DRAFT

MINUTES OF MEETING NUMBER FOUR HUNDRED AND SEVENTY OF THE BOARD OF GOVERNORS OF ALGONQUIN COLLEGE WHICH WAS HELD ON MONDAY, FEBRUARY 13, 2012, AT 5:00 P.M. IN THE ROSSER BOARDROOM, C539, WOODROFFE CAMPUS

Present	Michael Dunlop, Chair	Regrets	Kathyrn Leroux
	Doug Orendorff, Vice Chair		Debbie Robinson
	Eric Agyemang		
	Denise Amyot		
	Jeanine Chiasson		
	Lynne Clark		
	Pauline Edmonds	Vice Presidents:	Gerry Barker, Human Resources
	Barbara Farber		Kent MacDonald, Academic
	Robert Gillett, President		Joy McKinnon, Business Development
	Doreen Hume		Duane McNair, Administration
	Louis Lamontagne		Deborah Rowan-Legg, Student Services
	James McIntosh		
	John Owens (teleconference)		
	Andrew Pridham	Recording Secretary	Anna Cobus
	Mark Sutcliffe		

Observers
Jo-Ann Aubut, Acting Dean, Academic Development
Claude Brulé, Dean, Faculty of Technology and Trades
George Cole, Ombudsman
Jennifer Daly-Cyr, Acting , Strategic Programs & Services Planning Project
Cathy Dempsey, Director, Finance & Administrative Services
Dave Donaldson, Dean, School of Business
Karen Foster, Director, Ancillary Services
Barbara Foulds, Acting Dean, Faculty of Health, Public Safety & Community Studies
Mark Hoddenbagh, Director, Applied Research and Innovation
Glenn MacDougall, Director, Learning and & Teaching Services
Russell Mills, Dean, Faculty of Arts, Media & Design
Doug Ouderkirk, Director, Academic Operations & Planning
Matthew Pearson, The Ottawa Citizen
Brenda Rothwell, Executive Director, Foundation
Michel Savard, Dean, School of Hospitality and Tourism
Claire Snasdell-Taylor, Chair, Career and Academic Access Centre
Mike Sparling, Director, Information, Institutional Research and Technology Services
John Tattersall, Director, Physical Resources
Kane Van Ee, Algonquin Times

12-01 CONFLICT OF INTEREST DECLARATION

None.

12-02 APPROVAL OF THE PREVIOUS MINUTES

RESOLUTION

MOVED & SECONDED – Amyot and Clark

That the minutes of December 12, 2011 be approved as presented.

12-03 BUSINESS ARISING

None.

12-04 PRESENTATIONS

STRATEGIC PROGRAMS AND SERVICES PLANNING UPDATE

Kent MacDonald provided an update on the Strategic Programs and Services Planning (SPSP) project, including an overview of how the project has evolved since its inception in 2008 at which time preliminary discussions began surrounding the concept of a demand driven college. An overview of the key performance indicator results since 2003 was provided, as well as academic program activity in terms of new program offerings and program suspensions since the 2001-02 academic year. The Board's expectation in relation to the SPSP project was discussed, as well as the categories of SPSP recommendations which include: enhance or expand, maintain, revise, or further analysis for implementation of phase out. The challenges between the programs and services review were discussed, particularly the challenge of data collection for service metrics which has been the area of focus for the current academic year. Data collection templates have now been developed and the service performance analysis will now occur until June, 2012, at which time the Board will receive a report on the outcomes of the analysis. The College will continue to launch and suspend academic programs based on student and industry demand, and/or as a result of other financial and quality indicators.

The slide deck is available on the Board of Governors website at www.algonquincollege.com/board.

