

APPROVED

MINUTES OF MEETING NUMBER FOUR HUNDRED AND FIFTY TWO OF THE BOARD OF GOVERNORS OF ALGONQUIN COLLEGE WHICH WAS HELD ON MONDAY, FEBRUARY 8, 2010, 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 (via teleconference) Pauline Edmonds Veronica Engelberts Robert Gillett, President Sterling Hartley Carman Joynt Yusuf Khan Lana March Doug Orendorff John Owens Valerie Sayah Michael Tremblay	Regrets	Deborah Rowan-Legg, Vice President, Student Services Gerry Barker, Vice President, Human Resources
		Vice Presidents	Robert Letourneau, Administration Kent MacDonald, Academic Joy McKinnon, Business Development
			Anna Cobus, Recording Secretary
Guests	Jo-Ann Aubut, Chair, Academic Development Claude Brulé, Executive Dean, Faculty of Technology and Trades Dave Donaldson, Executive Dean, Faculty of Business and Hospitality Marguerite Donohue, Executive Dean, Academic Development Sylvie Ferguson, Medical Radiation Technology Program Barb Foulds, Associate Dean, Faculty of Health, Public Safety and Community Studies Mark Hoddenbagh, Director, Applied Research Jim Kyte, Chair, Marketing and Management Studies Denis Lefebvre, Business Administrator, Faculty of Health, Public Safety & Community Studies Duane McNair, Director, Finance and Administrative Services Kathryn Moore, Registrar Peter O'Leary, Chair, Algonquin College Foundation Board of Directors Doug Ouder Kirk, Executive Director, Academic Operations and Planning Joe Ranieri, Virtual College Project Brenda Rothwell, Algonquin College Foundation P. Rouble, Facilities Planning Specialist, Physical Resources Mike Rushton, Director, Physical Resources Kim Tysick, Executive Dean, Faculty of Health, Public Safety and Community Studies Marlene Tosh, Chair, CE Contracts (Health), Faculty of Health, Public Safety and Community Studies		

The Chair called the meeting to order at 5:00 p.m.

10-11 CONFLICT OF INTEREST DECLARATION

None.

10-12 APPROVAL OF PREVIOUS MINUTES

RESOLUTION

MOVED AND SECONDED –Johnson and Orendorff

That the minutes of January 11, 2010, be approved as amended.

CARRIED

10-13 BUSINESS ARISING

None.

10-14 PRESENTATION

ALGONQUIN COLLEGE FOUNDATION

Peter O`Leary, Chair of the Algonquin College Foundation, presented an overview of the Foundation and its accomplishments since its inception in 2004 as well as some proposed directions for the future. The Foundation has successfully carried out two fundraising campaigns including the Transportation Technology Campaign as well as the Veterinary Technician Building Campaign. At current, three campaigns are underway including the Constructing OUR Future Campaign with a goal of fund raising \$7M towards the Algonquin Centre for Construction Excellence. To date, \$2.9M has been secured. The Perth Campaign, Building Our College, Our Community, has a fund raising target of \$1M with \$22,000 raised to date. The Pembroke Campaign Cabinet has secured \$1.3M against a total fundraising goal of \$2.5M.

With respect to student aid, the College dispersed an annual amount of \$52,000 (representing 104 student bursaries) prior to the Foundation`s creation in 2004. Since that time, the College has raised \$13.2M, including matching funds from the government.

Future strategies include:

- Increasing the College brand with Foundation activity;
- Increasing the growth of the Foundation through extended teams such as Alumni, the Board of Governors and Donors;
- Cultivating a selling/development model that encourages individual activity with each member of the Board of Directors;
- Leveraging College initiatives with Foundation support;
- Leveraging existing momentum and build a Foundation that increases funds raised and independently supports all of its operating costs; and,
- Resources to support continued growth and stewarding.

Mr. O'Leary concluded the presentation by indicating their excitement about the opportunities that lie ahead for the Foundation and the College, and thanked all former and present members of the Board of Governors for their support, including those with named endowments including former Governor David Wallace, and current Governors Dr. James Robblee, Carman Joynt and Michael Dunlop. He also commented that the Foundation is positively connected to the leadership of the College with very clear support and direction in its role.

The Board Chair thanked Mr. O'Leary for his presentation and commended the Foundation for an approximate 900% increase in its assets over the past six years.

