

**APPROVED**

MINUTES OF MEETING NUMBER FOUR HUNDRED AND FIFTY OF THE BOARD OF GOVERNORS OF ALGONQUIN COLLEGE WHICH WAS HELD ON MONDAY, DECEMBER 14, 2009, AT 5:00 P.M. AT ALGONQUIN COLLEGE, WOODROFFE CAMPUS, ROSSER BOARD ROOM

Present	James Robblee, Chair William Johnson, Vice Chair Stephen Abraham Amelita Armit Fred Blackstein Michael Dunlop Pauline Edmonds Veronica Engelberts Robert Gillett, President Sterling Hartley Carman Joynt Yusuf Khan Lana March John Owens Valerie Sayah Michael Tremblay	Regrets	Doug Orendorff
		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

- C. Brule, Executive Dean, Faculty of Technology and Trades
- D. Donaldson, Executive Dean, Faculty of Business and Hospitality
- M. Donohue, Executive Dean, Academic Development
- J. Kyte, Chair, Marketing and Management Studies
- P. Larock, Chair, Media Studies, School of Media and Design
- W. McIntyre, Director, Student Support Services
- R. Mills, Executive Dean, Faculty of Media and Design
- D. Ouderkirk, Executive Director, Academic Operations and Planning
- C. Persaud, Faculty, Marketing and Management Studies
- C. Sidorenko, Chair, Community Studies Department
- K. Tysick, Executive Dean, Faculty of Health, Public Safety and Community Studies

The Chair called the meeting to order at 5:00 p.m., and welcomed all in attendance.

**09-64 CONFLICT OF INTEREST DECLARATION**

None.

**09-65 APPROVAL OF PREVIOUS MINUTES**

**RESOLUTION**

MOVED AND SECONDED – Armit and Engelberts

That the minutes of November 9, 2009, be approved as amended.

**09-66 BUSINESS ARISING**

None.

**09-67 PRESENTATION**

**SUCCESSION PLANNING UPDATE**

G. Barker, Vice President, Human Resources, introduced Ian Kaiser, Principal, Knightsbridge MICA, who was present to provide an update on the succession planning project that has been undertaken at the College in response to a request from the Board of Governors, and as an effort to mitigate risk associated with succession at the College.

Mr. Kaiser outlined the actions being taken by the College as follows:

- Identify areas of risk
- Review and revise high-risk role profiles
- Identify potential candidates for high-risk roles
- Conduct assessments and build development plans, and
- Invest in the development of candidates with potential.

To date, the identification of high risk roles, the identification of future leadership requirements, and the promotion of literacy on how to identify potential have been completed. The review and revision of high risk profiles has begun, as has the process for clarifying the expectations and concerns about the succession planning program to ensure buy-in. Next steps will include a final call for individuals seeking increased leadership responsibility, a talent review meeting with the President's Executive Committee, and the initial assessment and development of candidates with potential for leadership which will all take place during the January to March

period in 2010. The key to success is that the process is cyclical to build sustained momentum around succession management so that there is continuous risk mitigation.

*Questions/Comments:*

- *Governor Armit: At which point in the process are external candidates considered, as this is very internally-focused.* Typically succession management programs are very internally focused on developing the internal pipeline of talent; however, the College can consider strategic external hires as necessary. It is a requirement of the Board that there is an external search for the President and CEO.
- *Governors Owens: Who will pay for the investment of developing the candidates? Is the College prepared to invest?* Yes. The College has a two level leadership development program (soon to become a four level program) which is sponsored by the College. There is also a lot of inter-professional development at the College. Some co-investments will be required depending on the nature and area of study.
- *Governor Engelberts: Building on Governor Armit's question, how big is the pool for the high risk positions? What is the competitive pool?* The exact size of the pool is not known. The College does recognize that it does not want to create "heir apparent" situations; however, it will do all it can to help prepare candidates for a given position. In many cases, it will want to test both the internal and the external market to ensure it always has the best candidate for any position. Internal candidates are also encouraged to consider lateral moves, as well as vertical.
- *Governor Sayah: Is there a process established to address cross-constituent changes?* The focus of this review is at the management level; however, there will be a focus on the support staff and faculty as the process evolves.
- *Governor Abraham: What was the criterion that was used to identify the high risk roles?* PEC Members were asked to consider specific criteria such as the uniqueness of a role, organizational contribution to the system, and stake holder impact. An incumbent's vulnerability can be based on a variety of factors such as retirement, poaching, internal movement, and health.
- *Governor Johnson: Will Knightsbridge go so far as to make recommendations for candidates through its review meeting with the President's Executive Committee?* When it feels that a recommendation can add value, yes; however, the College must make the ultimate decision. The Talent review however, is dependent on the College knowing and identifying its talent and Knightsbridge's role is to guide a good dialogue.
- *Governor Sayah: Is succession planning typical for management positions only? Is this part of a bigger plan in the future?* Depending on how it evolves and if there were to be issues with the recruitment of staff and faculty, a further process would be evolved. The