INFORMATION & COMMUNICATION TECHNOLOGY AND BUSINESS INTELLIGENCE UPDATES

Joy McKinnon introduced Mike Sparling, Director of Information, Institutional Research and Technology Services, who provided an overview of Information & Communication Technology (ICT) and Business Intelligence (BI) in the context of preparing for the growth of the Digital College. He indicated that the College has a long history in the use of technology to enhance the delivery of programming and services which began in 1996; going forward, the College has a solid foundation on which to build its strength and move towards implementing the well-defined vision it has laid out for itself. He provided an overview of the five priorities in which to support the digital College including: (1) resiliency and currency of base business software systems and technology infrastructure, (2) skills and competencies of staff to meet emerging needs, (3) readiness for mobile learning in terms of support infrastructure and services, (4) legacy technology systems implications for business survivability and continuity, and (5) quality, clarity and access to data for informed, timely decision making. A three-phased approach has commenced to address the priorities throughout the next 1-12, 12-36, and 36-60 months. In order to address the priorities, the organization design has moved to five client centric clusters with a focus on de-risking the enterprise portfolio administration. In terms of the Business Intelligence strategy, a focus

is being placed on end-user analysis and reporting, business intelligence and causal and predictive analysis. An environment is being built to host automation and analysis projects beginning in fall 2012, and a pilot of both QlikView and Cognos software is underway to determine the ideal technology to be used going forward.

The slide deck is available on the Board of Governors website at www.algonquincollege.com/board.

Questions/Comments:

- *Governor Edmonds: As a representative of faculty members and librarians, inquired as to whether the future learning management system is expected to be BlackBoard, or is it just going through growing pains?* BlackBoard is one of the systems which presents significant challenges as it needs work but must be highly available to users at all times, which makes is difficult to access for extended periods of time (such as the summer period) in which to perform the required work. The back end infrastructure does need to be replaced because it is not scalable. While statistically improvements are being made, the College community is asked for its continued patience while the stabilizing work continues.

- *Governor Edmonds: Do we feel BlackBoard is robust enough as we move forward as a digital college?* BlackBoard is by far the leading learning management system available and with its capabilities, we feel it is the proper software for the College to use. Once the infrastructure issues are resolved, the College will be able to move forward as BlackBoard continues to add functionality. A further presentation on the Digital College will provide the Board with a deeper level of detail at the March 12th Board meeting.

- *Governor Edmonds: As a frequent and heavy user of GeneSIS, is continually amazed at how the system works. Is there a move to a more updated type of Student Information System?* The evolution of the SIS has created a robust student management system. While the user interface shows its age, moving to a new system could result in a loss of flexibility and productivity benefits that we see now, and this must be considered as we move forward.

12-05 DECISION ITEMS AND REPORTS

PROGRAM PROPOSAL: FINANCIAL SERVICES

Dave Donaldson presented a proposal to offer a one-year Ontario College Graduate Certificate program in Financial Services which prepares students for careers in the customer sales and service areas of banking, insurance and independent financial planning industries in Canada. Building on the students' previous business administration, banking, insurance, economics and finance knowledge and professional experience, the program introduces students to industry-specific accreditation courses, financial products and services, leadership in customer sales and services and financial advising. Through the development of a professional portfolio and field placements, students gain experience with, and insight into, the Canadian financial workplace. Graduates of the program can be licensed to sell mutual funds by their employer, are qualified to challenge the first exam of the Certified Financial Planner (CFP) professional certification, and are prepared for the Provincial Life License Qualification (LLQP) examination. Successful completion of Personal Financial Services Advice, Financial Planning I and Canadian Securities Course I qualifies students for a *Certificate in Financial Services Advice* from the

Canadian Securities Institute (CSI). Employment opportunities may include positions as financial advisors in a broad range of financial institutions including retail banks, credit unions, financial planning offices, insurance companies, brokerage firms, and other businesses dedicated to providing personal financial advice and services.

The implementation of this program reflects the strategic directions of the College including the commitment to digital learning with 67% online, alternative delivery, leveraging of our relationships with business and industry, and meeting the needs of students and the community. This program was identified as an "enhance/modify" in the Strategic Programs and Services Planning Project Report.