Questions/Comments:

- *Governor Joynt: Commented that he was unaware that the Government matches all donations 1:1. Correct, and the College was ranked #1 in the province last year for funds raised under this program.*

SUSTAINABILITY

Jim Kyte, Chair of Marketing and Management Studies, and Jo-Ann Aubut, Chair of Academic Development, provided a presentation on the direction taken by the College to address the goal of sustainability as outlined in the 2008-2013 Strategic Plan. In November, 2007, Algonquin was the first Canadian College to sign the Talloires Declaration and from there established the Sustainable Algonquin Steering Committee in response to signing the declaration. In June, 2008, the College became a member of the Association for Advancement of Sustainability in Higher Education. The College then hosted its first Corporate Social Responsibility Conference in December, 2008, followed by the World Cafés in Winter, 2009. Dr. Jane Goodall visited the College on April 15, 2009, and on Earth Day, 2009, Algonquin became the second college in Ontario to sign the Association of Canadian Community College's Pan-Canadian Protocol for

Sustainability. Lastly, the groundbreaking for the Algonquin Centre for Construction Excellence, a LEED-standard building, was held in October, 2009, followed by the 2nd Annual Corporate and Community Social Responsibility Conference in November. An overview of the work of the Office of Sustainability of the University of British Columbia was provided including an overview of the real time savings in consumption since 1999. J. Aubut also spoke to the work of Bob Willard and his concept of the Business Case for Sustainability. The outcomes of sustainability for Algonquin College include increased cost savings for the College; improved human health; reduced environmental impacts; increased academic performance with more engaged students; strengthened school/community linkages; stimulated development of sustainability driven business; and preparedness of students to live, work in and contribute to sustainable communities.

Questions/Comments:

- Governor Owens: *What is a tangible example of something that is being done within the College Community to demonstrate the commitment to sustainability?* Three years ago, the College embarked on a \$6M Energy Savings Contract project to upgrade energy consuming equipment with energy conserving equipment such as lighting and water fixtures. The savings per year is \$650K with a payback on the investment within a ten year period. Another bonus of the project is that the calculations were based on that of the day and any cost of utilities increases are additional savings to the College. In addition, the College exceeded the Ontario greenhouse gas emissions targets beginning in 2008.
- *How would the College measure paper savings, similar to that done by UBC?* This would be done by establishing a baseline and measuring against it, and accounting for enrolment increases in a model similar to that used at the UBC.
- Governor Sayah: *It may be helpful to add a slide to the presentation outlining the actions Algonquin has taken in terms of recycling, etc.* Taken under advisement.
- Governor Robblee: *Noted that a compendium of initiatives would be helpful and would be of interest to the Community at large.* Taken under advisement.

10-15 REPORT OF THE CHAIR

The Chair reported the following:

- The faculty will vote on the Management's current offer on February 10th; if the offer is accepted, the Collective Agreement will be in place until August, 2012. If it is rejected, a

strike is set for February 17th. Should a strike be the outcome, the Board and College will do its utmost to ensure that students are able to complete their academic year.

Questions/Comments:

- *Governor Blackstein: The Algonquin Times referred to a strike date of February 11th. That date was at a point in time and we are now working with a date of February 17th, although no formal notification has yet been received.*

10-16 REPORT OF THE PRESIDENT

The President reported the following:

- Management continues to work on the 2010/11 budget; the current reduction figure is \$8M; all public institutions are working under difficult scenarios. The College will deliver a balanced budget to the Board and is working under the assumption of a 0% increase on the General Purpose Operating Grant and on a 4% tuition increase, as requested in the Colleges Ontario submission, until the provincial budget is announced in March.
- Governors should be aware that several students and faculty members will be travelling to Haiti to assist with rebuilding, with a focus on schools. This is being done in partnership with HousAll and they will be leaving on February 15th.
- Capital plans are progressing at all three campuses, with the most complex project being the Algonquin Centre for Construction Excellence (ACCE) due to the new transit station, walkway, new building and the water system. The Perth project is in the final design stages and the Pembroke Campus project is also progressing. The Federal Government is not compromising on the completion date of March 31, 2011 for the funded projects (ACCE and Perth).

