

BOARD OF GOVERNORS

MINUTES OF MEETING NUMBER THREE HUNDRED NINETY-SIX OF THE BOARD OF GOVERNORS OF ALGONQUIN COLLEGE, WHICH WAS HELD ON MONDAY, March 29, 2004 AT 5:00 P.M. IN THE ROSSER BOARD ROOM, "C" BUILDING, WOODROFFE CAMPUS

Present: Mr. Mike Keller, Chair
Mr. Bryce Bell
Mr. Vini Bhindi
Mr. Ric Cameron
Mr. James Chadwick
Mr. Steve Georgopoulos
Mr. Robert Gillett
Ms Jacquelin Holzman
Ms Cathy Kirkpatrick
Mr. Herb Kreling
Mr. Wayne McIntyre
Mr. Mubasher Saifi
Mrs. Shirley Westeinde
Mr. Wayne Wilson

Regrets: Mrs. Nurjehan Mawani
Ms Wendy Nicklin
Mr. David Wallace

Vice Presidents seated at the table:

Mr. John Hamilton, Finance and Administration
Mr. Nick Papadolias, (Acting) Academic
Mr. Christopher Warburton, Student Life & Human Resources

Resource Personnel and Observers:

Mr. Gerry Barker
Mrs. Louise Barnabe
Mr. Wayne Dalrymple
Mr. Pierre de Champlain
Ms Jessica Hallam
Mr. Kent MacDonald
Mr. Jeff Paterson
Mr. Michel Phillion
Ms Brenda Rothwell

Brenda McCutcheon
Recording Secretary

The Chair called the meeting to order at 5:02 p.m. and welcomed all in attendance.

04-10 CONFLICT OF INTEREST DECLARATION

None declared.

04-11 MINUTES OF THE PREVIOUS MEETING

RESOLUTION

MOVED AND SECONDED – Chadwick and Holzman

that the minutes of the meeting held on February 9, 2004 be adopted as circulated.

CARRIED UNANIMOUSLY

04-12 BUSINESS ARISING FROM THE MINUTES

Governor Wilson observed that as a follow up to the presentation made at the February Board meeting on the program approval process under the new College Charter, he thought that the Board should have a baseline to move forward on related to how the College has performed in the past with program approvals.

RESOLUTION

MOVED AND SECONDED – Wilson and Bell

that staff report, in a timely manner, the current status of the programs the Board has approved in the past five academic years. The report to include but not be limited to:

- program status (active/suspended)
- program meets or exceeds original financial expectation as stated in the original program approval documents
- program student numbers trending up or down since start-up
- qualitative assessment as to level of success to date.

Comments/questions included:

- Are there some programs that the Board has approved that are not implemented in a timely fashion? The Board has approved a lot of programs; do you have some particular programs in mind? Governor Wilson replied that all new programs in the past five years should be reported on based on the above four criteria.
- Does the College not review all programs on a regular basis? The President responded that the College annually reviews all programs with respect to quality and financial viability. Those in the bottom third are required to present action plans to address their shortcomings. Mr. Gillett continued that the report requested by Governor Wilson would require a great deal of work on the part of staff and he expressed his doubts as to what the information

- would accomplish for Board members and how it could be used to improve the process for the future.
- Governor Wilson indicated that the purpose of the request was to have the Board see whether the program approval process had been successful or otherwise over the course of the past five years given that it takes three years before full Ministry funding is in place. This baseline information would assist Governors in determining how they can most effectively assume the new responsibilities they have under the Charter. Without knowing how successful the College has been in the past five years with its program approval process, how will Governors be able to proceed with a new program approval process for which they have more accountability to the community, from both a financial and an educational point of view, for all future programs approved by the Board.
 - Governor Bell noted that as boards proceed to approve programs locally, it is important to put in place mechanisms to ensure that the decisions taken by governors are the right ones. Under the new Charter, boards are assuming increased responsibility for their actions. Can a technological solution be found which would report to the Board on a regular basis that the selection criteria for new program approvals are valid?
 - The President reminded the Board that the criteria on which program approvals for the past five years were based were set by the Ministry. Whether those were the best criteria is impossible to say; history cannot be rewritten. Programs come and go; students vote with their feet. If enrolment is not there, the College suspends the program. Algonquin has changed dramatically in the past five years and will change even more in the years ahead.
 - The Chair added that, in the past, the main criteria for program approvals were set by the Ministry. Advisory committees have a great deal of input into the content of new programs. It takes upwards of a year for a program to move from concept to seeking Board approval.
 - There was consensus that Governors would like to see something brought forward on a regular basis as to the criteria on which programs are approved. Going back five years is not relevant to going forward.
 - Mr. Papadolias indicated that the Board receives a program assessment report on an annual basis. Three years ago, the Board directed the Administration to reduce program subsidization from the then \$5.8 million to \$2 million by the 2005 fiscal year. Under the Academic Strategic Plan, programs will be assessed on a five year cycle. Given that the Board would like to receive program information on an annual basis, Mr. Papadolias volunteered to bring a draft document to the May Board meeting to see if it would meet Governors' needs in order to fulfill their new mandate.
 - The College works very hard to keep its programs current and if Advisory Committees indicate that industry is going in certain direction, the program content is changed to reflect that direction. The Board receives annual reports from Advisory Committee. These reports could include how the program has performed in the past year.
 - Currently, programs are developed and approved based on specific criteria such as enrolment, income etc. They are assessed against other things such as is this program viable economically; does the program meet quality standards and student acceptance? A new process for the sake of having a

new process will not help Governors to make better decisions on program approvals.

Governor Wilson remarked that the purpose of the motion was his attempt to bring some ongoing process to the Board so that when Governors make program approval decisions they have a clear combination of Ministry and local criteria by which program success can be measured. It was his intention to provide the Board with some kind of audit of program success and lack of success over the past few years. Whether it was five years, three years or two years is open to discussion. The new Charter places more financial exposure and responsibility on the Board than Governors have experienced in the past. There may be other ideas come forward as a result of today's discussion.

The Chair re-read the motion and called the vote: 2 in favour; the majority of those remaining against; MOTION DENIED. Mr. Keller asked Mr. Papadolas to bring forward his report at the next meeting.

The President offered to take the intent of the motion and examine the changes Governor Wilson believes have happened under the Charter to ascertain what kind of information the Board needs on which to make its decisions. Mr. Gillett was of the opinion that a document containing some options could be ready by June or September.

04-13 REPORT OF THE CHAIR

Governors Bell, Georgopoulos, McIntyre and Saifi together with the President and other College staff attended the 2004 ACAATO Conference held in Kingston, February 22nd and 23rd.

- Governor Bell thanked the Board for the opportunity to attend this Conference as he found it very helpful. The role of the Board under the new Charter is one of more responsibility together with increased liability if the Board fails to exercise its responsibilities. Boards are to represent the public interest and in order to comply with that directive, they must have in place mechanisms to ensure that their decisions are correct. The Ministry, in conjunction with ACAATO, is setting up a Colleges Governance and Accountability Capacity Enhancement project which will determine the kind of training Governors need to fulfill their role. Financial resources in support of this project have been obtained from the Ministry of Finance. It was interesting to meet with colleagues from other colleges and learn what sub-committees they have in place. One session, co-chaired by the President, focused on the gross underfunding of colleges and how colleges have been forced to rationalize their services. In a period of declining funding, colleges have been forced to commercialize their educational offerings in order to generate revenues. Many decisions are made for financial reasons, not educational ones. Another session concentrated on falling enrolments; relevancy of college programs; retention and graduation rates. 60% of secondary students do not move on to postsecondary education. Colleges are at a significant crossroads; boards have work to do on where they want to go.

- Governor Georgopoulos remarked that he always enjoyed the different outlooks provided at conferences. He also commented on the respect that Algonquin College commands in the college system.
- Governor McIntyre noted that boards already had much of the responsibility outlined in the new Charter only it was not as clearly defined. The discussion on retention was very interesting. Sitting with colleagues from other colleges, one learns that we are all facing the same challenges.
- Governor Saifi added that he had enjoyed meeting students from other colleges. At the time, students were worried about the possibility of a faculty strike and all were glad that it had not happened. The Conference was a good learning experience.
- The President concluded that sometimes the learning level at this kind of conference is not as high as it could be as the Conference tries to please everyone and by doing so, does not please everybody. It might be an idea to have some sessions aimed at new Governors and others for seasoned Governors so that all could come away feeling challenged by new ideas. St. Lawrence did an excellent job of hosting the Conference given the dynamics of Kingston facilities. The President encouraged Governors wanting more detail about a specific topic to contact him and he would be happy to spend time providing information on that particular area.

An election for a student Governor to succeed Governor Saifi will take place in April. For the first time, voting will be done on-line beginning on April 13th and running through to the end of the day, April 15th. Posters have been put up announcing the election and students are directed towards the web site address of www.algonquincollege.com/bog_elections

The Ottawa area Spring Convocation Ceremonies will be held at the Corel Centre on Thursday, June 10th and Friday, June 11th as follows:

June 10th

10:00 a.m. – School of Business, Police and Public Safety Institute

3:00 p.m. – School of Health and Community Studies; School of Transportation and Building Trades

June 11th

10:00 a.m. – School of Hospitality and Tourism, School of Media and Design

3:00 p.m. – School of Advanced Technology, School of Academic Advancement and Languages

Governors interested in attending any one of these Ceremonies and bringing greetings from the Board were requested to advise the Board Office as soon as possible.

The Chair extended the Board's congratulations to Governor Nicklin who has been awarded the RAO Leadership Award in Nursing Administration. This award is offered to a registered nurse who provides exemplary nursing management in an acute or long-term care facility, community, education, research or other setting. It recognizes a person who actively implements innovative ideas that enhance patient care, and demonstrates a commitment to

improve the quality of health care, thereby becoming a role model in the area of nursing administration.

On behalf of the Board of Governors, the Chair extended best wishes to Governor Saifi on his recent marriage.

Until the provincial government announces its funding to colleges for the upcoming fiscal year, it is difficult for the Board to make commitments. Therefore the next Board meeting will be at the call of the Chair to deal with the budget. The Board meetings scheduled for April 5th and 13th will be cancelled. In the event that the province does not announce its funding in April, the regular May Board meeting will be held as scheduled on Monday, May 10th. The President added that earlier in March, colleges had been told that the provincial budget would be announced in mid-April. Today, the information from the Ministry is that the provincial budget is unlikely to be tabled until the end of May or early June. It is the Administration's intention to take some action if there is not a budget announcement in April by bringing a balanced budget to the Board on May 10th. Adjustments to the 2004-05 budget will be made following the government's fiscal announcements.

The following items were on the table:

- "Glue" – a new student magazine developed by students in the Journalism, Advertising and Graphic Design programs
- Invitation to 2004 Photography Exhibition
- The Alumni Association Strategic Plan 2003 – 2008
- Governors' Update April 2004
- The Source – Spring/Summer 2004

04-14 REPORT OF THE PRESIDENT

The President reported on the following:

- The College has received Ministerial consent to award an Honourary Applied Degree. This will not be done until the first students graduate from one of the College's applied degree programs in two years' time.
- The Algonquin Bursary Golf Tournament will be held on May 25th. The Tournament, which is very successful, raises approximately \$60,000 annually in support of student bursaries.
- Algonquin College sent six teams to the Kiwanis Bed Race at Winterlude. The College received great exposure from Canada A.M.
- A staff lottery to raise money in support of equipment for disabled students will be launched in June.
- Fall enrolment patterns are up from the 2001 baseline. Double Cohort enrolment was the blip. 70% of applications are for the top 30 programs. There are qualified people waiting to get in but there are not enough seats to accommodate them all.
- Adam Gal was re-elected as the President of the Students' Association for the upcoming academic year. Algonquin's SA is the only one in the province that has stepped forward to help its college in these tough financial times.

