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**DRAFT**

MINUTES OF MEETING NUMBER FOUR HUNDRED AND TWENTY OF THE BOARD OF GOVERNORS OF ALGONQUIN COLLEGE WHICH WAS HELD ON MONDAY, DECEMBER 11, 2006 AT 5:00 P.M. AT ALGONQUIN COLLEGE, WOODROFFE CAMPUS

Present: Shirley Westeinde, Vice Chair  
Amelita Armit  
Vini Bhindi  
Fred Blackstein  
Ric Cameron  
Veronica Engelberts  
Robert Gillett, President  
Sterling Hartley  
William Johnson  
Lana March  
Wayne McIntyre  
James Robblee  
Ken Rosehart  
Michael Tremblay  
Wayne Wilson

Regrets: David Wallace, Chair  
Randy Williams

Vice Presidents seated at the table:

Raymonde Hanson, Academic  
Robert Letourneau, Finance and Administration  
Christopher Warburton, Student Life & Human Resources

Resource Personnel and Observers:

Anna Cobus, Recording Secretary  
Wayne Dalrymple, School of Advanced Technology - Electronics  
Marguerite Donohue, Executive Dean, Academic Development  
Dawn Dubé, Director, Public Relations  
Dr. Darin Graham, Acting Director, Applied Research and Innovation  
Joan Macartney, Dean, Algonquin College Heritage Institute (Perth)  
Karen Meades, Finance Department  
Doug Ouder Kirk, Executive Director, Academic Operations and Planning  
John Owens, Education Committee Chair, Ottawa Construction Assoc.  
Luc Presseau, Director, Human Resources  
Alex Rankin, Griffith, Rankin, Cook Architects  
Joe Ranieri, Strategy and Business Development  
Rick Reid, Executive Dean, Faculty of Business and Hospitality  
Brenda Rothwell, Executive Director, Algonquin College Foundation  
Deborah Rowan-Legg, Registrar  
Dr. Rick Rowland, Health Services  
Mike Rushton, Director of Physical Resources  
Abla Sherif, Director, International Education Centre  
John Paul Tapp, Dean, School of Transportation and Building Trades  
Morris Uremovich, Executive Dean, Faculty of Technology and Trades

The Vice Chair called the meeting to order at 5:00 p.m. and noted that she would be chairing the meeting on behalf of Chair Wallace who was away due to illness.

**06-60 CONFLICT OF INTEREST DECLARATION**

None declared.

**06-61 APPROVAL OF PREVIOUS MINUTES**

**RESOLUTION**

MOVED AND SECONDED – Bhindi and March

that the minutes of the meeting held on November 14, 2006 be adopted as amended.

CARRIED

**06-62 BUSINESS ARISING**

None.

**06-63 PRESENTATIONS**

**APPLIED RESEARCH**

Dr. Darin Graham, Acting Director of Applied Research and Innovation, provided a presentation on the College's vision and strategy for applied research. Areas discussed in the presentation included the definition of applied research, research activities at the College, examples of success, partnerships and networks, moving forward, the applied research operating model, challenges and opportunities.

Questions/Comments:

- *What is the status in the College environment in terms of patent ownership?* The collective agreement states that the College is the owner of intellectual property developed at the College by an employee. There is no policy in terms of student intellectual development. *Governor Blackstein indicated he would be interested in seeing the collective agreement in this regard.*
- *Who determines what applied research the College engages itself in?* There are rigorous processes in place and ethical guidelines are followed, both internally and externally, to ensure the College does not become engaged in inappropriate research activity.