QUESTIONS/COMMENTS:

- *Governor Hume: Why do operating costs decrease significantly after year one?* First year costs include software purchases for program start up.
- *The Board Chair indicated that a conversation has been initiated with the President as a follow up to previous discussions on reporting the outcomes of new programs. A commitment has been made to follow up on the forecast plans with the Board, with the intervals to be determined.*

RESOLUTION

MOVED AND SECONDED – Orendorff and Hume

That the Board of Governors approve the Financial Services Ontario College Graduate Certificate program effective Winter, 2013, and seek validation of the program title and outcomes from the Credentials Validation Service and approval for funding from the Ministry of Training, Colleges and Universities.

CARRIED

PROGRAM PROPOSAL: NONPROFIT SECTOR MANAGEMENT

Dave Donaldson presented a proposal to offer a one-year Ontario Graduate Certificate program in Nonprofit Sector Management that will provide students with the skills and competencies necessary to work in nonprofit organizations. Students will learn about strategic planning, human resources management, volunteer management, marketing and communications, legal and ethical issues, governance, program planning and evaluation, advocacy and governmental relations, financial management, technology, resource development and risk management. The graduate certificate will appeal to working professionals who are in the nonprofit sector or who are pursuing a career in the sector. Employment opportunities exist in a variety of nonprofit organizations, such as charities, foundations and professional associations.

The implementation of the program reflects the strategic directions of the College including the commitment to digital learning with 70% online, alternative delivery, leveraging of our relationships

with business and industry, and meeting the needs of students and the community. The program was not identified at the time of the Strategic Programs and Services Planning Project Report; however, it provides additional opportunities and is deemed a valuable addition to our offerings.

Questions/Comments:

- *Governor Edmonds: Is this a full time program?* Yes. 70% of the program is online.
- *Governor Clark: Would the content of this program assist those NFP professionals wishing to write their CFRE exams?* There has been some contact with the CFRE as it is a logical step. Further investigation will take place in this regard.
- *Governor Hume: Why is there no work term in this program given the importance of a work term as identified in recent strategic plan discussions?* It is expected that the students will already be employed in the industry.
- *Governor Amyot: The program is a great initiative.*

RESOLUTION

MOVED AND SECONED – Amyot and Orendorff

That the Board of Governors approve the Nonprofit Sector Management program effective Spring, 2013, and seek validation of the program title and outcomes from the Credentials Validation Services and approval for funding from the Ministry of Training, Colleges and Universities.

CARRIED

PROGRAM PROPOSAL: MEDICAL OFFICE ADMINIATRATION

Dave Donaldson presented a proposal to offer a two-year Ontario College Diploma program entitled Office Administration – Medical designed to give graduates extensive knowledge and skills to manage a medical office. Graduates may find work in various medical health-care environments, such as medical clinics, hospitals, chiropractic offices, dental offices, physicians' offices and laboratories.

As a result of student and employer demand, the Office Administration – Medical program has been resurrected in a new format to meet industry standards. It has been 13 years since the program was offered by the College. Existing facilities will be used to deliver the program on-campus with a field placement opportunity and field placement projects.

All students in the Office Administration program cluster at the Woodroffe campus complete a common first year. Upon successful completion of the first year, they graduate with an Office Administration – General Ontario College Certificate. Students may then choose to continue for a second year and earn an Ontario College Diploma in Office Administration – Legal or Office Administration – Executive. This program will give them a third option, in addition to the ability to earn a diploma in more than one speciality in the second year.

The implementation of this program reflects the strategic directions of the College including the commitment to digital learning with 32% online, leveraging of our relationships with business and

industry with experiential learning opportunities, and meeting the needs of students and the community. This program was not identified at the time of the Strategic Programs and Services Planning Project Report; however, it provides an additional laddering option for Office Administration - General program graduates.

Questions/Comments:

- *Governor Edmonds: Do the enrolment numbers represent students that could have gone into the Legal or Executive programs?* There could be some cannibalization but a lot is not expected. Students from the Perth and Pembroke programs could also be interested as there is no second year option at those campuses.
- *Governor Edmonds: What type of advanced standing is there?* Those who meet the one year certificate program requirements are eligible for advanced standing.
- *Governor Agyemang: Do we have information in industry demands for this program?* Yes. Part of the program development process includes independent market research as well as Advisory Committee support.

