
DRAFT

MINUTES OF MEETING NUMBER FOUR HUNDRED AND TWENTY ONE OF THE BOARD OF GOVERNORS OF ALGONQUIN COLLEGE WHICH WAS HELD ON MONDAY, JANUARY 8, 2007 AT 5:00 P.M. AT ALGONQUIN COLLEGE, WOODROFFE CAMPUS

Present: David Wallace, Chair
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
Ken Rosehart
Michael Tremblay
Randy Williams

Regrets: James Robblee
Wayne Wilson

Vice Presidents seated at the table:

Raymonde Hanson, Academic
Deborah Rowan-Legg, Acting, Finance and Administration
Christopher Warburton, Student Life & Human Resources

Resource Personnel and Observers:

Anna Cobus, Recording Secretary
Claude Brule, Chair, Computer Studies
Jennifer Daly-Cyr, Director, Marketing & College Enrolment
Marguerite Donohue, Executive Dean, Academic Development
Logan Gillis, *Algonquin Times*
Wayne Lewrey, Manager, Institutional Research
Kent MacDonald, Executive Director, Strategy & Business Development
Andrew McKelvey, Manager, Media Relations
Kathryn Moore, Manager, Value Stream Implementation
Doug Ouderkirk, Executive Director, Academic Operations and Planning
Jenny Porter, *Algonquin Times*
Luc Presseau, Director, Human Resources
Brenda Rothwell, Executive Director, Algonquin College Foundation
Mike Rushton, Director of Physical Resources
Pauline Tam, *The Ottawa Citizen*
Morris Uremovich, Executive Dean, Faculty of Technology and Trades

The Chair called the meeting to order at 5:08 p.m. and welcomed all in attendance.

07-01 CONFLICT OF INTEREST DECLARATION

None declared.

07-02 APPROVAL OF PREVIOUS MINUTES

RESOLUTION

MOVED AND SECONDED – Tremblay and Hartley

that the minutes of the meeting held on December 11, 2006 be adopted as presented.

CARRIED

07-03 BUSINESS ARISING

Governor March inquired as to the College's plans should the construction of the new Codes Mill Inn not be complete for a fall 2007 intake of the Inn and Spa Management program and also requested further information regarding the anticipated management agreement. The President replied that the College is closely monitoring the progress of construction, which is scheduled for completion in April 2007. Should it not be operational in time for a September 2007 intake, the start date of the program will be modified. In regards to the management position at the Inn, the President clarified that discussions are underway to consider the possibility of the College and the Inn establishing a joint management position at the Inn to oversee the coordination of the students, so as to ensure the students receive the intended experience of the program as well as serve the interests of the Inn. This would not include a profit sharing or liability agreement with the College.

07-04 PRESENTATIONS

Value Stream Update

D. Rowan-Legg, Registrar and a member of the Value Stream Steering Committee, provided an update regarding the College's Value Stream Continuous Improvement Initiative. The Initiative was recommended by the School of Business who is teaching the LEAN methodology in the E-Business Supply Chain Management degree program, and which is also outlined in the book entitled *LEAN THINKING* by James Womack and Daniel Jones.

The "Recruitment through Registration" process was the first process chosen for the Value Stream Initiative. As a result, the improvement initiatives taken have resulted in many improvements across the College. The Balanced Scorecard accountability model is currently being reviewed for use in measuring the overall success of the project from four perspectives: financial, client/customer, processes and people/staff. Overall, from a financial perspective, the total cost avoidance and revenue generation resulting from this initiative in 2005 was \$49,765. For the fiscal year 2006, the total cost avoidance and revenue generation (as at December 22, 2006) was \$703,544. From a people/staff perspective, 27 academic and administrative employees have been trained in basic LEAN concepts. From the client/customer perspective, clients have experienced shortened delivery times, reduced wait time, improvements in service quality and product quality. As an indication of process improvement, student timetable delivery from the fees due date was reduced from 49 days in 2004 to 37 days in 2006. Similarly, the delivery time of requested College information package mail outs has been reduced from 4 days to 4 hours since 2004.

