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**DRAFT**

MINUTES OF MEETING NUMBER FOUR HUNDRED AND TWENTY TWO OF THE BOARD OF GOVERNORS OF ALGONQUIN COLLEGE WHICH WAS HELD ON MONDAY, FEBRUARY 12, 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  
Veronica Engelberts  
Robert Gillett, President  
Sterling Hartley  
William Johnson  
Lana March  
Wayne McIntyre  
Ken Rosehart  
Michael Tremblay  
Wayne Wilson

Regrets: Ric Cameron  
James Robblee  
Randy Williams

Vice Presidents seated at the table:

Raymonde Hanson, Academic  
Robert Letourneau, Administration  
Kent MacDonald, Student Services and Development  
Christopher Warburton, Student Life & Human Resources

Resource Personnel and Observers:

Gerry Brown, President, Association of Canadian Community Colleges  
Anna Cobus, Recording Secretary  
Marguerite Donohue, Executive Dean, Academic Development  
Dawn Dubé, Executive Director, Advancement  
Russell Mills, Executive Dean, Faculty of Arts, Media and Design  
Doug Ouderkirk, Executive Director, Academic Operations and Planning  
Luc Presseau, Director, Human Resources  
Micah Rietschlin, Director, Algonquin College Students' Association  
Brenda Rothwell, Executive Director, Algonquin College Foundation  
Morris Uremovich, Executive Dean, Faculty of Technology and Trades

The Chair called the meeting to order at 5:03 p.m. and welcomed all in attendance.

**07-09 CONFLICT OF INTEREST DECLARATION**

None declared.

**07-10 APPROVAL OF PREVIOUS MINUTES**

**RESOLUTION**

MOVED AND SECONDED – Tremblay and Armit

that the minutes of the meeting held on January 8, 2007 be adopted as amended.

CARRIED

**07-11 BUSINESS ARISING**

Governor Wilson inquired as to whether the third party assistance related to the development of the Strategic Plan/Balanced Scorecard is a one time or ongoing cost. The President clarified that this is a one-time cost and that the College is building a capacity to do this on its own; however, this one-time assistance is required as the College has never done both the Strategic Plan and Balanced Scorecard in conjunction with one another.

Governor Wilson sought reassurance that the advisory committees' expressed need for equipment upgrading is taken as a high priority. The President replied that equipment upgrading is very much a high priority and that some of the additional government funding over the past two years has been dedicated to this area; in addition, the College system is undertaking an advocacy campaign and has identified equipment renewal as a major priority.

**07-12 PRESENTATION**

**ASSOCIATION OF CANADIAN COMMUNITY COLLEGES**

Gerry Brown, President of the Association of Canadian Community Colleges (ACCC), was present to provide an overview of the ACCC.

The ACCC is the national and international voice of Canada's Colleges and Institutes. Established in 1972, the ACCC is a membership-based organization, representing 150 post secondary institutions, 900 campuses and over two million full and part time students across Canada.

The ACCC's mission is to provide leadership in supporting member institutions in their provision of life-long learning opportunities which promote both individual development and that of the society and economy.

**07-12 PRESENTATION** (cont'd)**ASSOCIATION OF CANADIAN COMMUNITY COLLEGES** (cont'd)

The Association is mandated to (a) provide a forum in which member institutions share insight and experience and also learn from each other; (b) act as an advocate for member institutions, including the development of policy advice to government in human resources development and in areas that impact on life-long learning; (c) market the capabilities and capacity of member institutions to meet the education and training needs of Canada and other countries; and (d) encourage partnerships among institutions, agencies and organizations.

Key priorities of the ACCC in 2006-07 include advocacy and support services. Anchored by its mission statement and mandates of forum, advocacy, partnership and marketing, the Association has worked hard over the last years to increase the profile of colleges and institutes both nationally and internationally. The Association has raised awareness to new levels and opened up new opportunities for its members. As the Association moves forward over the next four years, it intends to focus its priorities and activities on support services for members by (a) continuing to maintain its strong commitment to assist member institutions with respect to leadership development and succession planning; (b) providing leadership and support to its ever-growing number of affinity networks; (c) providing assistance to member institutions to enhance their capacity in the area of applied research, commercialization and technology/knowledge transfer; (d) assisting member institutions as they address the challenges and opportunities of providing services to Aboriginal Peoples, immigrants and disadvantaged communities; (e) supporting member institutions as they respond to their mandate to contribute to the economic and social development of their respective communities; and (f) supporting member institutions that are active or wish to be active in the international arena. With the important changes underway by the key international funding agencies, the Association will need to identify innovative approaches and, in particular, move more towards targeting specific regions and sectors in order to better position college and institute initiatives within a narrowing scope of eligible countries and new international realities.