RESOLUTION

MOVED AND SECONDED – Owens and Clark

That the Board of Governors approve the Office Administration – Medical Ontario College Diploma program effective Fall, 2012, and seek validation of the program title and outcomes from the Credentials Validation Service and approval for funding from the Ministry of Training, Colleges and Universities.

CARRIED

REPORT OF THE GOVERNANCE COMMITTEE

Governor McIntosh, Chair of the Governance Committee, reported that the committee met on January 16th and continues to focus on reviewing and updating the Board's policies and bylaws. The committee has come close to reaching a consensus on the policies, and have referred a financial condition policy to the Audit Committee as well as terms of reference for the role of the Board Chair. The goal is to finalize the policies at the Committee's next meeting scheduled for February 21st and bring the package to the Board for final review and consideration prior to the end of the academic year.

The Board Chair reported that Governor Robinson has submitted her resignation effective June, 2012, due to changes in her employment which she feels have negatively impacted her in carrying out her governorship duties. As a result, former Governor Fred Blackstein, who will as of September have been gone from the Board for a period of two years (per MTCU guidelines), has agreed to fulfil the last year of Governor Robinson's term on the Board of Governors, with approval of the Board. LGIC approval is not required in this case as the Board has fulfilled the LGIC's appointee requirements at this time. The Chair noted that Fred Blackstein is a strong supporter of the College and Pembroke Campus in particular, and that his sage opinion has always been well received by members of the Board of Governors.

RESOLUTION

MOVED AND SECONDED – Owens and Orendorff

That the Board of Governors approve the appointment of Fred Blackstein for a one-year term on the Board of Governors effective September 1, 2012.

CARRIED

AUDIT COMMITTEE REPORT

Governor Hume, Chair of the Audit Committee, reported that the committee met earlier in the day to discuss a number of items. A report on the endowment fund and investment mix was presented and further consultation will take place with the investment manager, followed by a recommendation to the Board on revisions to the Endowment Fund Investment Policy.

A report on an Enterprise Risk Management project was received with the deliverable being to provide a corporate risk universe, and evaluate and assess the risks. A report will be delivered to the Audit Committee in the May or June time frame.

The third topic of discussion was an analysis on debt reserves and the committee has been tasked with looking at applying reserves to the construction of the Student Commons and Pembroke Campus projects.

Lastly, a report on cheque fraud was provided. The College is taking steps to mitigate recent increases in cheque fraud attempts.

THIRD QUARTER BUSINESS PLAN UPDATE

The President requested that the Board receive the update presented on the business plan goals, with indications provided on how the College is performing, as well as areas where there is risk.

Questions/Comments:

- *Governor Edmonds: Where do applications stand?* The College is on target for meeting its 3% enrolment increase; however, applications continue to trend towards the 100 most popular programs so that while there may be a surplus of applications, not all students can be accomodated. Retention targets for the past year have been met and it is hoped that trend will continue into 2012-13.

- *Governor Lamontagne: What are the common reasons for courses with a failure rate beyond 30%?* There are many mitigating factors. In some programs, students are not fully prepared for success; and other circumstances can include areas such as teaching and curriculum challenges. There are some programs in particular where students coming to post-secondary education for the first time are not prepared and need additional assistance in areas such as math and English. A number of initiatives have been put in place by both the academic area and student services, and some improvements are being seen as a result. There were 47 courses with high failure and high enrolment; those are the focus at this time.

- *Governor Edmonds added that she always hears of many students who must work part time which impacts their ability to succeed in their studies.*

RESOLUTION

MOVED AND SECONDED – Chiasson and McIntosh

That the report be received as presented.

THIRD QUARTER FINANCIAL REPORT

Duane McNair presented a summary of the third quarter financial results reflecting the projected revenue and expenditures. The Q2 projections presented on November 14, 2011, showed a positive net cash flow of $3.7 million. Since then the forecast for the year end cash flow improved further to $6.8 million primarily due to a net decrease in expenditures as outlined on the variance analysis provided in the report distributed to Governors.