Questions/Comments:

- *Governor Johnson: Is the reduction on the budget figures based on the 2009/10 approved budget? Yes. The pro forma is developed with provisions that are known such as wage increases, etc., and from there the reduction is determined based on what is required to achieve that budget.*
- *Governor Sayah: The previous minutes indicated a \$6M reduction. The figure is ever-changing and is based on the evolving pro forma which is being developed and updated on a weekly basis.*

10-17 DECISION ITEMS AND REPORTS

PROGRAM PROPOSAL: MEDICAL RADIATION TECHNOLOGY

Kent MacDonald introduced the Medical Radiation Technology program proposal and noted that significant investments will be required in terms of space and equipment. Through the close of the Eastern Ontario School of X-Ray Technology, relationships with local hospitals as

well as through the efforts of the Algonquin College Foundation, the academic area feels confident that it will be able to underwrite the investment required in the next couple of years. The planned renovation for the A Building is under discussions with more to come forward in the coming months. The partners in this program want to launch this program now and are willing to deliver it on site at local hospitals until such time as the College is ready to repatriate it to the campus.

Kim Tysick, Executive Dean of the Faculty of Health, Public Safety and Community Studies, provided an overview of the proposal to offer a three-year Ontario College Advanced Diploma program entitled Medical Radiation Technology (MRT). The program prepares graduates with the knowledge and technical skills required to produce diagnostic images or carry out diagnostic procedures in the role of a medical radiation technologist.

For several years, the Medical Radiation Technologist Steering Committee has met to discuss the potential of starting an MRT program in the Champlain Local Health Integration Network (LHIN). The Committee consists of representatives of the major acute care hospitals and the educational institutions. After extensive study, the committee recommended the development of an MRT Advanced Diploma program at Algonquin College. The decision made by the Ministry of Health (MOH) to close hospital-based MRT programs will see the Eastern Ontario School of X-ray Technology (EOSXT) program closed in two years leading to a training gap in this region. As a follow-up to the MOH decision, Health Force Ontario recently approved Algonquin's proposal to be the MRT deliverer in Eastern Ontario and granted \$137,370 in start-up funds.

The five acute care hospitals (Queensway Carleton Hospital, The Ottawa Hospital, Children's Hospital of Eastern Ontario, Montfort Hospital, and Pembroke Regional Hospital) and Algonquin College will work together to develop and deliver this program. The five hospitals have agreed to provide both classroom and laboratory learning space for the program in the short term, at no cost to the College, and have also provided a full-time professional, on their payroll, to work with College staff to write the program proposal, develop curriculum, and set up the program. Equipment for this program will come from a variety of sources: The Ottawa Hospital has agreed to include the College as a partner in their single vendor project allowing the College the same discount consideration as the hospitals and will also donate equipment. EOSXT is donating equipment when they close; donations and other equipment sharing arrangements are being sought by the Algonquin College Foundation. The remainder will be purchased by the College.

The program will be delivered primarily at the hospitals with some use of health labs at the College on evenings and weekends until a new College facility is constructed. This model of starting a program off-campus and moving it back when feasible was used successfully with the Biotechnology program. Capitalizing on existing facilities and expertise, simulation-based

technologies will be integrated into the program. MRT will be a cornerstone in the Health program cluster. The addition of this program builds the expertise and capacity to launch new graduate certificate programs, such as Ultrasound and MRI. It allows for building additional laddering opportunities for current students and it opens up opportunities to deliver workshops and updating to employed professionals, to offer bridge programs for internationally educated health professionals, and to deliver programming off-shore. It also opens up new applied research opportunities as well as potential business partnership opportunities.

A labour market survey completed in May, 2008, by Axion clearly identifies the Health Human Resource (HHR) shortages in our region and that wait time strategies in the region are predicated on access to diagnostic imaging. Our hospital partners in the Champlain LHIN confirm this is consistent with their experience. There are currently four MRT programs offered by colleges in Ontario, Fanshawe, Confederation, Cambrian and Boreal. It is also offered by the Mitchener Institute and the Eastern Ontario School of X-ray Technology in Kingston (closing 2010). Although the hospitals in the Champlain LHIN region provide placements for students in these programs, very few of the graduates stay here.

The Steering Committee has been in existence for the past two years from which an MRT program advisory committee will be formed to include additional clinical and community partners. At the November 2009 meeting, a unanimous vote supported a motion of support for this program proposal.

The implementation of this program reflects the strategic directions of the College including the commitment to virtual learning, alternate delivery, leveraging of relationships with business and industry, and meeting the needs of students and the community.

