

APPROVED

MINUTES OF MEETING NUMBER FOUR HUNDRED AND FIFTY SEVEN OF THE BOARD OF GOVERNORS OF ALGONQUIN COLLEGE WHICH WAS HELD ON MONDAY, JUNE, 28, 2010 AT 5:00 P.M. IN THE MARKET PLACE FOOD COURT, WOODROFFE CAMPUS

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 Doug Orendorff John Owens Valerie Sayah	Regrets	Michael Tremblay Robert Letourneau, Vice President, Administration
		Vice Presidents	Gerry Barker, Human Resources Kent MacDonald, Academic Joy McKinnon, Vice President, Business Development Deborah Rowan-Legg, Student Services
			Anna Cobus, Recording Secretary Frank Van Gool, Facilitator

Guest
Presenters

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

10-53 CONFLICT OF INTEREST DECLARATION

None.

10-54 APPROVAL OF PREVIOUS MINUTES**RESOLUTION**

MOVED AND SECONDED – Joynt & Hartley

That the minutes of June 14, 2010 be approved as amended.

10-55 BUSINESS ARISING

None.

10-56 STRATEGIC PROGRAMS AND SERVICES PLANNING PROJECT**Opening Comments**

The Board Chair began by observing that the meeting was a result of the culmination of two years of hard work by over 1500 individuals at the College, with the recommendations being presented that will set in motion the modernization of program offerings and the streamlining of services to ensure effectiveness and align with the needs of students, employers and the community. The strategic directions will serve to improve student retention, increase graduation rates, serve the needs of diverse learners and provide client-centered services across all areas of the College.

Presentation of Final SPSP Report & Recommendations

K. MacDonald, Co-Chair of the Strategic Programs and Services Planning Project, presented the final report and recommendations. Topics covered in the presentation include the following components:

- Timelines
- Steering Committee Membership
- Key Directions
- Key Strategies
- Key Recommendations
- External Forces/Internal Implications
 - Demand (post secondary/program)
 - Demographics
 - Learning & Technology
 - Fiscal Realities

K. MacDonald indicated that a key outcome of the review was to identify, analyze and prioritize the programs and services that the College should remain engaged in and those that needed to be added, while identifying those that would be prudent to exit. It was recognized that further implementation efforts will be required in terms of prioritizing the activity required in moving forward, and that the established process will become a part of a continuous improvement review for the College in moving forward on an annual basis.

A key recommendation emanating from the work of the SPSP Steering Committee was that the College must become more effective in collecting data that can be used to make effective business decisions.

The full presentation is available upon request by contacting the Office of the Board of Governors.

Introduction of Facilitator

The Board Chair introduced Mr. Frank Van Gool of an Ottawa-based consultation firm who was present to assist with the facilitation and management of the presentations being made on behalf of various

program areas. The purpose of Mr. Van Gool's engagement was to ensure that the Board was able to move effectively through the agenda and to ensure that each presenter was provided with the opportunity to share their views on the SPSP report recommendations with the Board of Governors, so that they were able to make the best decisions with the information available.

Presentations

The following is a synopsis of the presentations provided to the Board of Governors. The full presentations are available upon request from the Office of the Board of Governors. Members of the Board of Governors sought clarification and asked questions of each of the presenters in order to gain a fulsome understanding of the information presented.

Presenter Name & Title	Program/Program Cluster	Summary of Recommendations/Observations/Comments
Shelley Styles Chair	General Arts & Science	Increase supporting structures in order to sufficiently support the recommendations to enhance the Pre-Health Sciences and Pre-Nursing Programs as current structures and resources are lacking to warrant an increase at this time.
Sally Harvey Employer/Industry	Horticulture	Overview of sector and career awareness, applied research opportunities, program review outcomes, survey results, and indication that the industry is well prepared to partner with the College to develop programs that are connected, integrated, relevant, innovative, engaging, focused on continuous improvement, respected by community and industry, focused on student and industry success.
Phillip Tuba Faculty Member	Horticulture	Appreciate the opportunity that the SPSP Committee has allowed the Horticulture Department to revitalize and realign the program with current industry directions and skill sets. A steering committee has been comprised of all of the related sectors of the industry to seize the momentum generated by the SPSP review process. The first meeting of the steering committee will take place in mid-July, 2010.
Richard Rogers Employer/Industry	Horticulture	Overview of the how the industry is changing and becoming more diverse, and is committed to working with the Horticulture Team to create an engaging education that will help people to realize their full potential.
Mary-Anne Jackson Hughes, Faculty	Horticulture	Speaking on behalf of Sustainable Environmental Horticulture and Landscaping. Highlighted the program opportunities, educational pathways, catchment base, partnerships with industry and communities, and the schedule for the future.
Julia Vorobeva Student	International Students' Space	Seeking support for international students' space at the College to allow for engagement amongst multi-cultural students.
Gary Lockwood	Photonics	Representing the Photonics Advisory Committee, College Staff and area employees, provided an overview of how the market of global optical and micro-electronics is growing and how it will see an increased demand over

