
DRAFT

BOARD OF GOVERNORS

MINUTES OF MEETING NUMBER FOUR HUNDRED AND TEN OF THE BOARD OF GOVERNORS OF ALGONQUIN COLLEGE WHICH WAS HELD ON TUESDAY, OCTOBER 11, 2005 AT 5:00 P.M. IN THE ROSSER BOARD ROOM, "C" BUILDING, WOODROFFE CAMPUS

Present: David Wallace, Chair
Shirley Westeinde, Vice Chair
Amelita Armit
Vini Bhindi
Fred Blackstein
Veronica Engelberts
Adam Gal
Robert Gillett
William Johnson
Lana March
Wayne McIntyre
James Robblee
Michael Tremblay
Wayne Wilson

Regrets: Richard Cameron
Sterling Hartley
Jacquelin Holzman

Vice Presidents seated at the table:

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

Resource Personnel and Observers:

Dawn Dubé
Wayne Lewrey
Kent MacDonald
Andrew McKelvey
Luc Presseau

Linda Rees
Rick Reid
Brenda Rothwell
Deborah Rowan-Legg

Anna Cobus
Recording Secretary

David Wallace, Chair, called the meeting to order at 5:02 p.m. and welcomed all in attendance, including new Governor Bill Johnson.

05-63 CONFLICT OF INTEREST DECLARATION

None declared.

05-64 MINUTES OF THE PREVIOUS MEETING

RESOLUTION

MOVED AND SECONDED – Armit and Gal

that the minutes of the meeting held on September 12, 2005 be adopted as circulated.

CARRIED UNANIMOUSLY

05-65 BUSINESS ARISING

Governor Blackstein suggested that the monthly Management Summary not be included with the draft minutes as it is a duplication of material previously received by the Board. Governors were in agreement with the suggestion and it was therefore approved that the Monthly Management Summary not be included with the draft minutes of each meeting but will be available in the Board Office upon request.

05-66 PRESENTATIONS

The President observed that in response to a number of enquiries raised by members of the Board, a series of presentations were being provided in an effort to provide more detailed information on the designated topics. Governors were provided with a copy of the presentations.

Program Overview

Raymonde Hanson, Vice President, Academic, began by providing an overview of program development and program assessment. The four phases of program development include the initial scoping, preliminary proposal, curriculum development and approval process. The program assessment process includes annual program mix review (an annual summative review of all programs based on objective data that leads to the continuance, remediation or suspension of programs). Performance and quality measures reviewed include applicant demand, enrolment, KPI

05-66 PRESENTATIONS (cont'd)Program Overview (cont'd)

(Key Performance Indicators) graduate outcomes, KPI employer satisfaction, course assessments, KPI student satisfaction and retention. Mrs. Hanson next provided an overview of the program costing mechanism for the College. Cost allocations taken into consideration are program costs (teaching/non-teaching costs, instructional materials and space/equipment depreciations) and overhead costs (non-academic departments – President, Physical Resources, ITS, Registrar, Human Resources, etc). Each program is required to meet a benchmark financial contribution of 25% or more. Those programs who do not meet the contribution target are required to submit a remediation plan. It was observed that a program may require more than one year to action a remediation plan and that programs brought forward to the Board for suspension are normally programs that have experienced difficulty for a number of years. Those programs which do not meet their contribution, as well as new programs which are not fully funded, are considered subsidized as per a Board direction which states that the difference between the program contribution and the 25% contribution rate is the subsidy. Part of this Board direction was to reduce the cost of program subsidy at the College from \$5 to \$2M which has been accomplished. It was noted that the College needs to have \$2M subsidization of programs in order to support new programs as their full funding does not take effect until the fifth year of a new program being offered.

The next topic discussed by Mrs. Hanson was Quality Assurance Program Review which is defined as a periodic formative review mandated by the Ministry whereby program staff review the strengths, weaknesses, opportunities and threats to their program and recommend an action plan to improve quality, if required. Algonquin College will undergo a program review audit as part of a Provincial Quality Assurance Program Audit pilot in 2005-06.