- The financial advocacy campaign is having an impact in Toronto. There are many letters to the editor urging the government to correct the college funding imbalance. Colleges receive \$4,700 per student; school boards \$7,300; universities \$6,700.
- The new Automotive Centre will open in May. Governors will be invited to the opening. Students are looking forward to classes in the new facility.
- The cities of Pembroke and Petawawa are interested in working with the College to develop a new campus in the Valley. Administration is continuing to work and explore all avenues.
- Algonquin is participating with CTV and the Ottawa Citizen on the Everest project. Algonquin students have created the web site for this project which will enable viewers to track the climbers on the mountain. The web site is www.algonquincollege.com/everest The President commended Kent MacDonald for launching this initiative.

Comments/questions included:

- Is there anything been done on a provincial level for those 60% of secondary students who do not go on to postsecondary education? There has always been a percentage of secondary students who do not go any further with their formal education. The Ministry of Education has admitted to a number of challenges with its new K-12 curriculum. General level students find it difficult to enter postsecondary institutions with their credentials. The recent King Report tries to address ways on how to build bridges for those general level students who want to pursue a postsecondary education. Algonquin has programs which receive 1,300 applications for 72 seats. Many qualified applicants are turned away. While it might be possible to expand these popular programs, some are limited by the availability of clinical placements. The College also does not want to flood the market with graduates. Even if students enroll in College programs, there is still the challenge of keeping them here. Algonquin's graduation rate is 62%. Getting secondary students here and keeping them are two major challenges.
- If students apply for one of the oversubscribed programs and are not accepted, are they told of other options they might pursue? Yes. Some do enroll in other programs. Others try for five to seven years to register in their program of choice. The College also receives a considerable number of students who tried university and did not find it to their liking.

Governor Georgopoulos informed members that he was involved in the Kiwanis Bed Race as both an organizer and a Governor. Mr. Georgopoulos thanked the College for its enthusiastic participation in the Bed Race as well as for making beds available for CTV's Canada AM show. Algonquin had six beds in the competition and at the end of the day, \$29,000 was raised for medical research. Mr. Georgopoulos thanked the President for his attendance on the day of the races.

Governor Wilson wondered if there was a role for the College to play in the case of high school students who graduate with a certificate of leaving not a high school diploma. These students have failed either the literacy or math test or perhaps both. Could the School of Academic Advancement and Languages help

these students? The President replied that normally the leaving certificates are granted to students who are 16 years of age and legally the College cannot accept them. In order to be admitted to a college, students must have a high school diploma or be 19 years of age. The real issue is the students who have graduated from high school but barely. There are almost enough of them to establish a junior college system to help them get ready for postsecondary education. The GAS program does assist students who are barely qualified to improve their qualifications for a traditional postsecondary program.

Mr. Papadolias continued that the GAS program has several different streams open to students who have a high school diploma. The College has recently come to an agreement with the University of Ottawa whereby students who graduate from the GAS pre Nursing program with a 3+ average can enroll in the Bachelor of Science in Nursing. Three different sections have been added to the GAS program since last year to prepare students in one year to enter a regular postsecondary program.

The President observed that Ottawa is estimated to have 28,000 individuals who are either uneducated or undereducated. With additional training, these individuals could be better employed. There may be opportunities to partner with all levels of government to help resolve the problem. Without further training, these individuals will be carried on the social roles forever. Governor Wilson encouraged the College to explore the idea of creating a subsidiary of Algonquin College – Algonquin Junior College to address the problem of young people not finishing high school and therefore not accessing our facilities or universities. This section of the demographic is increasing and there may be a role for colleges to play with governments in solving the problem. Mr. Papadolias added that colleges receive \$4,700 per student while school boards receive \$7,300 per individual. It might be to the government's advantage to fund a junior college.

04-15 DECISION ITEMS AND REPORTS

ITAL SUBMISSION

The President reminded members that unless a college seeks ITAL status, it is limited in the number of applied degrees it can offer. Algonquin now has four applied degrees and does not want to limit its options. Most of the major colleges in the GTA have been granted this status. The new government has not yet articulated its position on this matter, so we are still operating under the old set of rules.

Dr. Jack Treuhaft noted that the purpose of the ITAL submission is to seek a formal change in the official name of the College as well as to permit the College to offer up to 15% of its programs as baccalaureate degrees. Without ITAL status, a college is limited to 5% of its programs. Given the creeping credentialism of external accreditation bodies to adopt bachelor degrees as minimal entry level requirements, it is in the College's best interests to be classified as an ITAL.

Comments/questions included:

- Will the change in name turn off students who are looking to go to college? The College will remain Algonquin College in all public advertising; the brand will still be there. The only thing that will change is the legal name of the College.
- Seeking ITAL status will provide additional opportunities for the College. Will it create any obligations? No. The College is seeking ITAL status to continue to pursue opportunities it is already doing.
- Is there additional funding from the government for ITAL status? There is no new money on the table. There is a small amount of additional money granted when a college launches an applied degree.
- Are applied degrees intended to replace existing programs or will they be additional programs? There has to be a reason to move to an applied degree; it is most likely the three year programs which would go to four years to meet industry demands for accreditation. Algonquin will proceed cautiously in this direction. There must be a unique opportunity or an accreditation body saying graduates must have a degree before the College will invest in this kind of activity. Ottawa is a civil service city and employees cannot go into management without a degree. Having a few more applied degrees can only benefit our students.
- Will ITAL status send a signal, given the closer working relationships with outside credentialing agencies, that there is a renewed commitment to full-time faculty? The College would have more full-time faculty if fiscally it could afford them. The credentials for those teaching in applied degree programs will be higher – at the Master’s or PhD level. How can the College have ITAL status if it does not have an equal commitment to full-time employment? The College cannot pay for additional full-time faculty given the totally inadequate nature of the base funding grant to colleges.
- Is there anything in our mandate which would permit us to offer a bilingual degree? The College cannot teach in French. We could offer a bilingual degree in conjunction with La Cité; however, at the moment, La Cité is not interested offering anything in a bilingual format as it was such a fight to obtain a French language college.

RESOLUTION

MOVED AND SECONDED – Kirkpatrick and Cameron

that the Board of Governors authorize the Administration to seek approval from the Ministry of Training, Colleges and Universities for Algonquin College to become an Institute of Technology and Advanced Learning.

CARRIED UNANIMOUSLY

ALGONQUIN COLLEGE FOUNDATION

The President spoke to a memorandum in members’ dossiers recommending the appointment of Peter O’Leary as a Director of the Foundation Board.

RESOLUTION

MOVED AND SECONDED - Wilson and Holzman

that the Board of Governors approve the appointment of Peter O'Leary as a Director of the Foundation Board.

CARRIED UNANIMOUSLY

Also in members' dossiers were a number of resolutions pertaining to the operation of the Foundation which required Board approval.

Recitals:

- A. It was a condition of the original incorporation of The Algonquin College Foundation that a Memorandum of Understanding be entered into between the College and the Foundation in the form prescribed by the then Ministry of Colleges & Universities;
- B. The prescribed form of the Memorandum has now changed and accordingly a revised Memorandum of Understanding between the College and the Foundation must be entered into;
- C. The revised Memorandum of Understanding requires that the By-Laws of the Foundation be approved by the College;
- D. The revised Memorandum of Understanding also requires that nominees to the Board of the Foundation be approved by the College;
- E. Paragraph 4 of the proposed Foundation By-laws contemplates that the Board of Governors of the College will appoint a representative to sit on the Board of Directors of the Foundation;
- F. It is expedient that the College authorize its President to represent the College and exercise its voting rights (as the sole voting member of the Foundation) at a meeting of the Members of the Foundation to be called to adopt the Foundation's By-Laws and to elect the under-noted nominees to the Board of the Foundation for the indicated terms.

RESOLUTION

MOVED AND SECONDED – Wilson and Bell

1. The Board of Governors of the Algonquin College of Applied Arts and Technology do enter into the Memorandum of Understanding in the form attached and the authorized signing officers of the College be authorized to execute the document on its behalf;
2. By-Law Number 2 of the Foundation in the form attached is approved;
3. The following nominees, namely:

<u>Name</u>	<u>Term (years)</u>
* Peter O'Leary	One
*Lesley Baird	Two
*Paul Benoit	Two
* Barbara Farber, Chair	Three

be approved for election to the Board of the Foundation for the term indicated opposite such nominee's name;

4. The following person be appointed to sit on the Board of Directors of the Foundation for the term indicated:

<u>Name</u>	<u>Term (years)</u>
*David Wallace	One

5. The President of the College be authorized to represent the College and exercise its voting right (as the sole voting member of the Foundation) at a meeting of the Members of the Foundation to be called to adopt the Foundation's By-Laws and to elect the above named nominees to the Board of the Foundation for the indicated terms.

CARRIED UNANIMOUSLY

(Secretary's Note: The Memorandum of Understanding is attached as Appendix "A" and By-Law Number 2 of the Foundation as Appendix "B" to these minutes.)

PROGRAM APPROVAL – ADVANCED CARE PARAMEDIC

Mr. Papadolias observed that the program proposal before the Board was intended to compliment one of the College's already successful programs. This is one of those programs which receives a large number of applicants for a limited number of seats. Mr. Papadolias called upon the Dean of the Police and Public Safety Institute to introduce the program.

Mr. Barker, as an aside, reported that Algonquin's Firefighter team had placed second overall in the Kiwanis Bed Race. He continued that the College has partnered with Durham College to train 50 of the City of Ottawa's Primary Care Paramedics to the Advanced Care Paramedic level. Mr. Barker asked Mr. Michel Phillion, Professor in the Paramedic program to explain the difference between the two programs.

Mr. Phillion explained that the two year Paramedic program allows graduates to administer 5 medications and defibrillate hearts. The year long ACP program will allow graduates to administer 25 medications, perform medical acts such as insert tubes, start IVs, shock hearts into rhythm and to work directly with a physician. The one year ACP program consists of a didactic unit at the College, a hospital unit where the student works with doctors and nurses and finishes with a field internship working with a senior paramedic. At the conclusion of this training, the student writes a comprehensive exam plus an oral exam with a physician. Once all the criteria are met, the student graduates and then can apply to write the licensing exam. Graduates of the ACP program bring more of the emergency room treatment into people's homes which can make a big difference to the patient's recovery. In the future, the Advanced Care Paramedic will become the standard of care.

Comments/questions included:

- The proposal indicates that 100 graduates are required over the next four years. Yes, that is just to replace attrition from the City of Ottawa. 60% of the staff have ACP standing and the City wants to maintain service at that level. The ACP credential is required in order to become a manager or a supervisor.
- How many students graduate from the Paramedic program each year? Over 30. The trend is towards more training, hence the Advanced Care Paramedic program.
- What do you do for teachers in this program? For both the Paramedic and ACP program, there are two full-time faculty. People who work in the field also come in and do some training as do those who work in the hospital setting.
- Regarding the cash flow analysis, how many part-time faculty does that line include? Three.
- Does this program rely on continuing the use of part-time faculty? It does initially. There are a considerable number of people working in the field who enjoy coming to teach a course and then go back out on the road. There is also an uneven distribution of workload as the didactic session at the College is very intensive but once students go into the hospital setting, the training is provided by doctors and nurses and then the internship is handled by a trained professional. Because of the way the ACP program is taught, there is not a full load for a second full-time faculty member.

RESOLUTION

MOVED AND SECONDED – Westeinde and Chadwick

that the Board of Governors seek approval from the Ministry of Training, Colleges and Universities to offer the Advanced Care Paramedic program, effective Fall 2004.

CARRIED UNANIMOUSLY

Noting that this was Mr. Hamilton's last Board meeting as Vice President Finance and Administration, Mr. Barker presented him with a certificate of appreciation for his strong support of the Police and Public Safety Institute.