		the next few months that will rely upon the local community for knowledgeable staff in their respective fields.
Dmitri Priven Coordinator	TESL Program	Discussed the changes to be made to the TESL program to revitalize program including new intakes, new marketing strategies and new client service practices.
Derek Coopman Employer/Industry/Chair, Advisory Committee, Rob Gauchi, Employer/Industry/Advisory Committee Member	Toolmaking Program	Recommended that the Board support the recommendation to revise the Tool making Program as the manufacturing sector relies on the graduates and Algonquin's program supplies a critical source of highly skilled employees in Eastern Ontario. Indicated that the Program Advisory Committee is committed to supporting the program revitalization in order to make it financially viable.
Richard Lacelle, Coordinator	Toolmaking Program	Thanked the SPSP Steering Committee for the opportunity to speak and to receive additional information as presented by the program and provided additional recent facts on national, provincial and local manufacturing sector. Provided an outline of a four point plan to revitalize and restructure the program.
Fred Sebastien, Faculty	Concept Art and Professional Illustration	Provided overview of the concept art industry and possibilities upon exiting the professional illustration program and allowing new opportunity to offer a GAS Concept Art stream and NSDP program.

Discussion

Following the above presentations, members of the Board discussed the motions presented for considering the recommendations of the Strategic Programs and Services Planning Project.

Questions/Comments included:

- *Governor Owens: Congratulated the team for accomplishing such a massive undertaking and a job well done.*
- *Governor Armit: It is important for the Board to receive this information and it should be replicated on an ongoing basis.*
- *Governor Edmonds – It is important that the College devote the appropriate resources to each recommendation to ensure that they can accomplish and succeed in the implementation of the recommendations. The College has set aside a contingency fund in this regard.*
- *Governor Orendorff – Is the Board approving all of the new opportunities as presented? The Board is approving that Management move forward with planning the programs; however, all new programs will be presented to the Board for approval as is regular practice.*
- *Governor Edmonds: Will the Board receive a report next June, 2011, as to the progress that has been made with respect to the recommendations? It the intention of the*

President to return to the Board in late Fall or early January with a status report on the implementation of the recommendations.

- *Governor Orendorff* – *In looking at the recommendations, there is only a 4% reduction in programs. How will this free up enough resources to proceed with the new program opportunities?* The phase out programs are the first priority because they will have a direct impact; however, the phase out programs with fall, 2010, intakes will have to run their course as the College has already made commitments to those students. The transition period will allow time to implement the recommendations and also determine how to proceed in terms of virtual space, expansion, etc.
- *Governor Johnson*: *The review approach was very orderly and resulted in justified recommendations on what to phase out and how best to modify or enhance programs where necessary. The process was very logical and was carried out in an excellent fashion.*
- *Governor Hartley*: *Concurred with Governor Johnson and noted that future considerations will depend on the funding formula which may result in tougher decision making in the future.*
- *Governor Dunlop*: *Why is the Recreation and Facility Management Program in the phase out category when it has a positive contribution, enrolment and employment placement rates?* This is one program that takes away from the overall strength of the programs in the cluster. Students will shift into the conterminous program which will be strengthened through curriculum and credential changes.
- *Governor Dunlop*: *Is it correct that programs described as phase out with transition to new opportunity will experience their last intake this fall and in parallel, the core of the program will be taken and renewed and brought back as a new program which will require Board approval?* Yes.
- *Governor Sayah*: *Can we confirm that resources will come from the reallocation of existing resources?* There has been a preliminary analysis of the full phase out and we will take that data and layer it against the program opportunities that we need to prioritize and do it in a way that the College will not suffer financially. Those details will come out in the implementation plans as they are developed.
- *Governor Sayah*: *What is happening with the School of Part-Time Studies?* The credit programs are being integrated into the faculties and schools so that students have more flexibility in choices within their programs. The non-credit courses are being integrated into Business Development as they tend to be a different type of student and require alternative marketing methods to attract students. This integration will take place in the coming months.
- *Governor Edmonds*: *The Steering Committee has followed the guiding principles as outlined on page 114 of the report. The Board needs a commitment that the Steering Committee will continue to follow the guiding principle as listed in item #8 (“The College recognizes that its employees are its greatest asset for meeting its ambitious goals for the future and will provide training and professional development to assist all of its faculty and staff in dealing with the changes resulting from the Strategic Programs and Services Review recommendations, and to give them the skills to address the challenges*