The Value Stream Steering Committee is currently developing an overall strategy for the College-wide implementation of the Value Stream approach. The student support processes in the "Registration through Convocation" value stream has been identified as the next process review to commence. In addition, work will continue on the "Recruitment through Registration" initiative. The Committee is also collaborating with the e-Business Supply Chain Management degree program on the course in LEAN principles wherein the student will participate in simulations and hands-on exercises to apply and visualize LEAN theory and concepts. The collaboration with the School of Business has created the opportunity for a win-win situation – with College administrators having a positive impact on the learning environment, and the learning environment having a positive impact on business processes.

BALANCED SCORE CARD AND STRATEGIC PLAN

Kent MacDonald, Executive Director, Strategy and Business Development, provided an update on the College's progress regarding the development of the new Strategic Plan and Balanced Scorecard accountability Model. The College's current Strategic Plan 2003-2008 was circulated and an overview of its vision, mission statements and strategic goals was provided. Moving forward, the College has committed to the Board of Governors to develop its next Strategic Plan (2008-2011) and move forward with the Balanced Scorecard accountability model, ensuring complete integration of the two. Third party assistance is being sought to ensure this is done correctly. In addition, the College will ensure it meets its commitments to the Ministry (Higher Education Plan and the Multi Year Accountability Agreements).

An overview of the consultation process and timelines was provided and it is anticipated that the Board will be provided with an initial draft of the Strategic Plan and Balanced Scorecard at the meeting of May 14, 2007.

07-05 REPORT OF THE CHAIR

The Chair thanked the Board for once again sending well-wishes to him following his recent surgery.

Gerry Brown of the Association of Canadian Community Colleges (ACCC) will attend the February meeting of the Board of Governors to provide an overview of the ACCC's mission and mandate.

07-06 REPORT OF THE PRESIDENT

The President reported on the following:

- The Canada-Ontario Labour Market Development and Labour Market Partnership Agreements have been finalized; cash flow to the College is unknown but there will be a significant sum of money flowing from the federal government to the provinces for training;
- The Animal Health Care building in the South East corner of the Woodroffe Campus opened on January 2nd; the open house and tour are being arranged for the Board at a date to be announced;
- The College has received a \$700K contract from HRSDC for immigrant training;
- There has been continuing positive media coverage of the Africa: Small World, Big Picture Project and the recent climb of Mount Kilimanjaro was successful;
- Technology continues to be a challenge; internet demand is increasing by 80% a year which is pushing the limits of the College's systems including Blackboard and telephone. The College is working with its partners to adapt to and monitor the situation closely;
- The 2007-08 budget process is beginning based on the fiscal guidelines received from the province. The College will reduce its anticipated budget by approximately \$2M based on current information. It has been noted that a provincial budget may be released in March which would allow for the final College budget to be presented to the Board in April;
- Federal infrastructure funding for post secondary institutions in Canada is available; the College has not yet received information on 2006-07 or 2007-08 funding levels;
- The draft Trades Vision proposal was shared and was well received by MPP Richard Patten and Ministers Jim Watson and John Baird. Industry advocacy continues and an official proposal will be made to the Government at the

appropriate time once the final draft is complete which is expected to be in mid-January.

07-07 DECISION ITEMS AND REPORTS

ADVISORY COMMITTEE ANNUAL REPORT 2005-06

R. Hanson provided a summary of the activities undertaken by Advisory Committees during the 2005-06 academic year.

In the fall of 2000, the Board of Governors directed the Administration to take immediate action on operational issues raised by the Advisory Committees and only refer to the Board of Governors those issues requiring specific Board action.

In its binding policy directive *Framework for Programs of Instructions*, the Ministry of Training, Colleges and Universities requires that the Board of Governors establishes an advisory committee for each program or cluster of programs made up of a cross section of persons external to the college who have a diversity of experience and expertise related to the particular occupational area addressed by the program. Membership is drawn from industry, business, and professional organizations. Recent graduates are also invited to sit on advisory committees. College professors and academic administrators serve as resource persons to advisory committees. Each advisory committee has from eight to fifteen members.