REPORT OF THE AUDIT COMMITTEE

Mr. Kreling, Acting Chair, reported that the Audit Committee had met with representatives of KPMG, the College's external auditors, prior to the Board meeting.

A number of issues were reviewed. The Committee received audit reports on ACERRA, the Research Department, Contract Services and CCP. Each of these reports were generated in addition to the normal audit of financial statements. One of the reasons why these audits were undertaken is that Mr. Hamilton, Vice President Finance and Administration is departing and Senior Management thought it best to have the external auditors examine these functions to have this information available for the new Vice President Finance and Administration. In

each of the four areas, the auditors made some observations and recommendations and in each case the recommendations have been implemented or are in the process of being implemented. KPMG agreed that Management's response to their recommendations is satisfactory.

An internal audit on risk management will commence in June and finish in late summer. A conversion audit of the move from Ross to PeopleSoft will begin in April. Both reports will be brought to the Audit Committee in the fall.

The Audit Committee approved Senior Management proceeding with an RFP for audit services for the 2004-05 fiscal year. Last year, the contract with KPMG was extended to include the current audit year. Management will bring a recommendation for the selection of an external auditor to the fall meeting.

BUDGET 2004 – 2005 PROGRESS REPORT

The President advised that Robert Letourneau, the new Vice President Finance and Administration, will start at the College on April 1st. Mr. Hamilton will assume responsibility for ACERRA for the time being.

Ministry officials first thought that the provincial budget would be brought down on April 15th; however, there has been no announcement to that effect and it is unclear as yet as to when the budget will be tabled. The College began building its 2004-05 budget with a \$7 million shortfall. A number of assumptions were put into place as the budget was developed. Some of the risks included:

- What happens if the government does not honour its promise to make up the money taken away by the tuition freeze? In Algonquin's case that amounts to \$500,000.
- The previous government promised \$4.5 million in Quality Funds for the 04-05 fiscal year. The College has put \$1.1 million into the budget for things it would like to see continue.
- The new government could remove 7 years of ATOP funding which amounts to \$2 million.
- An amount equal to last year's KPI funding has been included in the budget as the Administration believes it will continue.

The President continued that as of March 31st, without a new budget, the Administration has no authority to spend money. Mr. Gillett proposed bringing the draft 2004-05 budget to the Board with or without the government funding announcement on May 10th. Until that time, the Administration needs spending authority to continue the operations of the College. The President pledged not to start any new initiatives until the 2004-05 budget is approved. The draft 2004-05 budget is balanced to the realities shared above.

The Chair read the proposed motion for spending authority: *that the Board of Governors authorize the Administration to expend funds at a rate appropriate with maintaining the provision of College services effective April 1, 2004, and until such time as the Board approves a Budget for fiscal 2004-2005.*

In response to a question as to whether this motion includes payment of any increases in salaries, the President replied in the affirmative. The College has signed collective agreements which it must honour. The College has made cuts to absorb these increases and these will be reflected in the budget which will be tabled on May 10th.

The motion was moved by Ms Holzman, seconded by Mr. Georgopoulos and CARRIED .

04-16 MANAGEMENT SUMMARY

The complete written Management Summary is attached as Appendix "C" to these minutes.

04-17 INFORMATION ITEMS

The following items have been received and are available from the Board Office upon request:

March 2, 2004 CAAT Pension Plan, Minutes of the Sponsors' Committee and Board of Trustees' meetings held on

Trustees' Minutes
September 9, 2003
November 25, 2003
October 17, 2003

Sponsors' Minutes
September 10, 2003
November 26, 2003

March 17, 2004 Employment Profile – Summary of the Employment Experience of 2001-2002 College Graduates six months after graduation

Program Approvals/Suspensions/Cancellations

February 3, 2004 Approval to change the title of the Security and Alarms Systems Technician program to Security Systems Technician

February 3, 2004 Ministry Decisions on College Program Proposals for December 2003. The following from Algonquin:

Approval to suspend the Registered Practical Nurse – Refresher program of 240 hours and replace it with the Registered Practical Nurse - Refresher program of 418 hours

February 6, 2004 New In-School (Off-the-Job) Curriculum Standards:
Recreational Vehicle Technician 690H
Small Engine Technician 435A}common levels 1 & 2

Marine Engine Mechanic 435B}
Drywall, Acoustic and Lathing Applicator 451A
Refrigeration and Air Conditioning Mechanic 313A
Arborist 444A

February 18, 2004 Approval to suspend/cancel the following programs:

Suspend Repertory Theatre – 1 year

Cancel Advanced Investigations – 1 year
Archives Technician – 2 years
Business Records Techniques – 1 year
Commercial Cabinetmaking Techniques – 1
year
Contact Centre Operations – 1 year
Early Childhood Education Resource Teacher
– 90 weeks
e-Business Assistant – 1 year
Electro-Mechanical Engineering Technician
Precision Instruments – 52 weeks
Emergency Response Communicator – 1 year
Environmental Studies – 1 year
Environmental Technology – 3 years
Facility Planning and Management – 2 years
Law and Security Administration – 2 years
Nursing – 85 weeks
Occupational Health and Safety Technician – 2
years
Personal Attendant – 10 weeks
Pharmacy Assistant – 1 year
Power Engineering Technician – 2 years
Regulatory Law Administration – 1 year
Carpenter – General – 40 weeks
Desktop Publishing Techniques – 16 weeks
Local Area Network Administration – 13 weeks
Women Into Trades and Technology – 18
weeks
Word Processing Operator 1 – 16 weeks

04-18 OTHER BUSINESS

There being no other items of business, the Board moved In Camera at 6:35 p.m. to discuss a property issue and adjourned for the evening at 6:45 p.m.

Chair

Recording Secretary

MEMORANDUM OF AGREEMENT

BETWEEN:

**THE BOARD OF GOVERNORS OF THE ALGONQUIN
COLLEGE OF APPLIED ARTS AND TECHNOLOGY**
(hereinafter "*College*")

OF THE FIRST PART

- AND -

THE ALGONQUIN COLLEGE FOUNDATION
a corporation incorporated pursuant to the laws of the Province
of Ontario
(hereinafter "*Foundation*")

OF THE SECOND PART

WHEREAS the Board of Governors of the College is a corporation without share capital established by O. Reg. 34/03 under the *Ontario Colleges of Applied Arts and Technology Act, 2002*.

AND WHEREAS the Foundation is a non-profit corporation without share capital incorporated by letters patent under the *Corporations Act, R.S.O. 1990, c. C.38*;

AND WHEREAS the Foundation is established to receive and maintain a fund or funds and to apply all or part of the income and capital therefrom, from time to time for the benefit of The Algonquin College of Applied Arts and Technology;

AND WHEREAS the Minister of Training, Colleges and Universities requires that there be a memorandum of agreement between the College and the Foundation for the purpose of establishing the operating relationship between the parties hereto;

AND WHEREAS the College and the Foundation did, in June of 1995, execute such a memorandum of agreement (hereinafter, "*the Original Memorandum*") and now, by this Memorandum wish to amend the Original Memorandum;

AND WHEREAS the Foundation's mandate and powers cannot exceed those of the College;

AND WHEREAS the Foundation shall be subject to all of the same government policies and directives as is the College;

**NOW THEREFORE THE PARTIES AGREE EACH WITH THE OTHER AS
FOLLOWS:**

I Roles and Responsibilities

(a) Objects

The objects and special provisions of the Foundation as set out in its letters patent are as follows:

Subject to the Charities Accounting Act (Ontario) and the Charitable Gifts Act (Ontario) the objects for which the corporation is to be incorporated are confined to charitable purposes only and are:

- (a) To receive and maintain a fund or funds and to apply from time to time all or part of the income and capital thereof for the benefit of The Algonquin College of Applied Arts and Technology,*

The Special Provisions are:

- (a) The corporation shall be carried on without the purpose of gain for its members and any profits or other accretions to the corporation shall be used in promoting its objects;*
- (b) The corporation shall be subject to the Charities Accounting Act and the Charitable Gifts Act.*
- (c) The Directors shall serve as such without remuneration, and no director shall directly or indirectly receive any profit from his position as such; provided that a director may be paid reasonable expenses incurred by him in the performance of his duties.*
- (d) The borrowing power of the corporation pursuant to any by-law passed and confirmed in accordance with section 59 of the Corporations Act shall be limited to borrowing money for current operating expenses, provided that the borrowing power of the corporation shall not be so limited if it borrows on the security of real or personal property;*
- (e) Upon the dissolution of the corporation and after the payment of all debts and liabilities, its remaining property shall be distributed or disposed of to or for the benefit of The Algonquin College of Applied Arts and Technology;*
- (f) If it is made to appear to the satisfaction of the Minister, upon report of the Public Trustee, that the corporation has failed to comply with any of the provisions of the Charities Accounting Act or the Charitable Gifts Act, the Minister may authorize an inquiry for the purposes of determining whether or not there is sufficient*

cause for the Lieutenant Governor, in his discretion, to make an order under subsection 317(l) of the Corporations Act to cancel the letters patent of the corporation and declare it to be dissolved.

- (g) *To do all such things as are incidental and ancillary to the attainment of the above objects and in particular.*
- (1) *To use, apply, give, devote or distribute from time to time all or part of the fund or funds of the Corporation for the benefit of The Algonquin College of Applied Arts and Technology,*
 - (2) *To accumulate from time to time part of the fund or funds of the corporation and income therefrom subject to any statutes or laws from time to time applicable;*
 - (3) *To acquire, by purchase, contract, donation, legacy, gift, grant, bequest or otherwise, any personal property and to enter into and carry out any agreements, contracts or undertakings incidental thereto, and to sell, dispose of and convey the same, or any part thereof, as may be considered advisable;*
 - (4) *To acquire by purchase, lease, devise, gift or otherwise, real property, and to hold such real property or interest therein necessary for the actual use and occupation of the corporation or for carrying on its charitable undertaking, and, when no longer so necessary, to sell, dispose of and convey the same or any part thereof,*
 - (5) *To invest and reinvest (in such manner as would be authorized by Section 3 of the Financial Administration Act, R. S.O. 1990, c. F. 12 for the Treasurer of Ontario to invest) the funds in of the corporation in such manner as determined by the Directors, and in making such investments, the Directors shall not be limited to investments authorized by law for Trustees, provided such investments are reasonable, prudent and sagacious under the circumstances and do not constitute, either directly or indirectly, a conflict of interest,*
 - (6) *For the further attainment of the above objects, to exercise all voting rights and to authorize and direct the execution and delivery of proxies in connection with any shares or obligations in any company or corporation held by the corporation; 2a*

- (7) *For the further attainment of the above objects, in connection with any company or corporation in which the corporation may at any time hold shares or obligations, to take up the proportion of any increased capital to which as holders of such shares or obligations it may be entitled and to purchase any additional shares or obligations in such company or corporation; to join in any plan for the reconstruction or reorganization of such company or corporation or for the amalgamation of such company or corporation or for the sale of the assets of such company or corporation or any part thereof and, in pursuance of such plan, to accept any shares or obligations in lieu of or in exchange for the shares or obligations held by the corporation in such company or corporation; to enter into any pooling or other agreement in connection with the shares or obligations held by the corporation in such company or corporation and, in case of sale thereof, to give any options considered advisable; to give consent to the creation of any mortgage, lien or indebtedness by any company or corporation whose shares or obligations are held by the corporation; and*
- (8) *For the further attainment of the above objects, to employ and pay such assistants, clerks, agents, representatives and employees, and to procure, equip and maintain such offices and other facilities, and to incur such reasonable expenses, as may be necessary; provided that the corporation shall not pay any remuneration to a Director in any capacity whatsoever, and provided that all of the foregoing is subject to sections 23 and 61 of the Trustee Act, R.S.O. 1990, C. T. 23 and any Order of the court.*

PROVIDED, however, that it shall not be lawful for the corporation hereby incorporated directly or indirectly to transact or undertake any business within the meaning of the Loan and Trust Corporations Act (Ontario).