Questions/Comments:

- *Governor Johnson: The cash contribution is 40% - 50% in each of the years when the grant begins; if the College does not receive the grants, this is a high cost program that would have substantial cash deficiencies. How assured are we that these grants will always be forthcoming at these levels set out? This is no different than any other program and if the government was to stop providing grant funding all, Colleges would be out of business. There is no doubt that the government will provide the grant flow. The one hope is that the grant level would rise to the national average.*
- *Governor Blackstein: Given the high ratio of applications to registrations, why is there only a requirement for 65% achievement in math and sciences? The College has reviewed the entrance requirements and has made a decision to align itself with another College that has been successful in offering the program. It is not provincially mandated.*

- *Governor Edmonds: Based on the ratios, do we feel we will be able to market and fill this course for fall, 2010?* Based on the telephone calls and interest that has already been expressed, it is not expected to be difficult.
- *Governor Edmonds: The number of program hours is calculated incorrectly on both pages 3 and 4.*
- *Governor Orendorff: Is very supportive of the program. Is there a long term plan for how long the program can sustain 60 graduates and is there enough of a market for that?* In Eastern Ontario alone, there is a requirement for 75 graduates per year and based on retirement rates, succession planning, and new needs in health care as well as new technologies, the demand is not expected to decline.
- *Governor Orendorff: Is this program larger than existing programs at other Colleges?* Yes, this is close to the largest program in the province and will expand the number of MRTs in the province by approximately 40%.
- *Governor Engelberts: Why is the Eastern Ontario School of X-ray Technology closing?* It is at the direction of the Ministry of Health and Long Term Care who funds the program and has indicated that they will no longer do so in two years' time.
- *Governor Dunlop: Philosophically, this is a good program to offer. However, how should we approach this from a board perspective in terms of negative revenues for the first years when we know that the College will be in a tough financial situation? The College budgets a subsidization amount that reflects some loss leading costs of start-up programs throughout their start up phase (approximately \$2M). It is viewed as a cost of doing business and is a good investment as reflected in the music production program which will have some loss initially, but a \$1M contribution to the College in year 4 of the program being offered.*
- *Governor Dunlop: If there is a budget for these loss leaders, perhaps the Board could receive information in advance of future proposals so it has an idea of how much is remaining in the fund for future proposals.*
- *President Gillett: The budget is that of the Academic Area and the total program costing model. Four years ago, the question of subsidization was raised by the Board. It is not a line item in the budget, rather a cost of doing business in the academic area. The more new programs that are introduced, the higher that number will become; however, there are offsets in other areas and new revenue growth from mature programs.*
- *Governor Tremblay: What is the anticipated cost of the capital and what is the worst case scenario?* The worst case scenario is what is reported in the financial summary. It is expected that the number will be reduced through donations, but to what extent, is unknown at this time.

RESOLUTION*Moved and Seconded – March and Joynt*

That the Board of Governors approve the Medical Radiation Technology, Ontario College Advanced Diploma Program effective fall, 2010, and seek validation of the program title and outcomes from the Credential Validation Service, and approval for funding from the Ministry of Training, Colleges and Universities.

CARRIED

THIRD QUARTER REVIEW

D. McNair, Director, Finance and Administrative Services, reported that the 2009/10 Q3 Projection has a significant variance from the Approved Budget for grants revenue that is primarily due to updated construction plans for the Algonquin Centre for Construction Excellence. Capital grants are recognized when expenditures occur and the updated plans result in offsetting adjustments to revenue and expenditures. Other revenue variances are due to operating grant adjustments, recognition of “flow-through” grants for student aid, increased contract activity revenues and increased sales in College Ancillary Services. Expenditure adjustments associated with the revenue adjustments noted above and anticipated improvement of results from Contract Activity and College Ancillary Services are resulting in a projected Net Cash Flow of \$2,672,000 before GAAP adjustments (\$1,612,000 higher than the Approved Budget). Net Contribution before Expenditures from Internally Restricted Funds is projected to be \$6,185,000, or \$3,570,000 higher than the Approved Budget. The Ministry of Training, Colleges and Universities now requires college Boards of Governors to approve interim Statements of Revenue & Expenditures and Statements of Financial Position and as such, a Statement of Financial Position projection was provided within the 3rd Quarter Financial Report. With respect to the complement, adjustments have been made to reflect new positions, positions eliminated, transfers, etc. Accordingly, there are minor differences in the staff complement and a minus three net decrease in the overall summary of funded positions.