**07-13 REPORT OF THE CHAIR**

The Chair reported that, in addition to the President and a number of College staff, he and Governors Westeinde, Armit and Johnson will attend the 2007 ACAATO Conference in Toronto on February 18<sup>th</sup> and 19<sup>th</sup>.

The International Women's Week Dinner was announced for Thursday, March 8<sup>th</sup> in the Market Place Food Court with Shauna Burke as the guest speaker. Governors wishing to attend were asked to contact the Board Office to arrange for ticket purchase.

**07-13 REPORT OF THE CHAIR** (cont'd)

The dates of April 26<sup>th</sup> and 27<sup>th</sup> were confirmed for the Board retreat to be held at the Sam Jakes Inn in Merrickville. Details of the agenda will be provided to the Board at the March 12<sup>th</sup> meeting.

**07-14 REPORT OF THE PRESIDENT**

The President reported the following:

- Minister Mike Colle of the Ministry of Citizenship and Immigration was on campus on February 12<sup>th</sup> to make an announcement regarding \$1.2m in funding for immigration related projects over the next three years; Algonquin will receive \$710,000.
- Presentations have been made by the College to both the Federal and Provincial budget committees. In addition, College's Ontario is advocating for new operating, capital, instructional and research funding in the amount of \$140M above the current five year plan.
- Advocacy for the Trades' Centre is ongoing with employers writing letters of support to the Government. The President will meet with Minister Bentley in March to obtain feedback on the proposal;
- Pat Kelly, Dean of the School of Hospitality and Tourism, has accepted a position as the CEO of the Congress Centre and will be leaving the College in March.
- The College has made a joint submission with the University of Ottawa and Carleton University to the Change Fund by the College/University Council.
- A capital feasibility campaign is underway to determine if there is community financial support for a new campus in Pembroke. A full report will be presented at the Board meeting in April;
- Money was raised at the Viennese Ball on February 3<sup>rd</sup> to recognize David Wallace's work in the setting of the Ball and his commitment to the Community. As a result, the Children's Aid Society will provide a \$3,000 bursary to Algonquin College for each of the next ten years. An additional \$15,000 was raised by the corporate community which will be given to the Algonquin College Foundation for matched funding which will create a \$45,000 fund in David's name for future bursaries. This was greeted with a round of applause.

**07-15 DECISION ITEMS AND REPORTS****PROGRAM APPROVAL: E-PUBLISHING**

R. Hanson introduced R. Mills who was present to seek Board approval to offer an Ontario College Graduate Certificate program entitled e-Publishing designed to prepare graduates for positions with the many e-published newspapers currently online or as self-employed entrepreneurs within this fast growing field.

**07-15 DECISION ITEMS AND REPORTS** (cont'd)**PROGRAM APPROVAL: E-PUBLISHING** (cont'd)

The Internet has become an important source of news and information for Canadians and a serious competitor to traditional media such as print and television as more and more people routinely access the Web. Many newspaper and magazine publishers have concluded that to succeed in today's competitive environment they must specialize in a market rather than a medium and, as a result, they have become much more enthusiastic about online offerings than they were a decade ago.

As of May 2004, more than 1,500 North American daily newspapers had websites, of which at least 100 are in Canada. Globally, there are more than 5,000 daily, weekly and other online newspapers. In addition to providing coverage of breaking news, these sites typically feature arts and entertainment, business, opinions, sports, blogs and reader feedback. Many of Canada's 700 community newspapers also have websites. These community newspapers consider online editions to be an effective way to expand total readership, in the same way as daily newspapers. Research shows that more news and magazine websites are profitable today than they were four years ago.

On a national basis, the employment of editors and writers is expanding at an above-average rate. The proliferation of niche publications and the evolving nature of e-publishing represent growth opportunities for aspiring online publishers. E-publishing tends to result in shorter articles and more features than traditional publishing. Text, images, audio, video and graphics are combined to convey powerful images. Therefore, the skill set of online publishers is rather different from that of conventional publishers. The e-Publishing curriculum will address the need for this specialized skill set.