management area is of the greatest concern right now, both in the College and in the private sector.

- *Governor Dunlop: Suggested that the messaging of succession planning should focus on leadership development.*
- *Governor Tremblay noted that at his company, at the VP level and above, they are responsible for identifying a slate of candidates for potential successors and once there is a call for candidates, it is built into the review process in terms of individual aspirations so that there is a mechanism for tracking one's progress to their goals.*

The Chair concluded the presentation by thanking Mr. Kaiser for the presentation and observing that this is an increasingly important topic and he is pleased to see the College taking the necessary steps.

#### **09-68 REPORT OF THE CHAIR**

The Chair reported the following:

- The Board's Annual Christmas Dinner will be held in the Restaurant International following the meeting.
- The United Way touchdown event was held at the Woodroffe Campus on November 17<sup>th</sup>. Together, the Woodroffe, Perth and Pembroke Campuses exceeded this year's Campaign fundraising goal by close to \$9000.00 and raised a total of \$117,800.00.
- Governor Khan attended the Colleges Ontario Governor Orientation Program on November 14<sup>th</sup> in Toronto, and Governor Joynt attended on October 19<sup>th</sup> in Belleville. Governor Khan commented that the session provided an interesting perspective on the different experiences and issues of the various boards, as well as clarification of the role of a Governor. Governor Joynt echoed the comments and added that it brought the legality of a Governor's position to the forefront and highly recommended the session to all.
- All Governors were invited to attend the President's Annual Christmas Coffee Break taking place on Friday, December 18<sup>th</sup> beginning at 10:00 a.m. in the Students' Association Observatory Lounge. Invitations were on the table.
- A retreat will be held following the January 11<sup>th</sup> Board meeting which will take place in the Staff Dining Lounge. The purpose of the retreat will be to discuss the principles under which the recommendations of the Strategic Programs and Services Planning project are to be considered when presented to the Board in June.

**09-69 REPORT OF THE PRESIDENT**

The President reported the following:

- Construction of the Algonquin Centre for Construction Excellence is well underway and is ahead of schedule due to the recent fair weather;
- Construction designs for the Perth and Pembroke Campuses, and now the Student Commons Building, are progressing;
- There has been a lot of advocacy and lobbying at the federal and provincial government levels as Colleges are trying to ensure that there is continued investment, even during the time of a deficit, as it is believed that investment in education will have the greatest payback for the economy.
- Colleges Ontario is working with the Ministry of Training, Colleges and Universities in terms of how to meet the demand of an additional 80,000 students to be accommodated by 2015.
- There is ongoing discussion about the AODA (Accessibility for Ontarians with Disabilities Act) and how Colleges are expected to phase in the requirements.
- Reaching Higher 2 will be announced at the same time as the budget in March and will be an influential factor in the College's Strategic Programs and Services Planning project, along with the funding announcements. The College is preparing a number of budget scenarios to determine what may be done depending on the funding decisions of the government.