The mandate of an advisory committee is to assist the College in establishing and maintaining programs relevant to the needs of employers and in response to student demand. Each year, advisory committees are asked to submit an annual report detailing the main activities they have undertaken during the year. If required, advisory committees can address recommendations to the Board on issues related to program delivery.

During the academic year 2005-2006, the College had 73 active and one non-active advisory committees. The Information Management (Business) Advisory Committee suspended its activity as the program was not offered in 2005-2006.

Four advisory committees did not meet during 2005 – 2006:

- Faculty of Arts, Media and Design - Interactive Multimedia Developer/Game Developer
- Faculty of Health, Public Safety & Community Studies - Social Services Worker (Meeting cancelled due to the strike).
- Faculty of Technology & Trades -
 - Computer Studies – (Meeting cancelled due to lack of quorum. Membership drive has been undertaken.)

- Electro-mechanical Engineering Technician/Technology (Meeting cancelled due to lack of quorum. Staff have consulted with advisory committee members on program issues.)

The most active advisory committee of 2005-2006 was the Marketing/Management Studies advisory committee which supported the program staff and students in hosting the Ontario College's marketing Competition.

As in other years, advisory committees participated in the program review process. 18 programs underwent an in-depth review in 2005-2006 as part of the Program Quality Review process. Advisory committee members were asked their perception of the program, the program's ability to meet employers' demands and future trends affecting the future of the program. Those advisory committees for the ten programs reviewed the previous year, examined and approved the recommendations for curriculum changes, where indicated. The recommendations for curriculum changes have been implemented by the Schools.

A number of Advisory Committees were involved in organizing career forums and job placement fairs for their graduating class. These were well attended by both employers and graduates and contribute to the successful placement rates of the programs. Advisory committee members are instrumental in finding co-op placements and clinical placement for students.

A few Advisory Committees expressed the need for the upgrading of equipment in labs to more accurately reflect current industry technologies. Meeting the capital requirements of our programs as well as the recommendations of Advisory Committees is always a challenge. This past academic year, we have begun to address these concerns within the limitations of the budget.

All program specific recommendations addressed to the Board of Governors by the Advisory Committees have been actioned by program staff.

Questions/Comments:

- *Governor Armit indicated that Board members, from time to time, would benefit from a better understanding of how the College works and suggested that perhaps advisory committees could provide this window for Governors. She also noted that in some institutions, Boards have visiting committees to look at operating procedures to have a better idea of how things work. R. Hanson indicated that she would be interested to hear more in this regard. The Chair also added that it may be beneficial for the Board members to be advised of advisory committee meetings and perhaps be provided the opportunity to attend the meetings on occasion where there is interest.*
- *Governor Williams expressed concern about some committees having met several times throughout the academic year compared to others who had not met at all and suggested that perhaps there be a standard for all advisory committees. R. Hanson responded that in defence of those committees who*

meet frequently, the meeting is also seen as an opportunity for networking as this is, for some, the only time to meet with their peers and colleagues. In terms of those who do not meet, this is always a concern as they are sometimes too busy to get together; however, much advisory business does occur over email although that is not considered a meeting from the College perspective.

- *Governor McIntyre agreed that it would be good for Governors to interact with advisory committees from time to time and also added that as a result of the Marketing/Management Advisory Committee being so active, it has brought the Supply Chain Degree and International Business programs into conception, and is currently looking into a Small and Medium Enterprise program.*
- *Governor Johnson inquired as to how large a typical committee is and how much advance notice is given for meetings. R. Hanson replied that the committees vary in size with anywhere from 5-15 members and that meeting notices are usually sent 6-8 weeks prior to the meeting date. Other committees set their meeting schedule in September for the entire academic year.*

The Chair concluded the discussion by recognizing the time and effort dedicated by the advisory committee volunteers to the College.

PROGRAM APPROVAL: COMPUTER SYSTEMS TECHNOLOGY

R. Hanson introduced M. Uremovich and C. Brulé who were present to seek approval to offer an Advanced Diploma in Computer Systems Technology, to be offered as a “flow through” program from the existing Computer Systems Technician Diploma program, where students have an opportunity to graduate as a technician at the end of two years or elect to carry on with the remaining third year and graduate as a technologist.