The market increasingly values the credentials that students will acquire in this program. Graduates of Algonquin College's e-Publishing program will be of interest to leading newspaper and magazine publishing companies. Alternatively, graduates who are so inclined may work on a self-employed basis, since they will be well-equipped to produce their own web-based publications. As one of the first colleges in Ontario to offer such a comprehensive program, Algonquin is in a position to enhance its position as a trendsetter.

This program will be offered in two, fifteen-week semesters. Classes will be offered in the evenings and on weekends to accommodate people working in the industry who wish to update their skills. This program will share space and facilities with the Journalism-Print program and will be delivered in a mobile computing format.

**07-15 DECISION ITEMS AND REPORTS** (cont'd)**PROGRAM APPROVAL: E-PUBLISHING** (cont'd)*Comments/Questions:*

- *It appears as though there are 21 hours of class time each week. Given that this is offered in the evenings and weekends, this is a heavy schedule. Some of the courses will be offered in a hybrid format: part online and part in-class.*
- *Because this is a mandatory lap top program, has there been any consideration given regarding IT support for the students? Yes. The students will receive support similar to other lap top programs.*
- *On the proposed budget, is it the intention to hire a new full time faculty position effective in fall 2007 to support this program? It is the intent of the College to hire a full time professor in September 2007, assuming the enrolment targets are met.*
- *The tuition appears to increase by 8% per annum. Is this in-line with the Ministry guidelines? Yes. The Ministry policy allows for a lower fee in the earlier stages and higher in the later stages of educational offerings.*
- *How is the value of the funding unit determined? The funding unit is based on the cost of delivering the program. The higher the equipment and specialized space needs, the higher the funding unit. I.e. Technology programs have higher funding units as they tend to be more equipment intensive, similar to the health sciences programs.*
- *What is the cost for the students' software which they are required to pay for over the two terms of the program? It appears that it would be fairly high cost; does the Ministry take into account the cost to the student for mobile computing and is there any discussion at the Ministry as to the effects of the additional cost to the student each semester? The current funding mechanism was developed in the 1980s and does not take this into account. However, there is a federal tax credit for students required to purchase mobile equipment for a program, which is a form of relief. At this time there is no indication of the Ministry reviewing the funding weights for programs.*

**RESOLUTION**

MOVED AND SECONDED – Tremblay and Westeinde

that the Board of Governors approve the e-Publishing Ontario College Graduate Certificate 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

**07-15 DECISION ITEMS AND REPORTS** (cont'd)**PROGRAM APPROVAL: GREEN ARCHITECTURE** (cont'd)

R. Hanson introduced M. Uremovich who was present to seek Board approval to offer an Ontario College Graduate Certificate program entitled Green Architecture. The program offers students who have graduated from an Architectural Technology program the opportunity to broaden their existing skills to compete in the burgeoning field of alternative technologies related to eco-friendly (green) architecture. Students would learn a specialized range of technologies that reduce the environmental impact of human habitation and commercial activity.

The emergence of the field of Green Architecture is a natural result of the growth of building technologies. This program builds capacity and adds depth to the knowledge of students and workers in this field and allows them to specialize in, or broaden, their expertise. Graduates will typically find work in architectural firms and related industries as technologists and, potentially, as consultants and specialised practitioners.

The expansion and consolidation of Building Sciences programs at Algonquin College provides a logical and complementary set of interrelated programs among which Green Architecture will be strategically situated. The employment demand study indicates that this is a field of opportunity for Architectural Technology graduates prepared to broaden their knowledge base beyond the traditional technologies related to building design. The expertise developed in this program could very well lead to Algonquin College becoming a leader in the field as the reputation of the existing Architectural Technology program is solid. The synergy created by situating the program in proximity to other programs in the Building Sciences (Construction Engineering, Building Trades, Interior Design) can have only a positive effect and will lead to innovative solutions to current technological problems in all related fields.

The program is offered as a graduate certificate spanning three consecutive semesters from the fall through the spring semesters. The first semester focuses on the integration of alternative technologies and technological improvements into a small-scale project. The second semester builds on the previous and introduces material that is integrated into a larger-scale project that is fully-elaborated in the final semester. Courses in communication are included in the program of study to ensure that graduates can convey the knowledge gained in this burgeoning field to a wider audience in oral and written form.