The Foundation shall be operated exclusively for the attainment of the above-noted objects and without the purpose of gain for any of its members and any profits or other accretions shall be used in promotion of its objects.

(b) Board of Directors

The Board of Directors of the Foundation shall consist of three (3) members until such time as the Foundation may alter the composition of the Board of Directors in accordance with section 285 of the *Corporations Act*, all of whom shall be approved by the College.

The Board of Directors of the Foundation shall be responsible for the management and control of the affairs of the Foundation.

(c) By-Laws

The Directors of the Foundation may, subject to the approval of the College, make such by-laws as are necessary for:

- (i) the administration of the Foundation;
- (ii) any other matter necessary for carrying out the objects of the Foundation.

II Financial Arrangements

(a) Budget

The Foundation shall submit annually for approval by the College a proposed budget including evaluation and results of activities of the Foundation. The College shall not approve a proposed annual budget prepared in respect of a fiscal year of a Foundation that would provide for a deficit at the end of such fiscal year. The Foundation shall not make any expenditures that are not within the financial limits set by the approved annual budget.

(b) Accounting Procedure

The Foundation shall maintain accounting procedures in a manner consistent with the College's accounting policies and practices and which are in accordance with generally accepted accounting principles. The College shall make all reasonable efforts to inform the Foundation of such policies.

(c) Revenues

The College shall identify what revenues are to be returned to the college and what revenues shall be retained by the Foundation to further the objects of the Foundation.

(d) Inspection and Audit

The books, accounts, and records of the Foundation shall be made available at all reasonable times for inspection and audit by representatives of the College, who may make copies thereof and take extracts there from and proper facilities for any inspection and audit shall be made available, together with reference to such books and records.

(e) Status Reports

The Foundation shall, from time to time, promptly furnish to the College such information relating to the operations and affairs of the Foundation as the College may from time to time require.

(f) Annual Report

The Foundation shall make a report annually to the College regarding the affairs of the Foundation and the College shall submit the report to the Minister of Training, Colleges and Universities.

(g) Audited Financial Statements

The Foundation shall include in its annual report to the College, the auditor's report and audited financial statements for each fiscal year, as prepared by the College's external auditor, and the College shall include the Foundation's audited financial statements in the College's annual report to the Minister.

(h) Borrowing

When the Foundation proposes entering into any financial arrangements that could increase its liabilities, prior written approval must be obtained from the Board of Governors of the College, which approval shall be consistent with the requirements of the *Financial Administration Act*, R.S.O. 1990, c. F.12, as amended from time to time, and all related government policies and directives.

(i) Investments

The Foundation shall adhere to s. 3 of the *Financial Administration Act*, R.S.O. 1990, c. F.12, as amended from time to time, and all related government policies and directives.

A. Dissolution

Upon the dissolution of the Foundation and after the payment of all debts and liabilities, the remaining property of the Foundation shall be distributed or disposed of to and for the benefit of the College.

III Administrative Arrangements

(a) Consultation

The College shall meet with the representative(s) of the Foundation from time to time to discuss the affairs of the Foundation including such matters as budgets, objectives, plans, procedures, use of College resources, and other matters.

(b) Administrative Procedures

The Foundation shall establish and maintain administrative procedures that permit accurate recording and reporting of the operations of the Foundation and which maintain adequate administrative control.

(c) Conflict of Interest

The Foundation shall comply with all relevant federal, provincial and municipal laws relating to conflict of interest, including the *Corporations Act*. In addition, and pursuant to Recital 7 of this Agreement, the Foundation shall adhere to all conflict of interest directives issued to colleges of applied arts and technology by the Minister of Training, Colleges and Universities.

(d) Agreements

The Foundation may not enter into material agreements with the private sector, governments, related agencies, and other bodies in furtherance of its objects without the prior approval of the College.

1. Compliance with Relevant Legislation

The Foundation shall comply with all federal, provincial and municipal laws, including the *Personal Information Protection and Electronic Documents Act*, and without limiting the generality of the foregoing, the subsidiary and wholly-owned projects shall comply with all laws necessary to ensure full compliance with all of the terms and conditions of this Memorandum of Agreement.

IV General

(a) Insurance

The Foundation shall maintain adequate third party liability insurance consistent with the coverage maintained by the College.

(b) Review

This memorandum of agreement shall take effect on the date of signature of both parties and shall be reviewed on or before the expiration of five years from the date of signing, and shall be subject to review in the interim upon the request of either of the parties hereto.

(c) Amendment

Upon the later of the two parties signing this Memorandum of the Original Memorandum shall be replaced in its entirety with this Memorandum and shall be of no further force or effect. No agreement purporting to amend or modify this Memorandum or any document, paper, or writing relating hereto or

connected herewith is valid and binding unless it is in writing and signed and accepted in writing by both the College and the Foundation.

Agreed to this__29th day of March, 2004

**BOARD OF GOVERNORS OF THE
ALGONQUIN COLLEGE OF APPLIED ARTS
AND TECHNOLOGY**

per: Robert C. Gillett
I have authority to bind the Corporation.

THE ALGONQUIN COLLEGE FOUNDATION

per:
I have authority to bind the Corporation.

APPENDIX "B"

BY-LAW NUMBER 2

THE ALGONQUIN COLLEGE FOUNDATION

BE IT ENACTED AS A BY-LAW OF THE ALGONQUIN COLLEGE FOUNDATION (the "Foundation") for the general conduct of the affairs of the Foundation as follows:

DEFINITIONS

1. In these By-laws, the following words have the indicated meanings:
 - (a) "Board of Directors" and "Board" means the Board of Directors of the Foundation;
 - (b) "Chair", "Vice Chair", "Executive Director", "Secretary - Treasurer" shall refer to those individuals who, from time to time, hold those offices (whether by appointment, election or ex officio) in accordance with paragraph 15 of these By-laws;
 - (c) "College" means the corporation whose name is "The Board of Governors of The Algonquin College of Applied Arts and Technology";
 - (d) "Director" means a member of the Board of Directors of the Foundation;

- (e) "Member" means a member of the Foundation;
- (f) "Past Chair" means, for the purpose of paragraph 39 of these By-laws, the individual who held the office of Chair of the Foundation immediately prior to the election or appointment of the current Chair;

HEAD OFFICE

- 2. The head office of the Foundation shall be in the City Ottawa in the Province of Ontario, and at such place therein as the Directors may from time to time determine.

SEAL

- 3. The seal, an impression whereof is stamped in the margin hereof shall be the corporate seal of the Foundation.

BOARD OF DIRECTORS

4. **Composition:**

- (a) The affairs of the Foundation shall be managed by a Board of Directors composed of such number of directors as may be determined, from time to time, by Special Resolution (the "*Board of Directors*"), one of whom shall be the President of the Board of Governors of the College, *ex-officio*, with voting rights, a second of whom shall be appointed with voting rights by the Board of Governors of the College and a third of whom shall be the Treasurer of the College *ex-officio* without voting rights.
- (b) In addition to the Directors above-described, the Board of Directors may appoint an unlimited number of Honorary Directors, who may, but are not expected to, attend and participate at Board meetings, without voting rights and who shall not be considered for the purposes of determination of quorum.

5. **Election and Term**

- (a) Unless otherwise provided in the By-laws, Directors shall be elected by the Class B Members at a meeting of Members of the Foundation.
- (b) The Directors elected at the first meeting of Members following the confirmation of this By-law shall be elected so that:
 - i. one-third (1/3) of the elected Directors shall serve an initial term of one (1) year;
 - ii. one-third (1/3) of the elected Directors shall serve an initial term of two (2) years; and

- iii. one-third (1/3) of the elected Directors shall serve an initial term of three (3) years.
- (c) Commencing with the annual general meeting of Members held in respect of the fiscal year ended March 31, 2005 and at each such subsequent annual general meeting, a number of Directors equal to the number of Directors retiring shall be elected by the Members to serve terms of three (3) years each;
- (d) Directors shall be eligible to serve a maximum of 6 consecutive years except:
 - i. Directors elected pursuant to the terms of paragraph 5 (b) (i) shall be eligible to serve a total of 7 years ; and
 - ii. Directors elected pursuant to the terms of paragraph 5 (b) (ii) shall be eligible to serve a total of 8 consecutive years;

Provided that Directors who have served for the maximum number of consecutive years as outlined above and who then cease to be Directors for a period of 3 years shall again be eligible for election as Directors for two further consecutive terms of 3 years;

6. **Vacancies on Board of Directors**

- (a) vacancies on the Board of Directors, however caused, may as long as the quorum of directors remain in office, be filled by the Directors, if they shall see fit to do so, otherwise such vacancy shall be filled at the next annual meeting of the Members at which the Directors for the ensuing year are elected, but if there is not a quorum of Directors, the remaining Directors shall forthwith call a meeting of the Members to fill the vacancy. In the event that a vacancy is created in mid term, any replacement shall be appointed to serve until the end of that term.

7. **Quorum and Meetings**

- (a) As authorized by Special Resolution of this Foundation, Two-fifths (2/5) of the Board of Directors shall form a quorum for the transaction of business.
- (b) Except as otherwise required by law, the Board of Directors may hold its meetings at such place or places as it may from time to time determine.
- (c) No formal notice of any such meeting shall be necessary if all the Directors are present, or if those absent have signified their consent to the meeting being held in their absence. Directors' meetings may be formally called by the Chair by the Secretary on direction of the Chair or by the Secretary on direction in writing of two Directors. Notice of such meetings shall be delivered, telephoned, faxed or sent by any other form of electronic communication to each Director not less than three days before the meeting is to take place or shall be mailed to each Director not less than four days before the meeting is to take place. The certificate of the

Secretary or Chair that notice has been given pursuant to this by-law shall be sufficient and conclusive evidence of the giving of such notice. The Board may appoint a day or days in any month or months for regular meetings at an hour to be named and of such regular meeting no notice need be sent. A Directors' meeting may also be held, without notice, immediately following the annual meeting of the Foundation. The Directors may consider or transact any business either special or general at any meeting of the Board.

8. Electronic Meetings:

- (a) Meetings of the Board of Directors held by teleconference shall be valid provided that consent is obtained from all of the Directors or meetings by teleconference have been approved by resolution passed by the Directors at a previous meeting of the Board of Directors. The Board of Directors may meet by other electronic means that permits each Director to communicate adequately with each other, provided that:
 - i. the Directors have passed a resolution:
 - (1) addressing the mechanics of holding such a meeting;
 - (2) dealing specifically with how security issues, if any, should be handled; and
 - (3) prescribing the procedure for establishing quorum and recording votes;
 - ii. each Director has equal access to the specific means of communication to be used; and
 - iii. each Director has consented in advance to meeting by electronic means using the specific means of communication for the meeting.

9. Errors in Notice:

- (a) No error or omission in giving such notice for a meeting of Directors shall invalidate such meeting or invalidate or make void any proceedings taken or had at such meeting and any Director may at any time waive notice of any such meeting and may ratify and approve of any or all proceedings taken or had thereat.

10. Adjournments:

- (a) Any meetings of the Board of Directors may be adjourned to any time and from time to time and such business may be transacted at such adjourned meeting as might have been transacted at the original meeting from which such adjournments took place. No notice shall be required of any such adjournment. Such adjournment may be made notwithstanding that no quorum is present.