The Information Technology (IT) domain related to the maintenance and support of IT infrastructure not only evolves rapidly, but offers a lot of depth for anyone wishing to specialize in particular areas (e.g. enterprise support, databases and network storage, IT security, network optimization and performance, etc). The Computer Studies Department offers the Computer Systems Technician two-year program (an extremely popular and well-designed program aimed at producing entry-level workers for the IT infrastructure maintenance/support industry), as well as a four-year joint collaborative degree program with Carleton University in the area of Network Technology. The Computer Systems Technology program is meant to allow for laddering between the technician and degree programs, as well as to address the depth of expertise, knowledge and skills that some IT occupations demand beyond the technician level, particularly in the areas of added responsibility for planning, development and design of computer systems in a networked environment.

In order to determine evidence of need for the Computer Systems Technology program, the College commissioned three surveys as follows:

- A Labour Market Analysis from Sheldon Polowin Consulting Group;
- An Employment Demand Survey from Altitude Marketing Research (AMR); and;
- An Applicant Demand Survey from Altitude Marketing Research.

The Labour Market analysis paints a favourable picture of growth in the coming years for the Information and Communications Technologies (ICT) sector. Many industry participants believe that a shortage of skilled labour is a significant barrier to the further growth and development of Ottawa's high tech sector. The report concludes that the proposal to offer the Computer Systems Technology program is an appropriate and timely response to the favourable economic performance of the ICT sector and its increasingly sophisticated skill requirements.

The Employment Demand survey suggests that over 80% of employers believe there is demand for new graduates with the skills covered in the program. Three quarters (73%) of companies feel this demand is going to increase in the near future. Overall, the evidence suggests that employers, both in the ICT-related industries and in general business, feel there is a need for and are receptive to graduates from the proposed program.

AMR's survey on applicant demand indicates that over half of respondents (52%) feel that they will be continuing their education at the College or University level in the future. Three in ten (34%) claim to be at least somewhat interested in taking a Computer Systems Technology program at Algonquin College. When costs and commitment are factored in among those who are at least somewhat interested in the program, one in ten (8%) believe they would be likely to take the program. The evidence suggests that, when combined with the employer demand survey on the same program, there is significant interest among potential applicants.

Many Computer Systems Technician graduating students have, in the past few years, openly expressed a desire to pursue further studies in their chosen field and expand their knowledge and skills beyond the technician level. The Computer Systems Technician program graduates approximately 90 students in an academic year. Based on the anecdotal evidence of desire to pursue further studies, it is estimated that about 15-20% of the cohorts would be interested in the third year "flow through" program. The department has developed a survey that it plans to administer to its existing student population in order to confirm and quantify the interest by current students and recent graduates.

The Advisory Committee endorsement of the proposed program was confirmed in a meeting held December 5, 2006.

A couple of significant industries (related to areas of ICT which will be delivered in the proposed program) have signalled a strong commitment to partner in some fashion with the Computer Studies Department.

Fluke Networks has already developed an arrangement with the department through a memorandum of understanding (MOU) aimed at benefiting the Computer Systems Technician program. The company is interested in increasing its presence and relationship with the College. This would be achieved by including further arrangements in the MOU that would benefit the Computer Systems Technology program.

Another company, Belden/Nordx/CDT, has expressed considerable interest in the new program, and has put forward a substantial sponsorship proposal to allow Algonquin College to become an Authorized IDBN Training Center in exchange for Belden's ability to use from time to time the new facility dedicated to the Computer Systems Technology program, along with some e-classrooms, for its own training needs during unscheduled hours. An MOU will be struck to formally establish the proposed arrangement, similar to that with Fluke Networks.

Questions/Comments:

- *How conservative is the forecasted loss? Given the market strength of this subject area it would seem the program should turn a profit more quickly?*
The reason for the three year loss of profit is the manner in which the College receives its grant funding. The grant is only accessible after the first three years of the program and as a result, the cash flow reflects the absence of the grant. The President noted that this is under review by the Ministry.
- *Is there any planned co-op for this program?* Not at this time.

