

APPROVED

MINUTES OF MEETING NUMBER FOUR HUNDRED AND FIFTY FIVE OF THE BOARD OF GOVERNORS OF ALGONQUIN COLLEGE WHICH WAS HELD ON MONDAY, MAY, 10, 2010 AT 5:30 P.M. AT THE ALGONQUIN COLLEGE HERITAGE INSTITUTE, ROOM #6

Present	James Robblee, Chair William Johnson, Vice Chair Stephen Abraham Amelita Armit Fred Blackstein Michael Dunlop Pauline Edmonds Robert Gillett, President Sterling Hartley (teleconference) Carman Joynt Yusuf Khan Lana March Doug Orendorff John Owens Valerie Sayah Michael Tremblay	Regrets	Veronica Engelberts Robert Letourneau, Vice President, Administration Joy McKinnon, Vice President, Business Development
		Vice Presidents	Gerry Barker, Human Resources Kent MacDonald, Academic Deborah Rowan-Legg, Student Services Anna Cobus, Recording Secretary
Guests	Angela Bernhardt, BLJC Project Manager, Perth Campus Project Claude Brulé, Executive Dean, Faculty of Technology and Trades Linda Cooke, Dean, Perth Campus Marguerite Donohue, Executive Dean, Academic Development Tara Lee Ferguson, Campus Administrative Officer, Perth Campus Wayne McIntyre, Director, Student Support Services Russ Mills, Executive Dean, Faculty of Arts, Media and Design Andrew Pamenter, Instructor, Perth Campus Nelson Rogers, Project Manager, SPSP Project Brenda Rothwell, Executive Director, Algonquin College Foundation Kim Tysick, Executive Dean, Faculty of Health, Public Safety & Community Studies		

The Chair called the meeting to order at 5:36 p.m.

10-38 CONFLICT OF INTEREST DECLARATION

None.

10-39 APPROVAL OF PREVIOUS MINUTES

Governor Edmonds indicated that a question was omitted from the previous minutes that she had raised with respect to the budget in relation to the possible suspension or cancellation of programs. It was agreed that the approved minutes would be amended to accurately reflect the discussion.

RESOLUTION

MOVED AND SECONDED – March and Johnson

That the minutes of April 12, 2010 be approved as amended.

10-40 BUSINESS ARISING

None.

10-41 PRESENTATION**PERTH CAMPUS UPDATE**

Mike Rushton, Director of Physical Resources, provided an update on the Perth Campus Renewal/Expansion Project and introduced members of the Board to Angela Bernhardt, Project Manager. The budget for the project is \$10.7M with the cost estimated at \$10.6M as of May 3, 2010. The Upcoming scheduled activities include the tender release on May 27th and close on June 17th, with the projected construction of the selected contractor set to begin on July 5th. The project must be substantially completed (\$9M) by March 31, 2011, in order to meet the requirements of the stimulus funding received for the project.

The project is being designed using an integrated design process methodology to deliver a high performance (“green”) building which will result in an innovative modern design which celebrates the heritage tradition of the Perth Campus. Guiding principles of the project’s Sustainability Action Plan serve to provide a balanced triple bottom line and focus on look and feel, purpose, functionality, performance, and connection with the local community.

A detailed overview of the space utilization was provided including a summary of the three main campus zones: the Construction Shop, Academic Hall, and the Perth Commons (social heart of the campus). In addition to the design being focused on the academic vision and mission of the Perth Campus, it is also focused on becoming an asset to the broader Perth community for events during non-peak times throughout the year.

Questions/Comments:

- *Governor Tremblay: What is the impact on the other buildings at the site? Will they be removed or remain standing? A portion of the foundation of the building which is situated*