Governors will receive the year fiscal end results at the next report on May 14, 2012.

RESOLUTION

MOVED AND SECONDED – Lamontagne and Hume

That the third quarter financial report be approved as presented.

CARRIED

CAAT SUPPLEMENTARY PENSION PLAN AMENDMENT

Duane McNair provided a presentation which included an overview of the CAAT Registered Pension Plan and the CAAT Supplementary Plan (also known as the Retirement Compensation Arrangement (RCA)) as well as the rationale for three amendments being proposed by the RCA Sponsor's Committee: (i) to move to supermajority for approvals, (ii) explicit limited rights of non-college employers and (iii) add clarity to the approval of changes to the terms of reference.

Questions/Comments:

- *Governor Amyot: Is what we are doing here going to be done at all 24 colleges?* Yes, to date, 6 of 24 colleges have passed the motions and the remainder of Colleges are scheduling time at their Board meetings to address the matter.

RESOLUTION

MOVED AND SECONDED – Amyot and Farber

Be it resolved that the Board of Governors approve the three CAAT Supplementary Pension Plan amendments, as recommended by the RCA Sponsors' Committee: (i) Move to supermajority for

approvals, (ii) Explicit limited rights of non-college employers and (iii) Adding clarity to the approval of changes to the Terms of Reference.

CARRIED

2012/13 FEES SCHEDULE AND ONTARIO TUITION GRANT

Deborah Rowan-Legg reported that the current tuition fee structure as governed by the Ministry of Training, Colleges and Universities, has expired and a new policy has not yet been released. Historically, the tuition fee framework is brought to the Board in the December or January timeframe so tuition fees can be included in the offers of admission which are released on February 1st. This year, the offers were released on February 1st with the 2011-12 fee structure, indicating that the 2012-13 fees will be communicated to students once released by the Ministry. Under Ministry policy, fees must be communicated to applicants by May 1st thus it is expected that the policy will be released to accommodate that timeline.

D. Rowan-Legg also provided an overview of the Ontario Tuition Grant. On January 5, 2012, the Ontario government formally announced the new 30% Off – Ontario Tuition Grant (OTG). Eligibility is as follows:

- You are a full-time student at a public college or university in Ontario;
- You are in a first entry program;
- You are a Canadian citizen, permanent resident, or a protected person;
- You are an Ontario resident;
- It has been less than four years since you left high school (or less than six years for students with a permanent disability); and,
- Your parent(s)' gross income is $160,000 or less.

The benefit delivered by the new program is $1,600 on a full year basis for university and college students in a degree program, and $730 for college students in a diploma or certificate program. For the January 2012 term, eligible students will receive half of the full year benefit, that is, either $800 or $365.

Students will be eligible for the grant for up to two terms per academic year. Students eligible for OSAP are automatically assessed. For eligible students not on OSAP, applicants must apply online at www.ontario.ca/30off. The program will be administered in two phases. The Ministry has not yet provided details regarding operationalization of the 2012-2013 process.

ADVISORY COMMITTEE REPORT

K. MacDonald spoke to the Advisory Committee Report provided to Governors and outlined the activities of the committees during the 2010-11 academic year, as well as the observed trends and considerations at each committee. Topics which proved to be of greatest interest included the Strategic Programs and Services Project Report recommendations, curriculum recommendations for program relevancy, program marketing, merits of field placement versus co-operative experience relative to the program, KPI results and program implications, mobile learning, and, articulation agreements.

Questions/Comments:

- *Governor Amyot: The report discusses the merits between work placements and co-op placements. What is the difference?* Co-op placements are one semester in length and are paid work terms; field placements are generally a shorter, unpaid duration of one to two weeks in length.
- *Governor Orendorff: Requested an explanation for the terminology used under the "other considerations" portion of the report where it indicates that "all program specific recommendations addressed to the Board of Governors by the advisory committees have been actioned by program staff".* In 2000-2001, the Board requested that a summary report as is presented be provided Governors on an annual basis. There are no specific recommendations that Advisory Committees have made to the Board for consideration. Recommendations generally related to textbooks, software, etc., and are not thematic. The Chair noted that the Board is open to recommendations from Advisory Committees.
- Kent MacDonald observed that a large effort is underway to reactivate and reenergize advisory committees, following a review which was undertaken by Dean Russ Mills, and which may result in future recommendations.