that lie ahead”). This is a commitment of the Steering Committee and of the College, and is reinforced through the College’s values of Caring, Learning, Integrity and Respect. Faculty and staff will be engaged in the implementation of the recommendations as we move forward.

- *Governor Sayah: It is important to stress the importance of momentum in the areas of organizational and structural change because of the impacts these changes can have on employee engagement, morale and ultimately, productivity.*
- *Governor Abraham: Have our government stakeholders been consulted on the work of the SPSP review? College representatives have met with all of the local MPs and MPPs to brief them and provide information on the effects of the recommendations. Officials at the Ministry of Training, Colleges and Universities were also briefed and provided with an overview of the process undertaken. City Officials were offered an opportunity to receive a briefing but have not yet taken the College up on its offer.*
- *Governor Khan: Will the College accept one final intake of programs that are currently advertised but are listed in the revise or phase out categories? Yes, where there is sufficient interest and where the program was advertised.*

RESOLUTION

MOVED AND SECONDED - Dunlop and Armit

That the Board of Governors approve the recommendations as outlined in Appendix A, Program Level Recommendations, of the Strategic Programs and Services Review Final Report dated June, 2010.

Questions/Comments:

- *None.*

CARRIED UNANIMOUSLY

RESOLUTION

MOVED AND SECONDED – Hartley and Orendorff

That the Board of Governors approve the recommendations outlined in Appendix B, Service Level Recommendations, of the Strategic Programs and Services Review Final Report dated June, 2010.

Questions/Comments:

- *Governor Edmonds: The College should ensure that there is a consistent measurement tool upon which to judge the additional service recommendations that will come forward following a continuing service review in the next year. Agreed. The College will ensure there is a set of metrics. The service-level recommendations being put forth at this time*

already have sufficient evidence to proceed with implementing the recommendation and the College will continue with an intensive review of services in 2010/11.

RESOLUTION

MOVED AND SECONDED – Blackstein and Joynt

To amend the previous motion to indicate that the Board of Governors supports the Service-Level Recommendations contained in Appendix B and that the Board directs the College to continue with an intensive Service review based on an agreed upon set of metrics.

CARRIED

1 OPPOSED – Governor Edmonds

RESOLUTION

MOVED AND SECONDED – Orendorff and Blackstein

- *That the Board support in principle, the Key Directions as detailed on pages 13 & 14 of the report.*
- *That the Board support in principle, the Key Strategies as detailed on page 14 of the report.*
- *That the Board support in principle, the Key Recommendations: Programs, as detailed on page 15 of the report.*
- *That the Board support in principle, the Key Recommendations: Services as detailed on pages 16 & 17 of the report.*
- *That the Board support management's plan to complete the full analysis of the Key Directions, the Key Strategies, the Key Recommendations: Programs, and the Key Recommendations: Services, as detailed in the SPSP Report and report back to the Board with an implementation plan which will take into account the Program and Service Recommendations as well as the other in principle recommendations which were endorsed or approved by the Board.*
- *That the Board support management's plan to establish an ongoing operational program and services review committee which will bring recommendations on an annual basis to the Board for approval.*
- *That the Program and Services Committee focus its efforts over the next year on a comprehensive review of all services to students which are required to support the new program directions as well as individual student needs.*

CARRIED

1 OPPOSED – Governor Edmonds

The Board Chair closed the meeting by thanking and congratulating all of the members of the Steering Committee and College Community for their tireless effort in this massive undertaking

and for creating a continuous review mechanism which will allow the College to be more nimble as time progresses.

The Board Chair also expressed thanks on behalf of the six outgoing members of the Board of Governors and indicated that they will continue to support the College well into the future.

Dr. James Robblee, Chair

Anna Cobus, Recording Secretary