Questions/Comments

- *How frequently are new program proposals turned down at the Ministry level?* Rarely. The Ministry is normally apprised that the College is considering a new program offering and requests for change usually fall into the area of nomenclature.
- *How centralized is the scoping process?* Until this year, the process has been fairly centralized in the Vice President, Academic area. However, with the newly created Strategy & Business Development Division, the responsibility will be shared in terms of scoping new ideas. Approval will continue to lie with the Vice President, Academic

05-66 PRESENTATIONS (cont'd)Program Overview (cont'd)

and President's Executive Committee prior to being brought to the Board for approval.

- *Has the Ministry established the criteria that the programs will be measured against in the Provincial Program Quality Assurance Audit?* Yes, there will be a set criteria but the specificity is unknown at this time.
- *It is the perception among College faculty that the program review process as described is bias to programs requiring a lot of space, equipment, support, etc.* The reality is that some programs do require more space and specialized equipment; however, by using this review approach, it has allowed for substantial savings in space as programs do not use more space/support, etc. than they require. Secondly, the Ministry takes into account speciality equipment and space in funding formulas.
- *It would be worthwhile to share this information with faculty to ensure a College-wide understanding of the review process.*
- *There is a need to determine if our internal processes are accurately assessing subsidy. There are a lot of pressures on skilled development and training; however, we seem to be drifting toward chalk and talk programs because of our internal processes.* The issue lies with the Government in terms of its weighting factors for funding. Colleges have been trying to have WFU (weighted funding units) adjusted to reality for over fifteen years and unless that changes, the College will have difficulty in these areas.

Marketing Overview

Kent MacDonald, Executive Director, Strategy and Business Development provided an overview of the new direction of marketing at the College in an effort to more effectively address some of the changing pressures being experienced by the College by becoming more interactive with the audiences it is attempting to attract. Mr. MacDonald provided an overview of the Strategy and Business Development Division which includes: Marketing and College Enrolment; Fundraising and Alumni Affairs; the International Education Centre; Applied Research and Development; Contracts and Corporate Learning Services; and Special Projects and Innovation. The \$2.4M total Marketing and College Enrolment budget includes \$1.2M in staffing costs and \$1.2M in operations costs and encompasses the areas of Institutional Research, College Web Services, Academic Partnerships, Marketing and Recruitment.

Institutional Research will focus on taking already existing College data and reviewing it in an effort to be more market focused. College web

05-66 PRESENTATIONS (cont'd)Marketing Overview (cont'd)

services will be centralized and will manage a consistent, intelligent web strategy. Academic Partnerships will cover projects with groups such as local school boards and adult high schools. Marketing will focus on the corporate brand and product and will work to strengthen the College's brand equity. The Recruitment group will continue to do the traditional marketing and also new strategic initiatives.

Questions/Comments

- *How will the effectiveness of these initiatives be measured? How do we know where we've been successful?* There is no precise way to determine how number of dollars spent correlates to number of students enrolled; however, measurables are being developed in terms of the recruitment strategies being undertaken. Ultimately the first baseline measure is whether or not the enrolment target is met. For 2005-06, Algonquin did meet its enrolment target which was the most aggressive target in the Province.
- *How are faculty specifically involved in the marketing of their programs? Recently there have been advertisements in East Coast newspapers which highlight faculty with their pictures and biographies. There appears to be no concerted effort to use the expertise and quality of faculty.* With the creation of the new Strategy & Business Development Division, activities are underway wherein faculty are involved in special projects such as working on the College brand. In addition, faculty are being sent abroad to complete activities that have a residual marketing impact.

Admissions and Registration Reporting

Deborah Rowan-Legg, Registrar, provided an overview of admissions and registration reporting.

Mrs. Rowan-Legg began by providing an overview of the admissions cycle wherein enrolment projections are predicted for each program level on the audit count date (November 1st) and are reported to the Ministry as the basis on which College funding is determined. In consultation with the Deans and Program Chairs, the admissions maximum is set for each program based on historical conversion ratios. As an example, program X has an offer to registration ratio of 2.6:1. Throughout the admissions cycle, there is a tracking process of offers issued and applicant acceptances against the admissions maximum. Key dates in the admissions cycle include: mid-November – daily transmission of applications from Ontario College Application Services (OCAS) begins; February 1st - equal consideration date for applicants; March 31st – first

05-66 PRESENTATIONS (cont'd)Admissions and Registration Reporting (cont'd)

offers of admission are issued; May 15th – confirmation date; July 15th – fees due date for the fall term. The February 1st date is critical because it provides a picture of the College's preliminary performance in relation to the other colleges in the province.