Questions/Comments:

- *Governor Tremblay: How are surpluses dealt with?* In appropriations and reserves, with residuals going into equity.
- *Governor Johnson: What is the explanation for the increase in funding for strategic priorities, as well as flow through expenditures?* The flow through expenditures are as a result of student aid expenditures which are dollar in, dollar out. This is a change in the reporting requirements that has been incorporated. The capital investment expenditures are resulting from the increase in the funding for strategic priorities.

- *Governor Edmonds: Would it be possible to receive a breakdown of the number of administrative, faculty and support staff in future complement reports? Yes.*
- *Governor Tremblay: Finds the report well laid out self explanatory.*

RESOLUTION

MOVED AND SECONDED – Armit and Hartley

That the Third Quarter Review be accepted as presented.

CARRIED

THIRD QUARTER BUSINESS PLAN UPDATE

An update on the progress towards the initiatives of the 2009/2010 Business Plan was provided for Governors.

Questions/Comments:

- *Page 5, EMP5.1: What type of executive training is the College implementing? The College has a four level training program with the first two levels being generic management programs. For the fourth level of the program, the College is hoping to partner with Harvard University to send four candidates for Executive Leadership Training with the expectation that those individuals return and be faculty of the level three leadership development program which is currently under development.*
- *Governor Blackstein: Observed that of the 100 measures, only 5 have been noted as delayed or at risk.*
- *Governor Robblee: Suggested that perhaps a fourth column could be added in 2010/2011 to identify activities which have been completed. Taken under advisement.*
- *Governor Dunlop: Page 17, item RES2.1.2, should be indicated as delayed or at risk given that the activity has been suspended. Agreed.*
- *Governor Edmonds: What is SPTS and what is Area 4? SPTS is the School of Part Time Studies and Area 4 refers to Business Development.*
- *Governor Edmonds: What is the Making your Mark program? This is a program that is used across the country which was developed by a retired professor named Don Fraser whose focus is to visit student groups during orientation and discuss the factors that can help one to be successful as a college student. Wayne McIntyre, Director of Student Support Services, introduced this program to the College in Residence and the success of that pilot is being measured. The program has been rolled out across North America.*

- *Governor Edmonds: How short are we on the retention target?* An eleven point engagement strategy has been developed and six of the strategies were rolled out in year one of the program. The original goal was to retain an additional 662 students and it is projected that the results will be in the area of 400 to 450 retained students over and above the results of the previous year. This is a first step in progressing towards the 70% graduation rate.
- *Governor Edmonds: ACA 6.1 – Does this refer to overseas international students, or on campus international students?* On campus.
- *Governor Sayah: EMP 5.1 which first level employees does this refer to? Those at pay band 9 or above with supervisory responsibilities.*
- *Governor Edmonds: In order to move forward with the College Sustainability Strategy, has the College considered the adoption of universal bus passes and has it been discussed with the Students' Association?* Yes to both; however the Students' Association did not support this concept as there are many students who resist a mandatory fee for something that they may never use.

RESOLUTION

MOVED AND SECONDED – Hartley and Joynt

That the Third Quarter Business Plan Update be accepted as presented.

CARRIED

STRATEGIC PROGRAMS AND SERVICES PLANNING PROJECT: GUIDING PRINCIPLES

The President spoke to the guiding principles that will serve in the Board's deliberations when receiving the recommendations resulting from the Strategic Programs and Services Review Planning Project. The requested changes were incorporated as discussed at the Board's retreat on January 11, 2010.

Questions/Comments:

- *Governor Edmonds – Was glad to see that the College recognizes its employees as an asset as this was not expressed at a recent management meeting.* K. MacDonald responded that it is important to note that it was not the management of Algonquin College who made any such statements, but rather a guest presenter who was commenting generally on the liabilities of the College.

RESOLUTION

MOVED AND SECONDED – Armit and March

That the revised Guiding Principles be accepted as presented.

CARRIED

10-18 MANAGEMENT SUMMARY REPORT

The Management Summary Report is available for viewing at
www.algonquincollege.com/board.

10-19 OTHER BUSINESS

None.

There being no further business, the meeting adjourned at 6:52 p.m.

(original signed by)

Dr. James Robblee, Chair

(original signed by)

Anna Cobus, Recording Secretary