**09-70 DECISION ITEMS AND REPORTS****PROGRAM PROPOSAL: QUALITY MANAGEMENT**

D. Donaldson introduced J. Kyte and C. Persaud who were present to seek approval to offer the Quality Management Ontario College Graduate Certificate program which will appeal to individuals who want to add a quality management component to their expertise. Students learn quality standards and tools, how to assess business processes, and how to apply these tools and techniques to improve business processes and achieve greater customer satisfaction. The program offers a two-part approach to quality management. The first part covers the technical aspects that enable graduates to use the tools for identifying, analyzing, and recommending improvements to the quality of the output. The second part focuses on the management aspect that positions graduates to address quality issues in terms of the business perspective including the business strategy, return on investment, and the overall cost of quality.

*Questions/Comments:*

- *Governor Blackstein: Will ISO Certification be a component of the program? Yes. One of the courses covers quality models which includes ISO, American Standards and ITU.*
- *Governor Johnson: This course is 20% online. In the future, what is the rationale for determining the courses that lend themselves to e-learning? Could future proposals include a statement as to why a program lends itself to e-learning? This comment was taken under advisement.*
- *Governor Sayah: Is excited to see this as a student who is currently taking the project management program which only touches on the subject.*
- *Governor Sayah: Given the anticipated high demand, is there a way to increase contribution in the first three years by possibly fostering relationships with the National Quality Institute? The enrolment numbers are conservative. Traditionally in a program start-up, there is an attempt to use part time faculty; however, given that C. Persaud has the expertise, he will be teaching in the program which will result in a greater start up cost.*
- *Governor Edmonds: inquired as to when the placement component will be offered. It will be offered after the winter semester, beginning in May, similar to what has been done with the Business Intelligence Research program.*
- *Governor Abraham: Is it expected that there will be enough placement opportunities for 25 students? The program advisory committee feels this will not be an issue; in fact, it would be supportive of higher enrolment. Work placement can be global, as well as local.*

## RESOLUTION

### **MOVED AND SECONDED – Blackstein and Joynt**

That the Board of Governors approve the Quality Management Ontario College Graduate Certificate program effective fall, 2010, and seek validation of the program title and outcomes from the Credentials Validation Service and approval for funding from the Ministry of Training, Colleges and Universities.

**CARRIED**

### **PROGRAM PROPOSAL: MUSIC INDUSTRY ARTS**

R. Mills and P. Larock were present to seek approval to offer the Music Industry Arts Ontario College Diploma program which prepares students to work as producers and engineers in today's music industry. Students produce multi-track recordings demonstrating a full range of audio engineering and music production skills. Strong emphasis is placed on the study of the music industry as a whole and the business skills involved. Legal contracts, copyright issues, royalties, and music publishing are all explored. Curriculum delivery emphasizes applied learning in professional studio settings. Graduates may find employment as audio engineers, producers, personal managers, music publishers, disc jockeys, and concert promoters.

Opportunities also exist for graduates wishing to start their own production companies. A proposal for a Music Industry Arts program reached the final approval stage with the Curriculum Review Committee in 2007, at which time it was held back due to lack of space. As a result of the Program Quality Review of the Broadcasting – Television program in 2007 remote broadcast training was introduced. This has freed up one of the two television studios to create a music production studio. To operate a Music Industry Arts program in one studio, the program is designed as a one-year, non-semestered diploma program. Demand for the program has increased over the last two years as a result of the successful General Arts and Science, Pre-Music Production program which, since its launch in fall 2007, has grown to 75 students with a wait list. Existing laddering opportunities for current students are the two-year program at Fanshawe College in London, Ontario, or the more expensive private vocational colleges. By modifying a current program (Broadcasting – Television), the School of Media and Design has opened up space to launch a new high-demand program. The only capital requirement is the renovation of existing space and equipment.

*Questions/Comments:*

- *Governor Engelberts: Why do the capital requirements for equipment increase to \$55K in the fourth year?* This is due to equipment renewal but the program will generate sufficient revenue to cover the costs.
- *Governor Johnson: Are the pre-music production students automatically admitted to the program?* Once the program is approved this will be discussed with the Admissions Staff in the Registrar's Office.
- *Governor Sayah: How will the capital investment be funded?* Area 5 has made a commitment to fund the investment from within the area and is also reviewing appropriations and specific reserves to identify any additional areas of savings. All of the Executive Deans are in support of the program and are willing to work together to find solutions for the funding.