- to the left of the shop-area will be reduced to approximately half of its size, with the remaining portion of the slab to be used as a project area for construction projects. The covered construction area will be used as a seasonal covering for year round construction. Design of this covered area will be included in the project, with the students and professors to complete the formal construction of the structure. The masonry storage area (northeast) will remain in place as well as the major building next to it, with the remainder of the buildings being removed. When the project is completed, all of the remaining facilities at the campus will be permanent.
- *Governor Owens: How will the College ensure that the stimulus funding is spent as required by March 31, 2011?* The College has some flexibility in this because the total project is valued at \$10.7M and the required spending is \$9M. The College can ensure that the stimulus funding is entirely spent by the deadline as the range of qualifying expenditures is rather broad.
 - *Governor Johnson: How will the world of computers be brought into the workshop? Will there be workstations within the masonry and carpentry workshops?* All of the design components of the programs will take place outside of the shops, within the computers labs and classrooms.
 - *Governor Orendorff: What action has been taken to reduce the risk related to the flood plain?* The College works closely with the Rideau Valley Conservation to ensure what is being designed will not be damaged in a flood situation. In addition, an appropriate amount of fill is being brought into the flood fringe and flood plain contour as a precaution.
 - *Governor Dunlop: Will there be a period of time during which the campus is closed as a result of the construction?* It is not anticipated at this time. There may, however, be a minor service interruption required for the electrical cut-over.
 - *Governor Johnson: How many students does the current campus hold and what will be the new capacity?* The campus currently accommodates 250 students and will grow to 350 with the expansion, plus possible additional enrolment as a result of online learning.
 - *Governor Johnson: Is there a plan to include student learning as a component of the construction?* Students will not be involved in the actual construction of the building for obvious reasons; however, a number of spaces will be left unfinished for the students to complete the mantles and stonework, etc. In addition, the timber frame for the construction pad will be built by the students as well as the timber and or masonry facing of the shop exterior.
 - *Governor Dunlop: How is the \$1M capital campaign proceeding?* Approximately 10% has been raised to date without a formal announcement having been made to the public. As the project begins to take shape throughout the summer, it is expected that excitement and support for the new building will increase. Six major leadership donors have been identified and will be approached.
 - *Governor Johnson: When will the announcement be made?* At the ground-breaking ceremony.

- *Governor Robblee: Are we confident that the tenders will come it at the projected cost or better?* The College has been performing price checks regularly throughout the project, with the results of the latest check having confirmed the projections. Another check will be completed just before the tender release so the College is quite confident that the cost estimates will be as accurate as possible.

The Chair thanked M. Rushton for the update and concluded the presentation by congratulating him on behalf of the Board, on his recent receipt of the Integrity and Ethics Award from the Ottawa Construction Association.

STRATEGIC PROGRAMS AND SERVICES PROJECT UPDATE

K. MacDonald, co-chair of the Strategic Programs and Services Planning (SPSP) Project, provided an update on the current status of the SPSP project.

He began with a summary of the context and background of the project as well as an overview of the goals which were to (a) identify program priorities, (b) unlock new opportunities, and (c) determine how best to position the College for the future. All programs and services were examined against five criteria: relevance, demand, quality, resource utilization and new opportunities, with the recommendations being summarized under four categories: maintain, enhance, revise, and phase out.

It was noted that the review data supporting the programs is more advanced than the service-related data and as such, improvements must be made to allow for ongoing future continuous improvement and review which is one of the overarching recommendations emanating from the project. All of the recommendations will be summarized so that there is a full understanding of the implications of each decision in terms of human, space and financial resources.

The Steering Committee has been meeting regularly and is committed to bringing recommendations to the Board of Governors for review at the end of June, which it feels will better-position the College for the future. The Board of Governors will receive the draft report and recommendations on May 20th, in advance of the College Community receiving the information on May 21st, after which time there will be a consultation period at each College campus with Governors being invited to attend all of the events. Following the consultation period which closes on June 7th, the final report will be written for submission to the President's Executive Committee on June 25th and the Board of Governors on June 28th.

Observations resulting from the project included that:

- It has allowed the College to identify what is core/essential from a student perspective in order to best assign its scarce resources;
- It has been an evidence-based project in terms of KPI, financial, retention, graduation and service related data, although service related data needs to be improved in the future as previously noted;

- The College Community is aware of the need for change and has been engaged in the project;
- The focus must be one of continuous improvement and ongoing review. The Value Stream process and other strategies must be enhanced in the future to support this notion;
- The decisions to be taken will not be easy and there may be a level of dissatisfaction as there are some programs and services that are more emotional than others and serve a legitimate need in the community;
- The College will have a new foundation on which to better serve its students and the community, and will provide more high demand and new program opportunities which will position the College for greater long-term sustainability and success.

More information on the background, current status and consultation dates can be found by visiting the SPSP website at www.algonquincollege.com/planning.