**06-63 PRESENTATIONS** (cont'd)**APPLIED RESEARCH** (cont'd)

- *Is the ownership of patent development in universities different than that of Colleges? Yes. Universities in Ontario have their own approach; for example, some universities will give 25% back to the researcher versus College where the intellectual property is owned by the College.*
- *Does the department see itself as being a champion for creativity in the broadest sense? Unless we can give our graduates a sense of importance in creativity, we may miss out on being globally competitive. Creativity is the cornerstone of applied research; it is required to run innovation. The focus at this time will be a foundational building program to help the College become creative; the practicalities must be tackled before creativity.*
- *How has the College set performance objectives and metrics for applied research? This has not yet been done but is an area of focus to be undertaken. Internal and External committees will assist to determine the right performance measures in moving forward. Dr. Graham fostered a research project on performance measures in his previous position which will be of assistance when carrying it forward for Algonquin College.*

*Secretary's Note: A copy of the presentation is available in the Board Office upon request.*

**CENTRE FOR CONSTRUCTION TRADES & BUILDING SCIENCES**

Further to the presentation provided to the Board on October 11, 2006, J. Tapp and M. Uremovich were present to provide an update on the College's proposal for a Centre for Construction Trades and Building Sciences. An overview of the opportunities and concepts of the Centre were once again discussed, as well as an update on the consultation and data collection that has taken place. A round table discussion was hosted by President Gillett on November 24<sup>th</sup> and was well attended by over 75 Industry Leaders, MPPs, MPs, Advisory Committee Members, Members' of the Board of Governors, Program Chairs and Coordinators. ECS (Educational Consulting Services) has been engaged to assist in the development of the position paper which is expected to be completed by the end of the year.

J. Tapp reported that the configuration of the Centre will add 520 seats at the College, and vacated spaces could increase capacity by up to 1900 additional net seats for other College programs. The total projected cost for the 158,000 sq. ft. facility is \$66M (\$33M for hard construction costs; \$33M for related costs such as smart technology, site development, contingency and escalation, professional/permit fees, furniture/academic equipment/IT infrastructure/curriculum development and taxes). It was recognized that this is a

**06-63 PRESENTATIONS** (cont'd)**CENTRE FOR CONSTRUCTION TRADES & BUILDING SCIENCES** (cont'd)

larger budget than originally anticipated and that the figures will be refined as the project moves forward.

## Questions/Comments:

- *Mr. Alexander Rankin of Griffith, Rankin, Cooks Architects, observed that the estimated construction costs are reasonably economic for a project of this type, ranging from \$230 to \$260 per square foot of construction and added that this is an important building to fit into the campus and the architecture would be comparable to that of the Advanced Technology Centre.*
- *President Gillett noted that it is imperative to ask the Ministry for adequate funding and then, if successful, work from within the funding provided should it not cover the entire cost of the project. He is meeting with MPs Richard Patten and Jim Watson to brief them on the work to date. The Centre will be an innovative and unique project that will address the skills agenda as well as the issue of facilities renewal at the campus. The President concluded that the proposal will be shared with the Board once complete and commended the many internal and external individuals who have worked extremely hard to bring the vision to the current status. The satellite campuses are being examined separately.*
- *Governor Westeinde commented that the round table event was an excellent opportunity to bring the construction industry together and that should the project not go forward as planned, a large step has been made in bringing all players in the industry together.*
- *Governor Johnson inquired as to the value in revenue of the freed spaces for 1900 new students in existing programs. The President replied that each student registration generates approximately \$6000 in grant and tuition annually which would be approximately \$11,000,000/year, not including ancillary revenues.*

**06-64 REPORT OF THE CHAIR**

Vice Chair Westeinde confirmed that the January 8, 2007 meeting will go forward as scheduled as there are a number of business items to bring forward.

Governor Rosehart attended the Governors Orientation Session in Toronto on November 18<sup>th</sup> at the ACAATO Offices. Governor Rosehart commented that the event was well organized and a lot of information was provided in the one-day session. He also noted that it was an excellent opportunity to meet many people from very diverse backgrounds.

**06-64 REPORT OF THE CHAIR** (cont'd)

On the table for Governors was a memo from the Chair of the ACAATO Executive Committee seeking nominations for new members to serve from April 2007 to March 2009. Anyone wishing to put their name forward was asked to contact the Board Office as soon as possible, as the deadline for nominations is January 8<sup>th</sup>.