11. Voting - Board of Directors

- (a) Each Director personally present (other than the Treasurer of the College) shall be entitled to one vote on all questions arising at the meeting of the Board of Directors. Questions arising at any meeting of Directors shall be decided by a majority of votes. All votes at any such meeting shall be taken by ballot if so demanded by any Director present, but if no demand be made, the vote shall be taken in the usual way by assent or dissent. In the case of an equality of votes, the Chair shall have a second or casting vote. A declaration by the Chair that a resolution has been carried and an entry to that effect in the minutes shall be admissible in evidence as prima facie proof of the fact without proof of the number or proportion of the votes recorded in favour of or against such resolution. In the absence of the Chair his/her duties may be performed by the Vice-Chair, if any, or such other Director as the Board may from time to time appoint for the purpose.

12. Powers:

- (a) The Directors of the Foundation may administer the affairs of the Foundation in all things and make or cause to be made for the Foundation, in its name, any kind of contract which the Foundation may lawfully enter into and, save as hereinafter provided, generally, may exercise all such other powers and do all such other acts and things as the Foundation is by its charter or otherwise authorized to exercise and do.
- (b) Without in any way derogating from the foregoing, the Directors are expressly empowered, from time to time, to purchase, lease or otherwise acquire, alienate, sell- exchange or otherwise dispose of shares, stocks, rights, warrants, options and other securities, land, buildings, and other property, movable or immovable, real or personal, or any right or interest therein owned by the Foundation, for such consideration and upon such terms and conditions as they may deem advisable.

13. Remuneration of Directors

- (a) The Directors shall receive no remuneration for acting as such.

14. Conflict of Interest of Directors:

- (a) Definitions:
 - i. Actual conflict of interest: a situation where a Director has a private or personal interest that is sufficiently connected to the Director's duties and responsibilities as a Director that it influences the exercise of these duties and responsibilities.
 - ii. Perceived conflict of interest: a situation where reasonably well-informed persons could properly have a reasonable belief that a

Director has an actual conflict of interest, even where that is not the case in fact.

- iii. Potential conflict of interest: a situation where a Director has a private or personal interest that could influence the performance of the Director's duties or responsibilities, provided that the Director has not yet exercised that duty or responsibility.

(b) Principles:

- i. Directors are expected to act honestly and uphold the highest ethical standards.
- ii. Directors are obligated to perform their official duties and conduct themselves in a manner that will bear the closest public scrutiny.
- iii. Directors shall not have private interests that would be affected particularly or significantly by the Foundation's decisions or actions in which they participate as Directors.
- iv. When elected or appointed, Directors must arrange, to the extent possible, their private interests to prevent conflicts of interest. If a conflict does arise between the private interests of a Director and the official duties of that individual, the conflict shall be resolved in favour of the interest of the Foundation.

(c) Procedure at meetings of the Board of Directors:

- i. A conflict of interest arises when a Director's private or personal interest supersedes or competes with that Director's duties and responsibilities as a member of a Board. This could arise from an actual, potential, or perceived conflict of interest of a financial or other nature.
- ii. At the beginning of every board meeting, the Chair of the Board is to ask and have recorded in the minutes whether any Director has a conflict to declare in respect to any agenda item.
- iii. Where a Director is unsure whether the Director is in conflict, the said Director is to raise the perceived potential conflict with the Board, and the Board is to determine by majority vote whether or not a conflict of interest exists. The said Director must refrain from voting on whether or not a conflict of interest exists.
- iv. When the conflicted agenda item arises at an open Board meeting, the Director(s) with a conflict of interest may remain in the room for the duration of the discussion and not participate in the vote on the conflicted item. The minutes are to record that the Director(s) in conflict of interest remained in the room for the discussion and did not vote on this item.

- v. Should the conflicted item occur in an in-camera portion of a Board meeting, the Director(s) in conflict shall withdraw while the matter is being discussed or voted on and the minutes should reflect this.
 - vi. Where a conflict of interest is discovered after consideration of a matter by the Board, it is to be declared to the Board and appropriately recorded at the first opportunity. If the Board determines that involvement of the Director(s) in conflict influenced the decision on the matter, the Board is to re-examine the matter and may rescind, vary, or confirm its decision.
- (d) Insignificant conflicts: The provisions of this paragraph 14 do not apply where the interest of a Director is so remote or insignificant that it cannot reasonably be regarded as likely to influence the Director or where the issue is one of general or public information.
- (e) Disclosure of Interests in Contracts.
- i. Every Director who is in any way directly or indirectly interested in a proposed contract or a contract with the Foundation or any subsidiary of the Foundation shall declare the Director's interest and conflict.
 - ii. If a Director has made a declaration of his or her interest in a proposed contract or contract in compliance with this section and has not voted in respect of the resolution which awards the contract, the Director is not accountable to the Foundation or to any of its Members or creditors for any profit realized from the contract, and the contract is not voidable by reason only of the Director's holding that office or of the fiduciary relationship established thereby.

OFFICERS OF FOUNDATION

15. **Election and Appointment:** From time to time the Board shall elect or appoint a Chair and Vice Chair from among themselves, and may elect or appoint an Executive Director and such other officers as the Board may determine. The Secretary - Treasurer of the Foundation shall be the Treasurer of the College.
16. **Chair and Vice-Chair.** The Chair shall be appointed annually and shall, when present, preside at all meetings of the Board. The Chair shall, together with the Secretary-Treasurer or other officer appointed for the purpose, sign all by-laws of the Foundation. The Chair shall also have such other powers and duties as may from time to time be assigned to the Chair by the Board of Directors and shall interpret the resolutions of the Board and the intent of the By-laws. During the absence or inability of the Chair, his/her duties and powers may be exercised by the Vice-Chair;
17. **Duties of Executive Director:** The Executive Director shall be the chief executive officer of the Foundation and shall be charged with the general

management and supervision of the affairs and operations of the Foundation. During the absence or inability of the Executive Director, his/her duties and powers may be exercised by the Assistant Executive Director, if one is appointed, or by such other employee or officer as the Board may designate;

18. **Duties of Secretary-Treasurer:** The Secretary-Treasurer shall:
- (a) be *ex-officio* clerk of the Board of Directors. He/she shall attend all meetings of the Board of Directors and shall record (or cause a recording secretary to record) all facts and minutes of all proceedings in the books kept for that purpose. He/she shall give (or cause a recording secretary to give) all notices required to be given to members and to directors. He/she shall be the custodian of the seal of the Foundation and of all books, papers, records, correspondence, contracts and other documents belonging to the Foundation which he/she shall deliver up only when authorized by a resolution of the Board of Directors to do so and to such person or persons as may be named in the resolution, and he/she shall perform such other duties as may from time to time be determined by the Board of Directors.
 - (b) keep full and accurate accounts of all receipts and disbursements of the Foundation in proper books of account and shall deposit all monies or other valuable effects in such bank or banks as the Directors may from time to time decide upon. He/she shall disburse the funds of the Foundation under the direction of the Board of Directors, taking proper vouchers therefor and shall render to the board of directors at the regular meetings thereof or whenever required of him/her, an account of all his/her transactions as treasurer, and of the financial position of the Foundation. He/she shall also perform such other duties as may from time to time be determined by the Board of Directors.
19. **Duties of Other Officers:** The duties of all other officers of the Foundation shall be such as the terms of their engagement call for or the Board of Directors requires of them.

EXECUTION OF DOCUMENTS

18. All cheques, drafts or orders for the payment of money and all notes and acceptances and bills of exchange shall be signed by such officer or officers or person or persons, whether or not officers of the Foundation, in such manner as the Board of Directors may from time to time designate by resolution.
19. Contracts, documents or instruments in writing, required to be signed by the Foundation may be signed by any two of the Chair, the Vice Chair, the President of the College, the Executive Director and the Secretary- Treasurer. All contracts, documents or instruments in writing so signed shall be binding upon the Foundation without any further authorization or formality.

20. The corporate seal of the Foundation may, when required, be affixed to contracts, documents or instruments in writing signed as aforesaid or by any officer or officers, person or persons appointed by resolution of the Board of Directors pursuant to section 22 hereof.
21. The term “contracts, documents or instruments in writing” as used herein shall include deeds, mortgages, hypothecs, charges, conveyances, transfers and assignments, releases, receipts and discharges for the payment of money or other obligations, conveyances, transfers and assignments of shares, bonds, debentures or other securities and all paper writings.
22. Notwithstanding any provision to the contrary contained in the by-laws of the Foundation, the Board of Directors may, at any time by resolution, direct the manner in which, and the person or persons by whom, any particular contracts, document or instrument in writing may or shall be executed.

BOOKS AND RECORDS

23. The Directors shall see that all necessary books and records of the Foundation required by the by-laws of the Foundation or by any applicable statute or law are regularly and properly kept. In addition, the Directors shall ensure that a report is submitted annually to the Board of Governors of the College.

MEMBERSHIP

24. **Classes of Membership**

- (a) The membership shall be divided into two classes, namely: Class A Members and Class B Members.
 - (b) The Class A Members of the Foundation shall be the Directors and Honorary Directors from time to time of the Foundation, and such individuals, corporations, partnerships and other legal entities as are admitted by the Board of Directors. The Class A Members shall be non-voting Members.
 - (c) The Class B Member shall be the College and there shall be no other Class B Member. The Class B Member shall be the sole voting Member and shall be represented at meetings of the Members by such person as the Board of Governors of the College shall from time to time designate.
25. **Dues:** There shall be no dues payable by Members.
 26. **Calling of Meetings of Members:** The Board of Directors, the Chair, the Vice Chair, the President of the College acting as a Director of the Foundation, or the Secretary-Treasurer shall have power to call at any time a general or special meeting of the Members of the Foundation. No public notice nor advertisement of Member’s meetings, annual or general shall be required, but notice of the time and place of every such meeting shall be given to the Class B Member by

sending the notice by prepaid mail, fax or other form of electronic communication not less than ten days before the time fixed for the holding of such meeting; provided that any meetings of Members may be held at any time and place without such notice if the Class B Member is represented thereat by its duly authorized representative, and at such meeting any business may be transacted which the foundation at annual or general meetings may transact.

27. **Error or Omission in Notice:** No error or omission in giving notice of any annual or general meeting or any adjourned meeting, whether annual or general, of the Members of the Foundation shall invalidate such meeting or make void any proceedings taken thereat and the Class B Member may at any time waive notice of such meeting and may ratify, approve and confirm any or all proceedings taken or had thereat.
28. **Quorum of Members:** A quorum for the transaction of business at any meeting of Members shall consist of the single Class B Member represented thereat by its duly authorized representative.
29. **Voting:** At all meetings of Members, every question shall be decided by the vote of the Class B Member.
30. **Annual and Other Meetings of Members:**
 - (a) The annual or any other general meeting of the Members shall be held at the head office of the Foundation or elsewhere in Ontario as the Board of Directors may determine and on such day as the said Board shall appoint.
 - (b) At every annual meeting, in addition to any other business that may be transacted, the report of the Directors, the audited financial statements and the report of the auditors shall be presented and auditors, who shall be the same auditors as the auditors appointed for the College, shall be appointed for the ensuing year and the remuneration of the auditors shall be fixed. The Members may consider and transact any business, either special or general, without any notice thereof at any meeting of the Members
31. **Adjournments:** Any meetings of the Members may be adjourned to any time and from time to time and such business may be transacted at such adjourned meeting as might have been transacted at the original meeting from which such adjournments took place. No notice shall be required of any such adjournment. Such adjournment may be made notwithstanding that no quorum is present.

FINANCIAL YEAR

32. Unless otherwise ordered by the Board of Directors, the fiscal year of the Foundation shall coincide with the fiscal year of the College.

DEPOSIT OF SECURITIES FOR SAFEKEEPING

33. The securities of the Foundation shall be deposited for safekeeping with one or more bankers, trust companies or other financial institutions (as may be authorized by Section 3 of the *Financial Administration Act*, R.S.O. 1990, c. F.12 for the Treasurer to deposit) to be selected by the Board of Directors. Any and all securities so deposited may be withdrawn, from time to time, only upon the written order of the Foundation signed by such officer or officers, agent or agents of the Foundation, and in such manner, as shall from time to time be determined by resolution of the Board of Directors and such authority may be general or confined to specific instances. The institutions which may be so selected as custodians of the Board of Directors shall be fully protected in acting in accordance with the directions of the Board of Directors and shall in no event be liable for the due application of the securities so withdrawn from deposit or the proceeds thereof.