Questions/Comments:

- *Governor Blackstein: Recognizing that half of the external Governors' terms will expire in August, could the new appointees be invited to attend the June 28th meeting as observers? Yes, with the understanding that they are only permitted to participate as members of the public pending the Council's approval of their appointments which will become effective on September 1, 2010.*
- *Governor Edmonds: Requested to table information on behalf of the faculty with respect to the tool making program/cluster of programs. She indicated that on April 28th, faculty in the program were asked to attend a meeting with the purpose of discussing the suspension of the programs or a part of the programs. A decision was taken to suspend two of the three programs which resulted in faculty members feeling as though they were not given sufficient opportunity to provide input and to consider how best to offer the program. Governor Edmonds provided a background on the programs including a December 5, 2008 announcement wherein Minister Jim Watson announced \$700K in funding for 48 tool-making program spaces at the College, and noted that within the press release, a 100% placement and 100% co-op placement rate was reported. She continued by indicating that the program admission numbers are increasing and that recent reports which showed a negative 82% contribution are incorrect as they did not include all revenue sources. Furthermore, an increasing amount of consumables is being donated to the program from the industry. At a recent four hour meeting of the advisory committee, this was the sole topic of discussion where it was made clear to the College that the employers want and need the graduates and it is felt that the quality of the program is not the issue, rather than the marketing of the program. The KPI stats for the College are above the average for the College (90%) and the previous program quality review was positive.*
- *Comments were made by various members of the Board of Governors in response to Governor Edmonds concerns that she raised. In summary, it was the consensus of the Board that all of the programs under review in the upcoming SPSP recommendations must be*

- considered holistically so that single decisions or discussions such as this are not taken outside of the context of the SPSP report in fairness to the process that has been undertaken. The President added that the College did recognize, upon embarking on the SPSP project, that the business of the College would have to continue throughout the process and decisions such as program intake suspensions would be taken as usual at this time of the year. This is just one example of the many enrolment discussions ongoing at the College at this time as a part of the normal business of the College. For clarification, the Board is not required to approve program intake suspensions, just program suspensions which are then forwarded to the Ministry. Intake suspensions are used to ensure adequate numbers to complete the program.*
- *Governor Dunlop: The new programs and services are a significant factor which will lead in the importance of this review. Will the recommendations include metrics or a detailed view about how the plans can be operationalized which could in turn drive a regular review process? All of the programs being recommended will have a net profit to the College while other metrics including graduation rate, retention rate, etc. will create opportunity costs for the College. The new program opportunities will be identified in two ways: (1.) Existing programs which could be immediately launched with new intakes to offset loss of revenue/contribution and layer that as an exit strategy, and (2.) New opportunities that have been tabled by faculty and staff will be reviewed in terms of capital costs, space implications, etc. which will result in increased metrics going forward.*
 - *Governor Orendorff: What are the mechanisms in place to allow individuals to voice disagreement with the report and recommendations? What is the appeal structure which will allow an appropriate level of questioning, challenging and feedback and how will it be integrated? Throughout the information gathering phase of the project, there was extensive consultation and input from the advisory committees and college community which was undertaken by the deans, directors, chairs and managers, with any dissenting opinions being captured in the reporting process. In the upcoming consultation period from May 21st to June 7th, there will be further online and face-to-face feedback opportunities with which will be captured and reviewed by the Steering Committee before submitting a final draft to the President's Executive Committee and the Board of Governors. This will be the opportunity for those in program areas to make their positions known to the Steering Committee and Senior Management/Board of the College.*
 - *Governor Johnson: Recognized that the SPSP project was a comprehensive study undertaken by the College and suggested that to allow only two weeks for the consultation, understanding and feedback to occur is a short turnaround. He indicated that the College must ensure a formal appeal process since this is such a fundamental project which will build the foundation of the College's future.*
 - *Governor Johnson: When the recommendations are tabled, will they be general in nature or will the programs be categorized based on the four descriptors of maintain, enhance, revise or phase out? The recommendations will be summarized in the four categories and will also include impact statements in terms of the staffing implications, as well as others.*

