had a mention in the recent Federal Budget announcement;
 - The University/College split will be 70/30; and no decision has been taken on the process;
 - The Ontario Government is seeking distribution of federal funds at the Provincial Level;
 - There is significant training and infrastructure funding and calls have been received from Industry Canada and MTCU regarding Algonquin's priorities. The Province has stressed that infrastructure projects must be "shovel ready" for Fall, 2009. College projects would include: the Environmental Centre for Construction Trades and Building Sciences (CCTBS), Pembroke, Perth, Healthy Communities, Student Commons, Retrofit, Unfunded Maintenance and Virtual College.
- Provincial Budget & Government Priorities
 - Post Secondary Education is a priority but the Government is not optimistic about the budget; training and infrastructure will also be a part of the package;
 - Colleges have been told not to count on promised operational monies (the College was expecting \$4M in Reaching Higher Plan funding as well as a \$3M share of equipment funding);

09-13 REPORT OF THE PRESIDENT (cont'd)

- Better collaboration between Universities and Colleges is an area of interest as well as Applied Research, Industry Partnerships, Credit Transfer and Second Career.
- Deficits are looming on the horizon for many colleges.

- Advocacy
 - Colleges Ontario and members of the Committee of Presidents have been holding meetings with all key MPPs and staff of the Premier's Office;
 - College Presidents are talking to local MPPs and Ministers to help them understand the challenges being faced by colleges;

- Bill 90
 - The voting procedure has been completed and the matter is now before the Labour Board. If the qualification criterion is met and a sufficient number of votes were obtained, OPSEU will be certified and collective bargaining will begin. It is expected that the fiscal implication will be in the area of \$200-\$300M system-wide.

- Ontarian's with Disabilities Act
 - Institutions implicated by the new legislation have expressed concerns that the requirements are not achievable in the given timelines; it is estimated that the cost to implement the requirements is in the area of \$300-\$400M.

- Other
 - The College has undertaken a decision to make \$6M in reductions in anticipation of the budget announcements which are expected in early March, and is also undertaking preparations to be ready for increased enrolment demand during this time of uncertainty and is moving to offer evening, weekend, summer and virtual delivery formats.

09-14 DECISION ITEMS AND REPORTS**REPORT OF THE GOVERNANCE COMMITTEE**

Governor Armit, Chair of the Governance Committee, reported that a meeting had been held prior to the Board meeting where it was agreed that a recommendation will be prepared and presented to the Board in April, 2009, seeking authority to amend the by-law to name the Governance Committee as the Nominating Committee of the Board. She asked Governors to consider how the nomination and selection process could be enhanced and how a policy could be developed related to a discipline, the expectations of Governors, as well as a clarification of their roles and responsibilities.

The second portion of the meeting was an informal interview process whereby the newest members of the Board were invited to attend to provide feedback related to both the nomination and orientation processes. It was expressed by all that the Retreat held in September provided an excellent opportunity to socialize the newest Governors in advance of a regular board meeting. Another best practice agreed

09-14 DECISION ITEMS AND REPORTS (cont'd)REPORT OF THE GOVERNANCE COMMITTEE (cont'd)

upon was the Governor Orientation Session offered by Colleges Ontario as it was felt that it provides an overall framework for Colleges as well as an opportunity for networking with other Governors. The Governance Committee will work to develop some recommendations regarding the nomination, selection and orientation processes based on the feedback received.

THIRD QUARTER REPORT

D. McNair provided an overview of the Third Quarter Results and addressed to the various schedules provided in the report to Governors.

In April 2008, the Board approved the College's annual budget for 2008/09 which included a positive net contribution before Internally Restricted Fund Expenditures of \$1,031,000. The approved annual budget includes planned expenditures from Internally Restricted Funds of \$13,798,309. These expenditures are intended to fund projects budgeted and started, but not completed, in the previous fiscal year; initiatives to support the Strategic Plan; and, initiatives to support the objectives under the Multi-Year Accountability Agreement

In November 2008, the 2nd Quarter Financial Report was presented with a positive net contribution before Internally Restricted Fund Expenditures of \$2,234,000. There were several minor variances from the Approved Budget and capital budget adjustments.

The 2008/09 Q3 projection also has minor variances from the Approved Budget, among all operating Areas of the College, incurred as part of normal business operations.

Tuition fees are slightly below budget due to the winter 2009 term enrolment coming in slightly below projections. The fall 2008 term enrolment was higher than projected and partially offset the impact of the winter term shortfall. Several new training and education contracts were signed which increased the projected contract revenues. Sales volumes in the College's Ancillary Services were higher than budgeted.

Increases in revenue activity have resulted in higher College costs for salary, benefits and other costs. The College has been faced with some unanticipated expenditures such as the estimated \$150,000 expenditure to provide shuttle buses to 2,500 Algonquin students during the transit strike. By the end of the fiscal year, there could be other implications related to the strike.

The College's Q3 projected net contribution before Internally Restricted Fund Expenditures is \$2,708,000.

At Q3, the projects and initiatives funded from the College's Internally Restricted Funds were reviewed. The 3rd Quarter Financial Report reflects the amount anticipated to be spent from these accounts by March 31, 2009. This updated projection shows a \$4.9 million positive variance when compared to the Approved Budget.