*Questions/Comments:*

- *Is it the intention to hire a full time faculty position effective fall 2007 if the enrolment projection is met? Yes.*
- *The course content appears to be geared toward construction students. Would a graduate of a construction or civil program be prepared for this*

**07-15 DECISION ITEMS AND REPORTS** (cont'd)**PROGRAM APPROVAL: GREEN ARCHITECTURE** (cont'd)

*program?* The program is geared toward architectural technology students but does not preclude anyone else.

- *Both of the new programs presented would be popular for Carleton University graduates. Has any thought been given as to how to get this information to those students?* Meetings are ongoing with Carleton's President and Vice Presidents to see which activities can be done jointly; also, the College's programs are marketed on-campus at the University, just as Carleton's programs are marketed on campus at Algonquin.
- *Governor Wilson noted that this programming area is a terrific initiative and requested that additional information be provided to the Board as to the green and environmental based curriculum that will potentially be developed so the Board can be advocates for these types of initiatives.* The President replied that the environmental content of the Trades submission to the Ministry is still under development and the Board will be briefed at a later date once it is completed.

**RESOLUTION**

MOVED AND SECONDED – Westeinde and Johnson

that the Board of Governors approve the Green Architecture Ontario College Graduate Certificate 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.

**THIRD QUARTER REPORT**

R. Letourneau spoke to the third quarter financial results and indicated that the adjusted budget reflects a further change announced by the Provincial Government to grant funding for 2006/07. A supplemental grant of \$784,000 was announced for Algonquin. In addition, the budget for international student tuition fees was decreased in the third quarter to match anticipated enrolments. As is always the case with each quarter, a number of inter-departmental transfers were also processed which did not have an impact on the bottom line.

The report was accepted as presented.

**PRO FORMA UPDATE**

B. Burns provided an update on the pro-forma as of February 12, 2007. Highlights included: updates to Q3 figures (enrolments), cost cutting in Q1, the impact of the sale of Rideau Campus, impacts of Government announcements



**07-15 DECISION ITEMS AND REPORTS** (cont'd)**PRO FORMA UPDATE** (cont'd)

and projected pension premium increases. Risk areas were identified as full-time and CE Enrolment assumptions (recruitment and retention), impacts of Government announcements, provincial election and provincial budget, and capital funding shortfall.

The 2007-08 budget will reflect a myriad of assumptions including all of the government grant announcements. As a result, losses in the amount of \$700K for 2007-08 and \$1.9M in 2008-09 are expected and therefore corrective action in the amount of \$1.7M (to allow for a bottom line of \$1M) in 2007-08 and \$2.7M in 2008-09 is required. Priorities for the next year will be reputation, recruitment, retention and people development.

The reported was accepted as presented.

**07-16 MANAGEMENT SUMMARY REPORT**

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

*Questions/Comments:*

- *What is the status of the crosswalk/transit link over Woodroffe?* The College has recently written to the Mayor and Councillor Chiarelli regarding the importance of this project. At this time the funds are still in the capital budget for the municipal government. The letters once again outlined the College's plan to share in the cost of the crosswalk. The College's share of the project remains in reserves.
- *Does the College determine each semester/year a correlation between financial aid requests and tuition fee increases? It would be interesting to see if there is a corresponding increase.* The President noted that this question would be taken under advisement and added that there was recently an article in the *Toronto Star* that reported on a research study that determined there is no correlation in the rise in tuition fees and a decline in university applications.
- *Does the College have a campus in Montenegro?* No. The College does, however, have a partnership in Montenegro to teach hospitality. The President indicated that the Board will be provided with a general update on the activities being undertaken in International Education.
- *What is the College's graduation rate given that the King Report states that 30% of College students do not graduate?* The College's rate is 64%; however, the formula does not take into account those students who change programs within the College.

**07-16 MANAGEMENT SUMMARY REPORT (cont'd)**

- *What types of information are we learning as to the reasons students leave the College?* A number of surveys have been conducted in the past with personal reasons, financial issues, and bad program choices leading the results. The College is presently making telephone calls to non-returning students to determine the reasons which have been identified as financial and personal; there is no one reason in particular. In 2007-08, there will be a major thrust placed on retention across the College with various initiatives being planned.
- *Governor Bhindi congratulated* the Human Resources Services Department for the work on re-writing 400 support staff job descriptions.

**RESOLUTION**

MOVED AND SECONDED – Bhindi and Blackstein

that meeting #422 of the Board of Governors of Algonquin College adjourn for the evening at 6:54 p.m.

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David Wallace  
Chair

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Anna Cobus  
Recording Secretary