- *Governor Armit: Observed that, with respect to the compressed timeline for the report and recommendations, the Board had asked for the work to be completed by the end of June so as to allow the external governors who are leaving the board after six years to be included in the deliberations as they have been an integral part of the thinking behind this project. The process has been layered in such a way that there has been a lot of consultation throughout with the Steering Committee also serving as the filter to vet the recommendations. In summary, she is satisfied with the checks and balances that have been undertaken with respect to the project.*
- *Governor Blackstein: Observed that the role of Governors in this process is to receive, review and study the recommendations so that they are thoroughly understood. He reminded Governors that there is a formal input mechanism and that it is not the role of Governors to become involved in offline discussions with one particular group or another, such as the media.*
- *Governor Sayah: As with any type of change initiative, a good communication strategy is necessary to minimize the impact. Have the consultation dates and processes been made public? Yes, the dates have been made public throughout the last year in terms of the process for the project. However, the College will ensure that the Community is fully apprised of the upcoming consultation process and dates.*
- *Governor Dunlop: Inquired as to whether there could be benchmark data presented alongside the programs to be enhanced or phased out which will provide a context with which to make decisions. This request was taken under advisement.*
- *Governor Dunlop: Questioned whether a governor is to exclude oneself from discussions where there is a perceived conflict of interest or at a minimum, declare a conflict and have the Board Chair determine how best to proceed? After a discussion and several opinions on the topic of conflict of interest, the Board Chair indicated that the process and decisions based on the SPSP recommendations will follow the regular, formal procedures that the Board has followed in the past with respect to program proposals, suspensions, and cancellations, etc.*

The Board Chair concluded the discussion by observing that this initiative dates back to September, 2008, when the Board was engaged in the definition and discussion surrounding a demand driven College, which resulted in the initiation of the project. He recognized that the College has undertaken a massive project at the request of the Board and for that he expressed thanks and genuine appreciation on behalf of the Board to the faculty, support staff, and administrators who were involved in the project. He noted that in the Governance Program in which he is involved, there is a focus on "blue sky thinking" that creates successful companies, and he feels that this is an example of the College's "blue sky" opportunity to instill a meaningful framework for the future.

10-42 REPORT OF THE CHAIR

The Chair noted the following:

- An email was sent on April 14th regarding the election of Board Officers for 2010/2011. Those interested in any of the positions were asked to advise A. Cobus by no later than May 17th. A motion will be tabled by Governance Committee at the June 14th meeting of the Board to recommend the slate of officers for 2010-2011.
- All governors were invited to the annual Staff BBQ taking place on Thursday, May 13th from 11:30 a.m. to 2:00 p.m. in the Marketplace Food Court on the Woodroffe Campus.
- The June 14th meeting will be the annual general meeting of the Board, at which time the draft Audited Financial Statements will be presented.
- An invitation will be sent to all Governors on behalf of the President and his wife, Anne, inviting Board Members and their spouses or guests for a dinner at their home on Monday, June 14th immediately following the Board meeting.
- Upcoming convocation ceremonies include Pembroke on June 3rd and Perth on June 5th. Governors recently received invitations to both of these ceremonies and are asked to RSVP to A. Cobus if you wish to attend. Invitations to the Ottawa Ceremonies are forthcoming.
- Colleges Ontario is presently seeking Governors to fill three vacancies on the Governors Affairs Committee. Those interested or who would like to receive additional information were asked to contact A. Cobus.
- Mike Dunlop and Janice McLean were thanked for their creation of the Brenda Rothwell Bursary which is geared towards students in the Public Relations or Events Management Programs. The bursary was named in honour of Brenda in recognition of her high professional standards in fundraising and her strong support of Algonquin College. On behalf of the Board, the Chair congratulated Brenda on the well-deserved recognition.

Questions/Comments:

- None.

10-43 REPORT OF THE PRESIDENT

The President reported the following:

- The financial year end is being completed and the Financial Statements will be presented to the Audit Committee on May 18th and the Board of Governors for approval on June 14th.
- The recommendations of one-time strategic investments for 2010/11 will be presented to the Board on June 14th for approval.
- Enrolment continues to grow and is tracking to meet the 6% target for 2010/2011. Unfortunately, the tracking of enrolments and WFUs is not parallel as the WFUs are not increasing at the same rate as enrolment. As a part of the SPSP review, the College must ensure that WFU is at least equal to or ahead of enrolment growth.
- The College has been advised that due to the NHL Season, the Scotiabank Place cannot accommodate the dates for the Spring Convocation ceremonies in 2011. As a result, alternative venues are being sought for 2011 and possibly also for future years.