NOTICE

34. Whenever under the provisions of the by-laws of the Foundation, notice is required to be given, such notice may be given either personally or by depositing same in a post office or a public letter-box, in a prepaid, sealed wrapper addressed to the Director, Officer or Member at his/her or their address as the same appears on the books of the Foundation or transmitted by fax or by any other form of electronic communication. A notice or other document so sent by post shall be held to be sent at the time when the same was deposited in a post office or public letter-box as aforesaid. A notice or other document so sent by fax or by any other form of electronic communication shall be held to be sent at the time when the sender initiated the electronic transmission or communication. For the purpose of sending any notice the address of any Member, director or officer shall be his/her last address as recorded on the books of the Foundation.

DIRECTORS' LIABILITY

35. No Director or officer for the time being of the Foundation shall be liable:
- (a) for the acts, receipts, neglects or defaults of any other Director or officer or employee;
 - (b) for joining in any receipt or act for conformity;
 - (c) for any loss, damage or expense happening to the Foundation due to the insufficiency or deficiency of title to any property acquired by order of the Board of Directors for or on behalf of the Foundation;
 - (d) for the insufficiency or deficiency of any security in or upon which any of the monies of the Foundation shall be invested;
 - (e) for any loss or damage arising from the bankruptcy, insolvency or tortious act of any person, firm or corporation with whom any monies, securities or effects shall be lodged or deposited;
 - (f) for any loss occasioned by any error or oversight on his/her part; or

- (g) for any other loss, damage or misfortune whatsoever which may happen in the execution of the duties of his/her office or in relation thereto;

unless same shall have been by or through his/her own wilful neglect or default.

INDEMNITY OF DIRECTORS AND OFFICERS

36. Every Director or officer of the Foundation and his/her heirs, executors and administrators, and estate and effects, respectively shall, from time to time and at all times, be indemnified and saved harmless out of the funds of the Foundation, from and against:

- (a) all costs, charges and expenses whatsoever such Director or officer sustains or incurs in or about any action, suit or proceeding which is brought, commenced or prosecuted against him/her, for or in respect of any act, deed, matter or thing whatsoever, made, done or permitted by him/her, in or about the execution of the duties of his/her office;
- (b) all other costs, charges and expenses which he/she sustains or incurs in or about or in relation to the affairs thereof;

except such costs, charges or expenses as are occasioned by his/her own wilful neglect or default.

STANDING COMMITTEES

37.

- (a) The Board of Directors may, from time to time, appoint committees, consisting of such persons as may from time to time be appointed members thereof by the Board of Directors, to act in an advisory capacity to the Board of Directors in connection with the particular field of activity referred to each of such committees. The members of such committees shall hold office during the pleasure of the Board of Directors. The Chair and the President of the College shall *ex-officio* be members of each such committee.
- (b) The Board of Directors may fill any vacancies occurring from time to time in such committees and may abolish and from time to time re-appoint any such committee.
- (c) A recording secretary shall be appointed to record the minutes of the proceedings of any such standing committee and the minutes shall be confirmed under the signature of the Chair of that meeting. A report shall be forwarded of the proceedings of each such committee to the Board of Directors.
- (d) Any such committee so appointed may meet for the transaction of business, adjourn and otherwise regulate its meetings as it thinks fit. The quorum for any such standing committee shall be a majority of the directors on the committee. Questions arising at any meeting of a

committee shall be decided by a majority of votes and, in the case of an equality of votes, the Chair of the meeting shall have a second or casting vote.

AUDIT COMMITTEE

38.

- (a) There shall be an Audit Committee established to assist the directors in connection with all matters that may be properly referred to it by the Board of Directors. The Audit Committee shall be composed of such number of Directors (not fewer than three) as the Board may designate plus the Secretary-Treasurer who shall be a non-voting member of the Audit Committee.
- (b) Each Audit Committee member shall be appointed by the Board of Directors for a term of one (1) year, and such term may be extended for one (1) year at a time. The Board of Directors shall fill a vacancy on the Audit Committee by appointing a new member to the Committee.

NOMINATING COMMITTEE

39. A Nominating Committee shall be established to assist the Board of Directors in carrying on the affairs of the Foundation in connection with: the annual nomination of candidates for election to the Board of Directors, the annual appointment of such Officers as the Board of Directors may determine are to be appointed annually; the appointment of the Chair of the Audit Committee; and the appointment of the Chair of any other standing committees which the Board of Directors may constitute and which may require the annual appointment of a Chair. The Past Chair of the Foundation (or if there is no Past Chair or the Past Chair is unable to serve, then the Chair of the Foundation) shall be the Chair of the Nominating Committee. There shall be not fewer than three and not more than five additional members of the committee who shall be appointed by the Board of Directors and who shall themselves be Directors whose terms are not expiring and who shall not be seeking one of the officer positions to be recommended by the committee.

EXECUTIVE COMMITTEE

40. Subject to Section 70 of the *Corporations Act*, R.S.O. 1990, c. C.38, and provided the number of Directors on the Board of Directors is greater than six, the Directors may appoint an executive committee consisting of not fewer than three (3) members. In addition, the President of the College shall *ex-officio* be a member of the Executive Committee with voting rights. The Executive Director of the Foundation shall *ex-officio* be a member of the Executive Committee without voting privileges. A majority of the Executive Committee shall constitute a quorum at any meeting of the committee. The Board of Directors may delegate such of its powers to an Executive Committee as it deems appropriate. Any Executive Committee member may be removed by resolution of the Board of Directors. Executive Committee members shall receive no remuneration for

serving as such, but are entitled to reasonable expenses incurred in the exercise of their duty. The Executive Committee shall:

- (a) carry out the policies and instructions of the Board of Directors;
- (b) make recommendations for consideration by the Board of Directors;
- (c) give direction, together with the Chair as is appropriate, to the Executive Director regarding the carrying out of his or her responsibilities;
- (d) authorize expenditures and payments for salary and operating expenses;
- (e) deal with any emergency which may arise between meetings of the Board of Directors;
- (f) ensure that the minutes of all of its meetings are kept to be adopted at its next meeting; and
- (g) bring significant proposals for change to the Board of Directors and keep the Board of Directors informed of its decisions by reporting at the next meeting of the Board of Directors.

AMENDMENT

41. All amendments to this, and any other By-Law of the Foundation shall only become effective following approval by the Board of Directors for the Foundation, and the confirmation of the Class B Members.

REPEAL OF BY-LAW NO. 1 AND 1A

42. The Foundation's By-law No. 1 and Amending By-law 1A are hereby repealed in their entirety.

INTERPRETATION

43. In this by-law and future by-laws of the Foundation hereafter passed unless the context otherwise requires, words importing the singular number or the masculine gender shall include the plural number or the feminine gender, as the case may be, and vice versa and references to persons shall include firms and corporations.

Passed by the Board of Directors and sealed with the Corporate Seal on this 29th day of March, 2004.

ROBERT C. GILLETT
PRESIDENT

BRIAN BURNS
SECRETARY

**MANAGEMENT SUMMARY TO THE
BOARD OF GOVERNORS
March 2004**

VICE PRESIDENT ACADEMIC

Internationally Trained Workers Project

Last year, we reported on the Internationally Trained Nurse Program designed to assist nurses who have been trained outside of Canada to become registered in order to practice in the province's healthcare sector. This was a partnership effort between the School of Health and Community Studies, the Prior Learning Centre, the Language Institute, the Career and College Preparation Department, and the International Education Centre. This program has been most successful and is used as an example of the efforts being made at the local, provincial, and federal levels to address the needs of Internationally Trained Workers. Algonquin is considered a leader in the area of Internationally Trained Workers.

At this time, the College has received confirmation that our request for additional funding for the Foreign Trained Nurse Program has been approved. Additionally, funding has been made available for other professions targeted by the provincial government, as well as for replication projects. There are a number of colleges that have contacted us to purchase portions of our program, i.e. ESL for Nurses, and specific nursing curriculum components. Efforts are underway to ensure that the College is recognized as the IEP Education hub for Eastern Ontario.

School of Academic Advancement and Languages

The College has signed an articulation agreement with the University of Ottawa whereby students who have successfully completed the General Arts & Science, Pre-Nursing program are eligible for admission to the Baccalaureate of Science in Nursing program offered by University of Ottawa. Applicants must have at least a C+ in one Biology course and one Chemistry course and have an overall cumulative grade point average of 3.0 for the program.

School of Health and Community Studies

Community Studies, Continuing Education has just signed a \$107,000 contract with the Kitigan Zibi Education Council to deliver a three month Recreation Leadership Training in their community. Seventeen students have met the entrance requirements for this training and are ready to begin in March. The College teachers and staff involved in this training will be attending an orientation session in the community to kick off the project.

School of Media and Design

The School is collaborating with the Manav Rachna Education Society to deliver three of their programs in India. The programs are Graphic Design, Advertising and Journalism. With programs scheduled to start within the year, Pam Wilson, Chair, will travel to India in March to meet with school officials and finalize details.

Development of a new student magazine is underway courtesy of the Journalism, Advertising and Graphic Design students. "Glue" will be a free, biannual publication geared towards post-secondary students in the Ottawa-area. Students plan to release the first issue on March 23, 2004.

School of Transportation and Building Trades

In partnership with five other Ontario colleges, the School has received approval for the pilot delivery of Automotive Service Technician On-Line training to Canadian Tire apprentices. The contract is worth \$400,000.

As well, the School has received approval for a \$232,000 contract for the delivery of an auto body pre-apprenticeship program this Spring. This 40-week program will give students job-readiness training, level-one of the in-school portion of the auto body repairer apprenticeship and a paid work placement. In addition, students in the program will pay no tuition fees.

Awards

It was a one-two punch for Algonquin College at the Ontario Community Newspapers Association awards in Toronto on Saturday, March 6 at the Inn on the Park. Sean Meagher, second-year Journalism-Print student, took first prize and Justin Brake, 2003 Journalism-Print graduate, took second in the 'Student Writing' category. Sean's story of the late Ottawa journalist Diane Stuemmer, published in the April 2003 edition of The Algonquin Times, and Justin's earlier story about a former Algonquin student with alleged ties to terrorism, captured the judge's attention.

Further, The Algonquin Times picked up second prize for maintaining the best online edition, and was judged the third best college/university newspaper in general excellence (this category judges front page, community news, editorial page, presentation, photography, ad content and ad design, local features, sports and production quality). The Times was narrowly edged out of first place by Durham College by a mere 35 points out of 850, and just 20 points out of second by Humber College.

Also at the convention, Professor Joe Banks was honoured to receive the 'Silver Quill' by the Canadian Community Newspapers Association for 25 years of service to the community newspaper profession.

Professor Lyn Whyte, Floral Designer, has achieved the required education and leadership credits to maintain the coveted status of member of the American Institute of Floral Designers (A.I.F.D.). Announced by Thomas Shaner, Executive Director, A.I.F.D., Shaner commented "Whyte earned the floral industry's most distinguished professional recognition, after having demonstrated advanced artistry in floral design before a panel of evaluators."

Algonquin College Florist students participated at the recent Canada Blooms show where they won five awards: the People's Choice Award for floral design; first and second in theme design; second and third in wedding design.

Community Activity

The Correctional Worker students have started delivering an anti-bullying workshop to students at the Glen Cairn Public School. To date approximately 15 second year students have visited the school twice to lead their group of children in discussions on bullying. The program was prepared by Janet Crupi in June, in consultation with teaching staff from the school.