Two College graduates have been announced as recipients of the 2006 Premier's Awards to be presented at the ACAATO Conference in February. Alumni Kerry Smith, Cornea Retrieval Nurse at the Ottawa Hospital and Regional Coordinator of the Eye Bank of Canada - Ontario Division, won in the Health Sciences Category and, Peter Wintonick, CEO, President, Producer and Director of Necessary Illusions Productions won in the Creative Arts and Design Category.

As noted at the November Board meeting, those Governors interested in attending the ACAATO Conference in February were asked to advise the Board Office as soon as possible as a number of Governors have already come forward indicating their interest in attending.

Continued discussion regarding the format for a Board retreat in the spring of 2007 will occur at the January meeting of the Board.

**06-65 REPORT OF THE PRESIDENT**

The President reported on the following:

- On the table for Governors was a memo from Dr. Rick Rowland of Health Services responding to the concerns raised at the November meeting regarding the volume of students being treated in the Health Services Department and the lack of adequate space.
- The College's United Way Campaign raised \$109,000 or 110% of its goal of \$99,000. The employees and students of the College were commended for their contributions.
- The Small World Big Picture Africa project is progressing well.
- Notice has been received from the Ministry that the College will receive an additional \$786,000 in quality funding.
- A strong advocacy campaign related to the Ontario Budget is under way by Colleges Ontario (ACAATO);
- Dr. Barbara Foulds, Associated Dean, Faculty of Health, Public Safety and Community Studies, has been awarded the ACAATO Innovators Award to be presented at the ACAATO conference in February.

**06-66 DECISION ITEMS AND REPORTS****PROGRAM PROPOSAL: INN & SPA MANAGEMENT**

J. Macartney, Dean of the Perth Campus, was present to seek approval to offer a diploma program entitled "Inn and Spa Hotel Management" designed to prepare graduates for management positions in the rapidly expanding inn and spa hotel market, as well as for employment in the hospitality industry at large.

The Inn and Spa Hotel Management diploma program is designed to prepare graduates for a variety of positions within the finest inns, spa hotels and other similar facilities providing specialized services. Graduates will also be prepared for positions within the hospitality industry at large.

This program will be offered in a non-semestered (NSDP) format with the first semester focusing on the food preparation and food and beverage operations in the industry. The second semester will focus on spa services, inn and spa hotel operations, and will offer secondary courses in wine service and appreciation, accounting and marketing. The third semester highlights the overall management of the inn and spa, including a focus on small business development, human resource management and hospitality law with a substantial component of time allocated for practicum/work placement.

A major feature of this new program is a partnership that is under development between Algonquin College and Code's Mill on the Park Inn and Spa, a new facility under construction in Perth. Students will complete the majority of their courses at this facility, enjoying a substantial in-house practical component as part of their program.

Upon approval from the Board of Governors, the College will continue its work to create a Memorandum of Understanding with the Inn indicating that the College and Inn will work in partnership in the delivery of the program. A partnership agreement is also being drafted and a recommendation will be made for the College to provide a management position at the Inn which would have a dual responsibility to both the Inn and the College.

*Questions/Comments:*

- *How does the program relate to the existing Hotel and Restaurant Management Program at the College?* This program focuses specifically on the Inn and Spa component which makes it unique from the Woodroffe Campus program.
- *Will there be sufficient learning opportunity for all students once the program is fully running, given that it is only a 63 room facility?* Yes.
- *How many graduates could anticipate full time employment at the Inn and Spa?* Students will most likely come to take the program from across the province and country as it is a unique program, and then move home/abroad

**06-66 DECISION ITEMS AND REPORTS** (cont'd)**PROGRAM PROPOSAL: INN & SPA MANAGEMENT** (cont'd)

to seek employment rather than remain in the Perth area. In addition, the Inns of Ontario were surveyed and did indicate that they will consider graduates as potential employees.