**RESOLUTION**

MOVED AND SECONDED – Armit and Dunlop

That the Board of Governors approve the Music Industry Arts Ontario College Diploma program effective fall, 2010, and seek validation of the program title and outcomes from the Credentials Validation Service and approval for funding from the Ministry of Training, Colleges and Universities.

**CARRIED**

## PROGRAM PROPOSAL: PERFORMANCE COACHING

K. Tysick and C. Sidorenko were present to seek approval to offer a one year Ontario College Graduate Certificate program entitled Performance Coaching. Graduates of the program may find employment as performance consultants, executive coaches, athletic coaches, human resources managers, life coaches, or organizational development professionals in a variety of industries such as business, sport and recreation, emergency service, or healthcare. The Performance Coaching program focuses on the study of psychological skills associated with high level performance applied to a broad population base. It is designed for working professionals whose job responsibilities include a coaching or mentoring role and for individuals who wish to pursue careers as independent performance coaches. Students gain an understanding of the foremost theories, concepts, and principles of performance coaching as well as the practical application of leading techniques and interventions used in the field. Emphasis is placed on the application of psychological skills and knowledge to the enhancement of high-level performance with the aim of helping others meet or exceed high performance standards and enhance overall well being. Designed to meet the needs of working professionals, the program will be delivered beginning with a six-day on-campus residency component, followed by on-line course work, and culminating with a three-day on-campus component.

### *Questions/Comments:*

- *Governor Joynt: Is the requirement of one year of relevant work experience sufficient for this program?* This is something that was debated and it was decided that the requirement will be evaluated to determine if it is sufficient and will be changed if necessary.
- *Governor Engelberts: Is the program almost entirely online?* Yes. Royal Roads University runs its program in a similar format and is very successful. There is not a lot available in this programming area in Canada and it is expected to be a local, national and global program.
- *Governor Dunlop: How do out of Country students affect the grant value?* There is no grant value for international students; however, the international fees more than account for the lost grant.

## **RESOLUTION**

MOVED AND SECONDED – Joynt and Johnson

That the Board of Governors approve the Performance Coaching Ontario College Graduate Certificate program effective Fall 2010 and seek validation of the program title and outcomes from the Credentials Validation Service and approval for funding from the Ministry of Training, Colleges and Universities.

**CARRIED**



### PROGRAM PROPOSAL: GAP YEAR

K. Tysick and C. Sidorenko presented a proposal for approval to offer a one year Ontario College Certificate program entitled Gap Year for recent high school graduates who want to take a break from formal education and the workplace. Program graduates develop the skills and knowledge to enhance their academic and leadership potential, grow personally, and gain an international perspective. They receive college credit that may be used toward a postsecondary diploma, as well as credit equivalencies that may be used towards degree studies at the University of Ottawa. Graduates also develop commonly required employability skills useful in the workplace.

Currently, there are no structured Gap Year programs offered at a Canadian postsecondary institution that involves a combination of academic experiences, volunteering, travel abroad, service learning, and language immersion. The implementation of a Gap Year program at Algonquin College would assist the College in becoming a recognized leader in alternative pathways to higher education. Growth in the number of students, who are deferring their admission to college or university, choosing instead to take a 'gap year,' has created a demand for this type of programming.

K. Tysick acknowledged the contribution of Shauna Burke in moving the development of both the Gap Year and Performance Coaching Programs forward.