In response to Lieutenant Governor James Bartleman's appeal for used books for people in Ontario's north, students at the Perth Campus collected 54 boxes of books to send to Northern Ontario. Lisa Shaw-Verhoek led the campus in promoting this book drive. It was an excellent opportunity to involve the community in campus efforts.

VICE-PRESIDENT, FINANCE AND ADMINISTRATION

COLLEGE ANCILLARY SERVICES

College Retail Stores Operation

Year-to-date sales for the operation are running slightly ahead of targets overall.

Food and Beverage Operations

As at January 31, 2004, year-to-date net income, before Capital Expenditures/Debt Service, is up 27% over fiscal 2003.

FINANCE AND ADMINISTRATIVE SERVICES

Financial Services

The *PeopleSoft* financial system is performing well, overall, with issues being dealt with as they arise. ITS is on track to complete the *PeopleTools* upgrade by early March so that the four-level requisition approval structure can be implemented.

INFORMATION TECHNOLOGY SERVICES

ITS Operations

Planned staff PC evergreening and upgrades for Windows XP and Microsoft Office is complete. Project FITS (Facilitating IT Services) to enhance IT service using the Information Technology Infrastructure Library (ITIL) is continuing, with the beginning of surveys on IT service and development of statistics to establish levels of service.

PHYSICAL RESOURCES

Double Cohort SuperBuild Project

This project has a budget of \$11.3 million, with the design and construction of the various stages being scheduled between Fall 2003 and Fall 2004.

Automotive Training Facility (Stage 2 of the above-noted project) has a budget of \$5.8 million. The building is approximately 32,000 square feet with a link to P Building. The target date for completion is May, 2004.

The design includes two labs, a classroom and faculty offices, technical library, reception and display area, meeting room, student lounge and a large multi-purpose training area for automotive repair, truck repair, body repair and painting. The structural steel is 95% complete and the construction is 90% tendered.

REGISTRAR'S OFFICE

Admissions Statistics, 2004 Fall

Applications as of February 1: February 1 is a key date in the admission cycle. It is called the Equal Consideration date – all applications received on or before that date are given equal consideration in the admissions process. The chart below provides a comparison of applications received as of February 1 this year with those received as of February 1 last year, and as of February 1, 2001 – the latter being the last “typical” year prior to the atypical double-cohort years of 2002 and 2003:

	2004	2003	2001	Variance <i>2004 vs. 2003</i>	Variance <i>2004 vs. 2001</i>
Total College Choices*	12,129	13,361	10,854	-9.2%	11.7%
Total Program Choices**	19,257	22,149	17,120	-13.1%	12.5%

* College Choices: The number of individual applicants to Algonquin College.

** Program Choices: The total number of program selections for Algonquin College. Applicants are able to select a total of 5 Program Choices, with a maximum of 3 choices at any one college.

As of February 19, Algonquin College has 8,424 first choice applications, as compared to 8,910 at the same time last year.

Registration Statistics, 2004 Winter

Registration in Post-Secondary Programs: As of February 13, net registered students stood at 11,075, or 99.0% of the enrolment projected for March 1.

Continuing Education Registrations: For the 2004 Winter Term, as of February 13, registrations stood at 14,716 as compared to 15,690 at the same time last year. This year’s registrations to February 13 represent 87.6% of the projection. Registration continues throughout the term.

KPI Graduation Rate 2003-2004

The overall graduation rate this year is 60.2% compared to 60.4% last year.

Convocation

The Spring Convocation Ceremonies (Ottawa Schools) will be held at the **Corel Centre** on Thursday, June 10, and Friday, June 11, 2004.

VICE PRESIDENT STUDENT LIFE AND HUMAN RESOURCES

DIRECTOR’S OFFICE, STUDENT AFFAIRS AND ORIENTATION

Anne Kalil, the Student Affairs and Orientation Officer, organized a Self-defense course for all female staff and students that was delivered on February 4th and was well attended.

A group of Student Services staff participated in the annual Kiwanis/Enbridge Bed Race during Winterlude celebrations designed to raise funds for the Kiwanis charity.

On February 11th the Third Annual Black History Month Celebration took place in Salon A of the Woodroffe Marketplace Food Court. Students, Staff and Alumni provided the entertainment to a packed house with poetry, signing, dancing, a fashion show and information on the history of Blacks in North America. The event was very successful.

Employment Services

Employment Services and the Alumni Association co-hosted their 6th Annual Career Networking Fair on Tuesday, February 17th in the gymnasium from 2:00 p.m. to 6:00 p.m. Space was used to the maximum in the gym with 56 employer exhibitors and a waitlist of employers who continue to show interest in recruiting on campus. Two live fashion shows within the 4 hour Career Networking Fair took place before a large audience. The clothing partners for the fashion shows were Jack Fraser and Reitmans. Approximately 1,240 job seekers visited the fair.

Employment Services set up information booths at the Police and Public Safety Job Fair and at the Health Services De-Stress Fair hosted on Wednesday, February 18th. Students were able to learn more about the services available to them.

Joanne McDonald was one of six panel speakers at the Law Clerk Program Employer Breakfast hosted in the staff dining lounge on Thursday, February 19th.

Counselling Services

In order to improve services to the Residence community, Counselling Services now has a Counsellor, Marc Duval, and a new Educational Outreach Programmer, Kristen Dableo, located in the Residence. This will improve access and availability to direct counselling for residence students, provide ongoing support and training to Residence Advisors, facilitate educational programming and workshops, and enhance and increase the visibility of existing student support services.

During the week of February 23rd, four study skills workshops: Time Management, Preparing for Exams, Concentration and Memory, and Effective Reading, were offered to students in the Residence.

Carl Daniel, the Academic and Career Information Specialist, provided in-class Time Management and Study Skills Seminars for classes in the School of Health and Community Studies as well as to classes in Marketing and Management Studies.

Carl Daniel and Audrey Rosa conducted a workshop on Options Following LINC for the English as a Second Language Program.

Several counsellors and front-line staff participated in a one-day training session on Non-Violent Crisis Intervention facilitated by Algonquin Protection Services.

Centre for Students with Disabilities

Diane Thornhill, Manager of the Centre for Students with Disabilities, attended two consultation meetings; the first on disability services and funding at the post-secondary level hosted by MTCU, and the second on the Ontarians with Disabilities Act, hosted by the Ministry of Citizenship and Immigration.

Toni Connolly, Counsellor, gave a presentation on College services at a Forum for Deaf and Hard of Hearing Students organized by the Upper Canada District School Board. She also made a presentation to a group of prospective students at the Rehabilitation Centre at the Ottawa Hospital.

Diane Thornhill participated in a joint presentation with Yolaine Ruel of the University of Ottawa Professional Development day for the Ottawa Carlton District School Board (OCDSB) high school staff.

Diane Thornhill also made a presentation on the Adopt-A-School and the Summer Academic Institute for Learning (SAIL) programs to high school special education teachers at the Ottawa Carlton Catholic School Board and at the Special Education Advisory Committee meeting of the Ottawa Carlton District School Board.

Health Services

Eating Disorder Awareness Week ran from February 1st to 7th for which Health Services invited the Hopewell Eating Disorder Awareness Support Group to display their information packages for both staff and students. Other educational health promotion activities organized throughout the month of February included "Healthy Sexuality", a "Smoking Cessation Program", "De-Stress Fest 2004" and a variety of "Nutrition Workshops".

FINANCIAL AID

According to the National Student Loan Service Centre (the student loan provider), Algonquin College's Financial Aid Office's loan collection numbers for January 2004 (2482) had increased over the same period in January 2003 (2226). The total for January 2004 represents a 12% increase over the previous year.

The National Student Loan Centre also agreed, as a pilot project, to have a loan representative on campus one day a week (Monday) for the month of February. According to the feedback we have received to date, this pilot project has been very successful.

Financial Aid has been notified that Helmut Zisser, the Manager of the Student Support Branch, MTCU has gone to another portfolio; Richard Jackson has replaced him as the Acting Manager.

HUMAN RESOURCES

Compensation, Pension & Benefits

Benefits

The Sun Life Demutualization Project is still underway. The Date of Determination under the Demutualization Settlement is March 1st, 2004. A premium holiday, for both the employee and employer share of the premiums, on all life insurances for active employees, will commence on March 1, 2004, with the exact duration of the premium holiday still to be confirmed. Retired and former employees who were insured on January 27, 1998 will be receiving a cash settlement. The exact amount of the payments will be finalized and communicated by the end of the month.

There are currently 67 employees in receipt of Long-Term Disability benefits – 34 Academic, 31 Support Staff, and 2 Administrators. This is a reduction of two individuals (both Support) from last month. There are currently only two pending LTD claims.

Pension

We currently have 115 employee requests to review their pension history with regard to pension buybacks. We have done preliminary work on approximately 20 files.

There continue to be increasing numbers of pension estimates requested by staff, with 9 processed this past month. Of these, 5 were academics (including 1 counsellor), 3 were support staff, and 1 was a part-time academic.

We currently have 50 requests returned from a list of 128 part-time employees interested in joining the pension plan. Group sign-ups were arranged for March 15th and 16th.

Compensation

The new benefit premium increases for all 3 groups were implemented effective February 1, 2004, including the revised rates due to the Support Staff ratification.

Meetings were held with Finance and ITS to complete the necessary adjustments/changes needed for the printing of 2003 T4's and PA (pension adjustments) calculations. The T4's were sent out to College staff with the final pay of February 2004.

Progress is currently being made on the CAAT-DCT (Data Collection Tool) to report all contributions made to CAAT for 2003. For the year, the College is looking at contributions of over \$7.5 million, for College and Member contributions combined. The report is due on March 12, 2004.

Employee Services

Labour Relations

As the strike date of March 3rd neared, the month of February saw focused effort in the planning for a potential Academic Labour Dispute. The strike contingency planning for the College was finalized to ensure that the College was prepared for all elements of the lawful labour dispute. With the tentative settlement reached on March 2nd the requirement to implement the strike plan was not necessary.

Two lunch and learn sessions were held for line managers to review the language changes for the new Support Staff collective agreement and to discuss the operational impacts on departments. Both sessions were well attended by departmental managers.

Reports on various factors of the standard workload for academics were created for analysis by the Director. Requests for all voluntary overtime forms were made in relation to compliance with the Academic Collective Agreement.

Recruitment/Classification

With the Recruitment Officer joining the Employee Services team at the end of January, a planned approach was implemented for soliciting feedback on the College's current staffing process from the Schools. A uniform questionnaire was developed and the Recruitment Officer held meetings with each Dean.

Consistently identified areas for improvement were noted:

1. Speed to post open positions and to hire.
2. Reduction in process/the number of resumes to be reviewed
3. Knowledge of interviewing techniques and the role of behavioral questions.
4. Identification of core competencies to look for in new hires.

To facilitate the implementation of new strategies, a meeting was held with representatives from Workstream, the online recruitment application software company. Preliminary negotiations resulted in an additional module being added to the existing application that would allow online approval for requisitions, without any additional cost to the College for next year's contract. The final negotiation for this contract is pending.

A collaborative meeting was held with representatives of Learning and Teaching Services to review the core competencies of the **Professor of the 21st Century**. Upon receiving approval for the competencies from the Academic community, Human Resources Services will endeavour to incorporate these competencies in all academic recruitment initiatives.

HR Technology

Presentations from two companies were received on electronic Performance Appraisal tools. HRSG and Halogen Software highlighted their products on web-based employee performance appraisal software. On first assessment, the Halogen eAppraisal tool which features a sophisticated document workflow, centralized repository, and customizable performance appraisal forms would be better suited for Algonquin in streamlining the appraisal workflow. Further assessment of the product will be completed in March.

The HRS website has been updated to reflect staff pictures and biographies of all the HRS staff members. The language changes as a result of the new Support Staff Collective Agreement have also been incorporated into the Website.