RESOLUTION

MOVED AND SECONDED – Tremblay and Hartley

that the Board of Governors approve the Computer Systems Technology program effective fall 2007 and seek validation of the program title and outcomes from the Curriculum Validation Service and approval for funding from the Ministry of Training, Colleges and Universities.

CARRIED

FEES SCHEDULE 2007-08

D. Rowan-Legg presented the fees schedules for the 2007-08 academic year including: Tuition Fees for Ministry-Approved Programs, Compulsory Non-Tuition-Related Incidental Fees, International Student Fees, Apprenticeship Fees, Course-Related Incidental Fees, and Fees Exemptions.

In accordance with the Ministry Binding Policy Directive, fees schedules require the approval of the College Board of Governors. In April 2006, the Ministry issued its Tuition Fee Policy for 2006-07 to 2009-10.

The proposed fees schedules are in compliance with the Ministry's Tuition Fee Policy. The proposed increases are as follows:

- The maximum allowable tuition fee increase for full-time post secondary and graduate certificate programs with regulated tuition fees has been applied: an increase of \$100 (\$50/term) in first year and 4% in continuing years.
- The standard hourly rate per student contact hour has increased by 4.5% to \$4.74.
- The full-time Tuition Short (adult training program less than 1 year in length) weekly rate has increased by the maximum allowable 4.5% to \$55.50.
- The Prior Learning Assessment and Recognition Fee has increased by the maximum allowable 4.5% to \$108.46.
- Percentage increase for graduate certificate programs with high demand tuition fees, for high demand programs and for applied degree programs are within the maximum allowable.

The total overall tuition fee increase is within the 5% maximum increase cap stipulated in the Ministry policy. The formula provided by the Ministry for this calculation uses projected enrolments for 2007-08.

By government regulation, enrolment in high demand programs must not exceed 15% of a College's basic post-secondary enrolment. Based on current enrolment projections for 2007/2008, the College is as close as possible to the maximum 15%.

The Health Plan Fee for 2007/08 has not yet been provided by the insurance provider to the Students' Association.

Secretary's Note: It was subsequently reported that for 2007/2008, the Health Plan Fee will be \$123.08 assessed in the fall term. (Prorated at \$109.08 for students starting in the Winter Term and at \$14.63 for students starting in the Spring Term.) The Health Plan Fee is charged once annually.

Questions/Comments:

- *How does the College communicate tuition fee increases to students in a way that relates to all of the good things being done by the College? The College website highlights this, but this is certainly something that could be better brought to the surface.*
- *Is the reason for the maximum allowable increases due to the five year tuition freeze? Yes. As long as the government grant does not keep pace with inflation, the College must take the opportunity to raise its fees.*

- *Is the International Student Premium standard across Ontario?* No. This fee is not stipulated by the Province as they do not fund International Students.

RESOLUTION

MOVED AND SECONDED – Johnson and Armit

that the proposed fee schedules be approved for the 2007-08 academic year.

CARRIED

REPORT OF THE EXECUTIVE COMMITTEE

The Chair reported that the Executive Committee had met prior the Board meeting with the main focus of discussion being a Board retreat in the spring. The format and timing of a retreat was discussed, as well as possible topics of discussion. Ideas included: board structure/transition, government funding/policy, and Strategic Plan/Balance Scorecard. The Board Office will be sending a survey to governors seeking their availability in the April/May period. A professional facilitator will be sought to assist with the retreat. More information will be shared with the Board at the next meeting. In the meantime, Governors were encouraged to send their ideas, questions, or comments forward to A. Cobus in the Board Office.

07-08 MANAGEMENT SUMMARY REPORT

The Chair advised that due to the short turn around time between the December Board meeting, Christmas holidays and the January Board meeting, that no Management Summary Report was prepared for the meeting. The next meeting in February will include a full report.

RESOLUTION

MOVED AND SECONDED – Tremblay and Cameron

that meeting #421 of the Board of Governors of Algonquin College adjourn for the evening at 6:40 p.m.

David Wallace
Chair

Anna Cobus
Recording Secretary