#### *Questions/Comments:*

- *Governor Abraham: Was consideration given to other names for the program? Yes; however, in the focus group held with parents it was recognized as a gap year program and comments were to "name the program just what it is".*
- *Governor Blackstein: What certifications are earned in this program? CPR and First Aid will be a part of the learning outcomes.*
- *Governor Sayah: Will students be eligible for OSAP funding? No, because the program is unfunded.*
- *Governor Armit: Why was elementary Spanish chosen as the language course in level 2? This aligns with the international experience to take place in Costa Rica. Should the international experience change, the language component would also change.*

- *Governor Sayah: How many credits will be granted by the University of Ottawa for this program? Two courses – Spanish and Principles of Psychology – will each be granted 3 credits for a total of 6 credits. In addition, the University wants to be involved in this program and create experiences for students to experience the post secondary environment at the university level.*
- *Governor Dunlop: Why does the College use several different companies to complete market research? The College does have an agreement with Hanover Research; however, they only complete one research study at a time. They are used as much as possible but in reality there are often several research studies taking place concurrently. The methodology used for each study is identical regardless of the firm used to carry out the research.*

## **RESOLUTION**

MOVED AND SECONDED – Owens and Edmonds

That the Board of Governors approve the GAP Year Ontario College Certificate program effective fall, 2010, and seek validation of the program title and outcomes from the Curriculum Validation Service.

**CARRIED**

## **PROGRAM MODIFICATION: CARPENTRY AND MILLWORK: HERITAGE**

C. Brulé presented a recommendation to modify the current program title of the Carpentry and Millwork – Heritage program to Carpentry and Joinery – Heritage. The term “Millwork” is not widely used in Canada; the more usual term is “Joinery.” All of the courses in the program that deal with this skill set have been re-named to “Joinery” to reflect this situation. In addition, the term “Millwork” is often confused by the public and by applicants with “Millwright” and “Milling,” which are machining/tool and die skills. Changing the name will help applicants to choose the right program when considering training options. At the Trades Advisory Committee meeting held on June 9, 2009, the motion to support the program title change of the Carpentry and Millwork-- Heritage program to Carpentry and Joinery - Heritage was passed unanimously.

*Questions/Comments:*

*Governor Edmonds: Is this the only program of its type in the province? It is the only program that uses this terminology.*

**RESOLUTION**

MOVED AND SECONDED – Owens and Blackstein

That the Board of Governors approve the program title change from Carpentry and Millwork - Heritage to Carpentry and Joinery - Heritage, effective fall, 2010, and seek validation of the program title from the Credentials Validation Service.

**REPORT OF THE GOVERNANCE COMMITTEE**

Governor Armit, Chair of the Governance Committee, reported that the Committee met on December 1<sup>st</sup> :

- The President's Executive, Deans and Directors Biography document was completed and distributed with Governors' meeting material for future reference.
- Members agreed that a letter should be sent to nominated governors asking them to confirm their interest in serving on the Board and outline their past board experience and interest in the College.
- The College Compensation and Appointments Council has advised that the Board gender balance should be 7 to 5 (males/females), excluding the President and Internal members of the Board. As such, a total of 4 females and 1 male are being sought for Board appointment next year. A concern was raised that there have been challenges under the Human Rights Act regarding gender balance and as such, it was agreed that the College should request confirmation from the College Compensation and Appointments Council related to its direction on gender balance. It was agreed, however, that the Board fully supports the recommendations regarding gender balance and is merely seeking confirmation for its records and more understanding about flexibility.
- The interview process for new Governors will begin in March with the final recommendations coming to the Board at the May 10, 2010, meeting.
- Governors were encouraged to identify candidates for consideration for appointment to the Board.

Questions/Comments:

- Governor Johnson inquired as to whether he could join the Governance Committee and the Board Chair responded that he is a member of the Committee. It was subsequently noted that Governor Johnson, the Vice Chair, is not currently a formal member of the Committee and appointment to the Committee would have to be dealt with in the standard process of changing By-Law #1 (refer to page 17) at the Annual General Meeting or at a special meeting of the Board.

**09-71 MANAGEMENT SUMMARY REPORT**

The complete Management Summary Report for December, 2009, was received and is available at [www.algonquincollege.com/board](http://www.algonquincollege.com/board).

*Questions/Comments:*

None.

**09-72 OTHER BUSINESS**

None.

There being no further business, the meeting adjourned at 6:26 p.m.

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Dr. James Robblee, Chair

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Anna Cobus, Recording Secretary