Human Resources Services was represented at the Deloitte and Touche, Peoplesoft SIS demonstrations that were held in February.

Employee Services Complement

During the month of February, two approved positions were posted for the creation of a client-focused Human Resources Knowledge Centre. It is anticipated that with the filling of these positions in March the HRS Knowledge Centre will be established.

STRATEGIC DEVELOPMENT GROUP

BUSINESS DEVELOPMENT DIVISION

Algonquin College Alumni Association

Annual General Meeting

The Alumni Association's Annual General Meeting was held on February 17th - Woodroffe Campus. Alumni Board of Directors 2004-05 were ratified. Sherry Thurig began the second year of her two year term as President, Alumni Association.

\$10,000 Gift to College

The 10th anniversary of the Algonquin College Alumni Association was recognized at the AGM. The Alumni Association presented President Gillett with a \$10,000 gift to mark the occasion of the anniversary. This gift will go to endowed bursaries for students and therefore will be matched dollar for dollar by the Ontario government's Ontario Student Opportunity Trust Fund (OSTOF) initiative to create a total donation of \$20,000.

New Strategic Plan

The Alumni Association's new five-year strategic plan was launched at the AGM and is available on the Alumni website and in hard copy through the Foundation and Alumni Office.

AlumNet

The Winter 2004 issue of AlumNet is now available in hard copy and online. 30,000 copies were mailed directly to alumni. This issue features an annual giving appeal and the new Foundation Executive Director, Brenda Rothwell.

Premier's Award Recipient

Susan Schmaltz, 1980 graduate of the Early Childhood Education program, Pembroke Campus, became Algonquin College's fifth recipient of a Premier's Award. The Premier's Awards were presented in late February at the ACAATO Conference hosted by St. Lawrence College in Kingston. Susan Schmaltz applies her skills and knowledge to projects in Canada and in the Third World. Susan established the Dreamer Center in Antigua Guatemala.

Algonquin College Foundation

Annual Giving Initiative – Student Calling Program

With the inception of the Foundation, a plan has been developed to address annual giving. To launch this critical aspect of the fundraising process, a targeted direct mail/telemarketing initiative was carried out late February/early March 2004.

The plan involved setting up a Student Calling Program comprised of selected trained student ambassadors/telemarketers who conducted a supervised telesolicitation campaign to their respective program alumni from four program areas: Computer Science, Dental Hygiene, Business Marketing and Public Relations.

Foundation Board of Directors – Tour Algonquin College

After an extensive tour of the College, the Foundation Board Members met for lunch on March 18th. Foundation Board Meetings will coincide with the College fiscal year – March 31, 2004 to April 1, 2005.

Major Gifts

Ottawa New Car Dealers Association

On March 17th, 2004 - Ottawa New Car Dealers Association presented a \$20,000 bursary in memory of Don Mann at the VIP New Car Dealers Spring Show. (President Gillett and Barbara Farber, Chair Algonquin College Foundation, accepted this donation). This bursary will be matched by OSTOF funding, resulting in a \$40,000 Don Mann bursary for Algonquin College students. CJOH has topped up the bursary by an additional \$1,000. Total Bursary amount \$42,000.

Algonquin College Business Development

Discovery Channel – Mt. Everest Production

Algonquin College is a leader in the integration of technology into the learning environment. Algonquin College will reinforce this reputation by developing a website through which individuals can follow the progress of a team climbing Mt. Everest this

spring. This team is developing a 6 hour documentary for Discovery Channel which will be broadcast nationally and internationally in the fall of 2004.

To accomplish this task, Algonquin College is working with two local high technology companies who are donating their time, equipment and expertise to Algonquin College and the project. In the first case, a GPS unit has been donated by a local firm, SkyWave Mobile. SkyWave's technology will allow the location of the climbing team to be automatically captured and posted to the website referenced above. In the second case, March Networks, has provided a portable health assessment unit to the climbers to capture health related data. This data will also be captured and posted on the Algonquin College website.

In addition, Algonquin College is collaborating with local high school teachers to develop grade 11 and 12 curriculum which will be integrated into classroom delivery in the Fall 2004. Algonquin College will host this learning site, and will leverage it to promote the wide range of programs available to high school students at the College. This curriculum will be available to students across Canada and will coincide with the Discovery Channel's broadcast of the Everest documentary next fall.

College students are developing the website and this project will further position the College as a leader in the integration of technology into the learning environment. The College's commitment to this project is \$15,000 from the Marketing budget, with the expectation that the publicity received by the College will more than justify the expenditure. It should be noted that the College is not a sponsor of this event and there are no employees of the College involved in the climb of Mt. Everest.

International Education Centre

The financial projections for the 2004/2005 academic year are promising. Based on the anticipated number of returning students as well as marketing-based projections for the fall 2004 first year intake, the Centre is projecting a 2004/2005 financial contribution of 20% over the previous year.

The number of students enrolled in the ESL intake for March was less than projected. The enrolment may have been affected by worries about the possibility of a strike. It is hoped that the May intake will reach projected levels.

Marketing and recruitment activities are continuing as planned. Susan Olszynko will be attending the Moscow Fair, an educational market organized by the ICEF drawing together agents from Russian and the CIS states. Although we do not have a large number of students from this part of the world, it is a market which is opening up and worth investing in. We are also increasing the number of print advertising which the Centre does especially in the EI Education International Ltd publications which are distributed in the CEC fairs all over the world. This year, the College will be featured in the editions for Business programs and Technology programs, as well as the general edition for all Canadian colleges and universities.

Activities overseas are also gathering momentum. The College is participating in a cultural mission organized by the Department of Foreign Affairs and International Trade to several cities in India including Mumbai, New Delhi, and Bangalore. Algonquin is one of five post-secondary institutions across Canada selected to participate in this mission.

The other institutions are Ryerson University, Sheridan Institute of Technology and Advanced Learning, Capilano College, and the British Columbia Institute of Technology. Pamela Wilson, Chair in the School of Media and Design will be representing the College in that mission. She will be displaying work by the students of the Animation and Broadcasting Television programs.

Maria Schnurr, professor in the School of Community Studies together with a staff member from the IEC will be visiting Agnel Polytechnic in Goa in May to do a needs analysis in India related to that community's requirements for Continuing Education programming in the areas of social services and health for women. The trip was part of a Program Development Fund (PDF) approved by the ACCC. It is anticipated that this mission will lead to a proposal to CIDA for funding to continue our involvement with Agnel Polytechnic.

It is also anticipated that a group of eight curriculum coordinators from the Department of Education in Belize will be spending some time at Algonquin in May. The group will be receiving training related to curriculum design, classroom methodologies, and e-learning strategies.

MARKETING DEPARTMENT

Recruitment

1. Throughout February and March, the recruitment team has been busy with "Ed-U-Fest". Ed-U-Fest is the College's annual recruitment tour where the team and a DJ from CKDJ (the College's student radio station) visit different high schools over the lunch period. February Ed-U-Fest stops included nine high schools in Perth, Madawaska, Glengarry, North Grenville, and Kemptville.
2. In addition to Ed-U-Fest, the recruitment team also participated in four Parent Evenings and two career fairs at local high schools, made presentations at two adult high schools and seventeen grade 10 career classes, and gave sixteen tours of the College.

Algonquin Productions

1. The department has been busy working on two components of the Everest Project on behalf of the College's Business Development department.
 - The first component is the prototype design of the Everest web site. This web site was featured on the CJOH-TV news on March 8,04. This prototype web site can be viewed at: <http://www.algonquincollege.com/algonquinproductions/everest/>
 - The second component of the Everest project is a high definition animation to be used on the Everest documentary being broadcast in the fall on the Discovery Channel.
2. Web directory and maintenance work, in conjunction with ITS, is underway in an ongoing effort to update and enhance site structure.
3. The Heritage Institute promotional video is now complete and orders are being taken to produce copies of the video on mini (business card) CD Roms.
4. Algonquin Productions has been contracted by the Public Service Alliance of Canada (PSAC) to produce a new web design for PSAC's site.

Marketing

1. The department developed a Strategic Marketing Plan Proposal for the three Bachelor Degrees in Applied Studies (Bachelor of Applied Arts – Interior Design; Bachelor of Applied Business – e-Business Supply Chain Management; and Bachelor of Applied Technology – Photonics). The proposal was well received by the coordinators of each degree program as well as the Vice President Academic. Implementation of the plan is underway.
2. The department is working on improvements to the marketing database, developing new report generation tools to enhance prospect lead generation and maintenance, and identifying strategies to improve applicant/registrant retention.
3. Work is being started on identifying current product (program) launch procedures within the College. This process will assist in defining product management strengths and weaknesses, developing maintenance strategies, and addressing EOL issues.
4. In an effort to provide consistency across the board, the department is working on strategies to centralize, manage and improve the efficiency of the distribution of all College promotional material to prospects and applicants.

PUBLIC RELATIONS and COMMUNICATIONS DEPARTMENT

Public Relations:

- A comprehensive internal and external communication plan was developed to respond to the potential labour disruption as a result of the Faculty strike vote.
- Preliminary plans are underway as we commence the development of the 2003 Annual Report.
- The 2nd “Breakfast with the President” for new College employees was successfully held on February 9th where the President had the opportunity to dialogue with our newest employees on an informal basis.

Trillium Awards:

- Algonquin was recognized with two Trillium Awards at the College Committee on Advancement Conference in Kingston:
 - Algonquin’s mid-month issue of Cont@ct was recognized with a Trillium Award for Internal Communications, and
 - Algonquin’s 2002 Annual Report was recognized for a second year in the Annual Report category.

Internal Communications:

- A communication plan was established with ACERRA to ensure that they have a regular feature in Cont@ct, that there is a link from the Public Relations and Alumni websites to ACERRA and that ACERRA press releases are featured on the Public Relations website.

Corporate Events:

- President’s Staff BBQ
 - Planning for this new event is underway. A proposed date of Thursday, May 20th is being considered. Awards other than traditional College awards will be recognized at the President’s BBQ.

Community Relations

- Kiwanis Bed Race:
 - Coordinated Algonquin's entry for six teams for the Kiwanis Bed race, held on Saturday, February 14, as part of the City of Ottawa's Winterlude festivities. The event was an outstanding success and there was a follow-up thank you reception held on Thursday, February 19, with words of thanks from President Gillett and Governor Steve Georgopolous.

- United Way 2004 Campaign:
 - The first annual March Madness Volleyball Tournament and activities were held Friday, March 5th in the Gym and the Observatory with all proceeds going to the United Way 2004 Campaign.

Media Relations

The following are the major Algonquin College news stories appearing in the media between January 27, 2004, and Feb. 24, 2004.

- MTCU Minister, Mary Anne Chambers, visits Algonquin College
- Online Learning Centre Showcase
- Algonquin College Millennium Scholars
- College socioeconomic benefits study
- Increasing number of co-op placements available for IT students
- College celebrates Black History Month
- Algonquin College Participates in Kiwanis Bed race
- Algonquin College e-learning initiatives – SmartCapital feature
- ACERRA develops e-training for Canadian Blood Services
- ACERRA – new blend of training tools – satellite, online, CD simulation, classroom
- Broadcast grad Jon Dore appears as comedian on CTV's Canadian Idol
- Obituary – Justin Peiris – Algonquin College professor, Hospitality
- Regional Contact – feature Cabinet Making grad John Burns
- Internet - effect on travel and tourism
- College faculty vote to strike
- Foreign-trained nurse program
- Thunder Basketball captures East Division title
- Professor Donna Leon, Y Woman of Distinction Ambassador
- Grad, Jeannette Doe, mentors area students wanting experience in business
- Grad wins Best Undergraduate paper at 2003 Student Project Management Forum

The College received 71 media hits during this period and 397 media hits since April 1, 2003.