- The construction of the Algonquin College Centre for Construction Excellence is continuing and is on time and budget. The transit tunnel is not on track however, it is on budget. Both of the projects will be built to meet the March 31st stimulus funding deadline for substantial completion. A tour will be arranged for Governors to go to the "B" building for a viewing of the construction site as it provides an appreciation of the magnitude of work being undertaken at the site.
- The College is still waiting on the news from the MTCU and Ministry of Finance on the borrowing applications related to the Pembroke Campus and Students Commons. It is anticipated that the news will be favourable.

Questions/Comments:

- *None.*

10-44 DECISION ITEMS AND REPORTS

FOURTH QUARTER BUSINESS PLAN REPORT

RESOLUTION

MOVED AND SECONDED – Orendorff and Joynt

That the fourth quarter report on the 2009/10 Business Plan goals and objectives be received.

REPORT OF THE GOVERNANCE COMMITTEE

Governor Armit, Chair of the Governance Committee, reported that interviews for the 2010 Board Appointments took place on April 13th and 16th, followed by a report with recommendations to the Governance Committee on April 26th. As a result, the following list of candidates was approved by the Governance Committee for recommendation to the Board of Governors, to submit the following names to the College Compensation and Appointments Council for consideration of appointment:

- Denise Amyot for a 3 year term
- Barbara Farber for a 3 year term
- Debbie Robinson for a 3 year term (Pembroke Representative)
- Jim McIntosh for a 3 year term (Perth Representative)
- Louis Lamontagne for a 2 year term

A brief bio was provided for each candidate and it was noted that it would also be circulated to the Board of Governors for information.

Governor Joynt has indicated that due to personal reasons, he does not wish to renew his term on the Board and will be stepping down from his position at the end of August. As a result, the Interviewing

Committee will be interviewing a sixth candidate for appointment with a recommendation to come forward to the Board at the meeting of June 14, 2010.

RESOLUTION

MOVED AND SECONDED - Armit and Blackstein

That the Board of Governors recommend to the College Compensation and Appointments Council, the appointment of the above five named individuals to the Algonquin College Board of Governors.

CARRIED

The recommendation for the appointment of the 2010/11 Board Officers and Committee Members will be presented to the Board for approval at the meeting of June 14, 2010.

Questions/Comments:

- *Governor Orendorff: Does the recommendation meet the gender balance requirements of the Board? Yes.*
- *Governor March: Will the candidates be informed that their name has been put forward to the College Compensation and Appointments Council, and will they receive an invitation to the June 28th meeting of the Board? As is past practice, the College will send a letter notifying the candidates that they have been recommended for appointment to the Board and that confirmation will be received by the Council following its meeting of May 27th*. All candidates will be advised of and welcomed to attend the upcoming SPSP consultation dates.*Secretary's Note: The College was subsequently advised that the Council's meeting of May 27th had been rescheduled to June 16th.*

10-45 MANAGEMENT SUMMARY REPORT

The complete Management Summary Report for May, 2010 can be found by visiting the Board Website at www.algonquincollege.com/board.

Questions/Comments:

- *Governor Robblee: Commended the recent Massage Therapy graduates on their exceptional performance in the recent College of Massage Therapists – Objective Structured Clinical Evaluations (100% success rate) and Multiple Choice Questionnaires (98% success rate).*

10-46 OTHER BUSINESS

Governor Sayah inquired as to the rationale for the recent decision to remove the College's switchboard operator and move to a fully automated system. Governor Abraham, in his role as Director of ITS, noted that 20 of the 24 colleges in the system have moved to an automated approach with the rationale being that it offers a 24/7 consistent service. In doing so, the College has not eliminated the option for

speaking with a live operator, but rather has increased options to be redirected to the individual, program or service area that a caller wishes to contact. As a result, recent tracking has indicated that there have been fewer abandoned calls than during the same period in 2009. Governor Abraham indicated that those with suggestions or concerns can contact K. Moore, Registrar, who is responsible for the service as she would be happy to receive feedback and respond with any necessary changes.

The Chair observed that on the table for Governors was a copy of the Graphic Design Program's "Design Carnival" booklet which is yet another example of student excellence and success.

There being no further business, the meeting adjourned at 7:55 p.m.

Dr. James Robblee, Chair

Anna Cobus, Recording Secretary