RESOLUTION

MOVED AND SECONDED – Orendorff and McIntosh

That the Board of Governors receive the report.

12-06 <u>REPORT OF THE CHAIR</u>

The Chair reported the following:

- A memorandum dated February 7th was received from the College Employer Council seeking nominations for the Governors Review Committee. External Governors who possess a legal background in employment law or general counsel are being sought for this position. Given that the Board does not currently have anyone with a legal background at time, no names will be submitted for consideration.

- On the table for each Governor was a copy of the remittance declaration from the financial officers of the college confirming that as of December 31, 2011, all applicable income tax source deductions and remittances have been submitted in accordance with CRA and Ministry of Revenue requirements.

- Four meeting feedback forms were received following the December 12th meeting of the Board. The responses were all positive. Of particular note, each of responses included a comment on the openness of the discussion.

- On the table for Governors information was correspondence from the Academic Union leadership. The President and Senior Administration will respond to the call for a meeting contained within the letter. The letter stated that the Board receives notification of all grievances. It has been clarified that this is done via the Local Lines newsletter which Governors will receive on a regular basis in the future.

APPROVAL OF THE PRESIDENT SELECTION CRITERIA AND POSITION DESCRIPTION

RESOLUTION

MOVED AND SECONDED – Farber and Amyot

That the Board of Governors approve the president selection criteria and position description as discussed in camera on Monday, January 9th.

CARRIED

12-07 REPORT OF THE PRESIDENT

The President reported the following:

- Meetings have been held with the Ministers of Finance, Training, Colleges & Universities, and Transportation & Infrastructure to ensure the needs of the College are articulated in preparing for the final budget submission. Once the *Drummond Report* is released, it is expected that there will be a better understanding of the degree of challenges in the upcoming budget.
- The College's 2012-13 budget is being developed based on eight assumptions. It is anticipated that the funding formula will not be released before the end of March.
- Signage at the Perth Campus and other new buildings are being addressed through the ongoing branding exercise.
- The College recently made presentations at the Light Rail Summit. The Algonquin team was well received and it met with bidders to discuss skill sets.
- A new training partnership has been secured with the Department of National Defense (DND) which is expected to lead to further work with DND.
- Minister Baird was on campus February 13th to announce Fed Dev projects; the Minister commented that Algonquin had the top projects.
- Meetings have recently been held with the Mayor as well with Deputy Ministers and politicians to discuss talent and skills shortages and how the College, through the Second Career program, can provide greater access in these times of skills shortages.

12-08 MANAGEMENT SUMMARY REPORT

The complete management summary report for February, 2012, is available online at www.algonquincollege.com/board.

Questions/Comments:

- *Governor Edmonds: Posed a question on behalf of a colleague: In reading the MTCU governance and accountability documents, there is reference to the Board being responsible for having an advisory college council and to establish its structure and terms of reference through bylaw, and report on its activities through the Annual Report. Does this Board do this?* Yes. The Board does follow this guideline through the establishment of the College Academic Council which has been in place since the College was formed. All conditions have been met and the President assured that the Council's report will be prepared for inclusion in the 2011-2012 annual report.

- *Governor Edmonds: Posed a question on behalf of a group of colleagues requesting that the success rates of course completion in classroom, hybrid and online courses be a matter of record on the minutes.* The President responded that since the inception of the hybrid program, hybrid course results have led all others. This information has been presented to the Board on numerous occasions; however, a new presentation will be prepared so that all Governors, including new Governors, will have the information. It will be provided using ENL1813 (English) and a number of other courses, and will be presented as part of the Digital College Update to the Board on March 12th.

There being no further business, the Board of Governors moved in camera.

Michael Dunlop, Chair

Anna Cobus, Recording Secretary