- *Governor March tabled a recommendation that the contract be reviewed by the Board as this is a new venture for the College.* The President replied that the College is already involved with many private sector partnerships, all of which are reviewed by legal counsel. The Board should not be concerned about breaking new ground with this initiative as the College has a very similar program partnership in Pembroke with the Outdoor Adventure Program and Wilderness Tours. The Board will be kept fully apprised as the partnership moves forward.

**RESOLUTION**

MOVED AND SECONDED – Blackstein and Hartley

that the Board of Governors seek approval from the Ministry of Training, Colleges and Universities, to offer the Inn and Spa Management program, effective fall 2007.

**BUSINESS PLAN PROGRESS REPORT**

The President spoke to the Business Plan Progress Report in Governors' packages which has been amended to integrate the Multi Year Accountability Agreement with the original Business Plan.

*Questions/Comments*

- *It would be helpful to have a legend to explain the structure of the report.* The President agreed with this for the next report to the Board and also noted that the College is moving to a Balanced Score Card accountability reporting model which will be presented to the Board in the New Year.
- *Governor Wilson stated that the initiative on page 3, goal S5 (providing rural residents access to the College resources and programs through the use of technology) is excellent and the Board would benefit from receiving a more detailed report on what this initiative entails and how the College is better reaching those who cannot get to its campuses.*
- *Governor Wilson stated that he hopes the Board is kept apprised of the various strategies to be developed by the Strategy and Business Development Division to more fully engage and service the diverse population and client group, similar to the Africa Project (page 14, goal 2.1b). He also stated that he would like to see expanded faculty and student involvement.*

**06-66 DECISION ITEMS AND REPORTS** (cont'd)**BUSINESS PLAN PROGRESS REPORT** (cont'd)

- *Governor Wilson felt that it would be valuable for the Board to hear what is happening with the College's initiatives in the area of first generation/immigrant population in terms of successes, challenges, additional resources required, etc. Governor Wilson posed this as a possible report to the Board (page 14, goal 2.1c).*
- *Governor Wilson expressed that he hopes the comment on page 20 relating to enhancing the "esprit du corps" within the College is not solely related to the Public Relations Department; there is a wider responsibility for this.*

**REPORT OF THE AUDIT COMMITTEE**

Governor Johnson, Chair of the Audit Committee, reported that the Audit Committee met on November 23<sup>rd</sup> and noted the following business items that were discussed:

- Management's responses to the KPMG Audit Management Letter were reviewed and all responses were found to be satisfactory by both the Auditors and the Audit Committee.
- An RFP will go to marketplace in the spring of 2007 to tender for auditing, banking and investment counselling services.
- The College has been focused on the development of a Business Continuity Plan for pandemics; Brian Burns, Director of Finance has taken the lead as the Chair of both the internal College committee and external committee involving the City's post secondary educational institutions, the Ottawa Hospital, the City of Ottawa and the Ottawa Police Service. The plan will be tabled with the Board in June of 2007.
- A risk was noted regarding the College's responsibility to students under the students' access guarantee to provide financial assistance for tuition and text books and that students are not to be forced out of College due to financial reasons. The College does have monies in its budget for this but wanted the Committee to be aware that the risk exists should the demand exceed what has been anticipated as the financial onus is solely on the College.

*Questions/Comments*

- *Was the audit unqualified? Yes.*

**06-67 MANAGEMENT SUMMARY REPORT**

The complete management summary report can be viewed by visiting [www.algonquincollege.com/board/minutes](http://www.algonquincollege.com/board/minutes).



**RESOLUTION**

MOVED AND SECONDED – Cameron and Armit

that the Board move In Camera to discuss a property matter at 6:25 p.m.

**RESOLUTION**

MOVED AND SECONDED – March and Robblee

that meeting #420 of the Board of Governors of Algonquin College adjourn for the evening at 6:35 p.m.

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David Wallace  
Chair

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Anna Cobus  
Recording Secretary