09-14 DECISION ITEMS AND REPORTS (cont'd)THIRD QUARTER REPORT (cont'd)

During Q3, there were increases to the full-time complement including 2 new academic positions as a result of arbitration settlements. To date, the full-time complement has 6 positions more than was reported in the Approved Budget.

Questions/Comments:

- Governor Lamarche inquired as to what the 13 vacant positions on the summary of Funded Positions Chart (p. 15) referred to under the Academic Services section. D. Ouderkirk confirmed that the 13 positions are made up of a combination of Administrative, Support and Academic positions. In addition, of the total 28 positions vacant at the end of Q3, 13 were due to academic resignation or retirements which have resulted in vacancies.
- Governor Johnson inquired as to what has been cut back given the reduction of Internally Restricted Fund expenditures from \$13.7M to \$8.9M. D. McNair responded that the variance results from those projects which could not be completed within the fiscal year; however, a request will come forward in the spring with a request for a similar appropriation to the 2009/2010 Budget.

The Third Quarter Report was accepted as presented.

BUSINESS PLAN UPDATE

Questions/Comments:

- Governor Orendorff posed a question related to how the accomplishments in the Business Plan report relate to the overall goals in the Strategic Plan, and whether the College has an estimate of what percentage it has achieved if the Strategic Plan in these areas. The President replied that the College is progressing towards the vision outlined in the 2013 Strategic Plan but that the Business Plan also reflects specific in-year activities that are not included in the Strategic Plan. He also indicated that the Business Plan is a microcosm of all that is done at the College. The plan provides direction on those key activities which are moving the College forward in its desired direction and which are essential activities at this time.
- Governor Orendorff also questioned if there is an expectation that the Business Plan will, year over year, carry the College towards achievement of the Strategic Plan. The President replied that it is a building block process in which some of the goals do not move forward as quickly as desired. In other cases, cultural changes are required which will take a lot of the College community's engagement. Once this occurs the plans will flourish more quickly, such as the targeted retention and graduation improvements.
- Governor Lamarche expressed the concern raised by some Faculty members related to the Task Force established to focus on the 8 a.m. to 10 p.m. timetables. He indicated that there is a lack of faculty and student involvement in this task force and that the direction was established

09-14 DECISION ITEMS AND REPORTS (cont'd)**BUSINESS PLAN UPDATE** (cont'd)

without appropriate input from key stakeholders. The President replied that the direction has been in discussions for the past several years and was a part of the President's recent message to the Community. The College is so limited in its capacity that it has no choice but to move to alternative delivery modalities such as evenings, weekends, summers and virtual, if it wishes to continue to serve the learning needs of the Community and provide access to those desiring a post secondary education. He added that timetable simulations are occurring in an effort to identify how best these plans could occur. He also indicated that further discussions will take place with the Union, Faculty and students regarding the direction the College is pursuing. Governor Hartley added that, while a consultative process is necessary, conflicts can arise when scheduling is taken out of the span of Management's control. The President concluded that the College will try to accommodate timetabling preferences as much as possible while recognizing that this is direction it must pursue in order to meet the demand and access requirements of the College.

- D. Ouderkirk, Executive Director of Academic Operations and Planning, added that the present timetable simulation was based on fall 2008 enrolment, projecting the new programs and enrolment growth for 2009. He indicated that the evening scheduling would occur for less than 10% of the activity based on the simulation. The goal of the simulation was to determine if the space requirements can fit into the existing footprint.
- Governor Johnson inquired as to who is responsible for reporting the outcomes listed in the Business Plan Report. The President indicated that each of the Vice Presidents and D. Wotherspoon provided comments on the goals for which they are accountable.

The Business Plan Update was accepted as presented.

09-15 MANAGEMENT SUMMARY REPORT**Comments/Questions:**

- Governor March inquired about the rate at which students receive OSAP assistance and whether it is believed that there is a correlation between those students who poorly budget their money and those who are unable to return to their studies as a result. D. Rowan-Legg reported that students receive their OSAP funding in the Fall Term (60%) and the Winter Term (40%). There is policy in place whereby students can defer their November 15th fee payments to the winter semester. The President expressed that there are not a significant number of students who are non-returning due to this scenario; however, a large number of non-returning students have indicated that their program is not what they expected and that issue is being examined as an area for improvement at this time. K. MacDonald also added that a budgeting course is offered to students as part of the orientation offerings.

09-15 **MANAGEMENT SUMMARY REPORT**

- Governor Blackstein observed that the recent graduates of the Bachelor of Science in Nursing Degree Program from the Pembroke Campus recently received a 100% success rate on the College of Nurses Exams and that he had sent a personal congratulatory letter to the students in the program.
- Governor Johnson commented that it would be beneficial to receive an update on the CCTBS, Perth and Pembroke Projects at upcoming meetings of the Board as the projects unfold. The President indicated that the projects are all moving forward. A project manager has been hired for the CCTBS and a capital campaign is underway. Project designs are being scoped for the remainder of the projects. A further update will occur when the governments have announced their stimulus packages.

The meeting adjourned at 6:15 p.m.

William C. Johnson, Vice Chair

Anna Cobus, Recording Secretary