Mrs. Rowan-Legg next provided an overview of key registration reporting dates which included the first day of the term; the 10th day of the term – the end of the “refund period” and system wide reporting date which tracks Algonquin's performance relative to the other Ontario colleges, and the audit count date – November 1st. It was observed that all registration is reviewed by the College auditors before a final submission is made to the Ministry. Mrs. Rowan-Legg highlighted that her presentation focused only on total full-time funded activity. The Registrar's Office is currently scoping a report to integrate all program categories which will provide a more comprehensive picture of total College enrolment as the picture provided at the meeting only accounted for 12,923 students out of a total enrolment of approximately 15,000.

Questions/Comments:

- *Are international students accounted in the enrolment reports?* Those studying on-campus are included; however, off shore students are not reported in the summary at this time. The comprehensive report that is currently under development will include this information.
- *Is there a reduction of funding if the College does not meet its target?* The amount of funding is received based on the actual number of registrations.
- *It appears that students who have applied for financial assistance are not informed early enough whether or not they will receive assistance which may have an impact on registration.* Students who have applied to OSAP but have not yet received their loans can apply for a fee deferment to allow them to pay their fees when their loans are available. In addition, timelines have improved over the last few years with the use of technology.
- *Is the counselling service in Financial Aid well used?* Yes. It is. A service window has been added to deal with the many walk-ins as well.
- *Should the Board be concerned about the 409 withdrawals as of September 12th?* This number is higher than at the same time last year but there are retention strategies in place to address this and it will be carefully tracked throughout the semester to audit date.

05-66 PRESENTATIONS (cont'd)School of Part Time Studies

Linda Rees, Dean, School of Part-Time Studies, provided an overview of part-time offerings at the College. The School of Part-Time studies operates seven days a week year round and offers 14 diploma programs, 22 graduate certificate programs, 104 certificate programs, over 2,000 individual courses and is the largest provider for online learning at the provincial level. Ms. Rees provided an overview of the 15% decline in part-time studies activity over the last two years and noted that the Ottawa Board of Education has also experienced a downturn of 22% during the same time frame. At current, a review is underway to address the downturn and will look at trend analysis, comparison against other provincial colleges, demographic markets, needs assessment, gap analysis, competitor analysis, marketing strategy and development of partnerships and articulation agreements.

Questions/Comments

- *Is there one specific programming area that is doing well in the online courses?* Most of the online courses doing well are business related as they are easily converted from print to online format; technology courses are also doing well.
- *What is the College doing to reposition itself in the market?* Short term strategies include online surveying. The College will soon have the results of a province-wide survey of 15,000 students to determine what, how, when, where, etc. they want their courses offered. The College also continues to work with business and industry to meet their needs both now and in the future.
- *Will the College look at how competitive it is in terms of pricing in relation to its competitors?* Yes. To a certain extent; however, a lot of the activity is funded activity and the pricing cannot be changed as it is governed by MTCU regulation.

At the conclusion of the presentations, the Chair thanked the management group for the informative overview of the College for both new and existing Governors.

05-67 REPORT OF THE CHAIR

The Chair reported that one Governor has submitted their name for appointment to the Audit Committee and Foundation Board of Directors. A formal recommendation will be brought to the Board meeting of November 14th.

05-67 REPORT OF THE CHAIR (cont'd)

Fall Convocation ceremonies were held in Pembroke on Saturday, September 24th. Governors Armit, Blackstein and McIntyre attended.

The November 14th meeting of the Board will be held at the Algonquin College in the Ottawa Valley Pembroke Campus with further details to be provided as the date nears.

05-68 REPORT OF THE PRESIDENT

The President reported on the following:

- The new Minister of Training, Colleges and Universities, Christopher Bentley will review each college's funding allocations which may affect the College's mid-year review as it may not be based on the same assumptions made in the spring. The Board will be kept informed of changes to College funding as the information becomes available.
- The President and Chair will travel to the ACAATO General Assembly meeting on October 12th at which time there will be an opportunity to discuss the current funding situation with the Ministry and how colleges will approach the situation.
- The Minister will be at the College on October 18th to make a capital funding announcement as well as to tour some of the new facilities.
- The United Way Kick-Off Breakfast will take place on October 14th. Governors interested in attending were asked to purchase a \$5 ticket from the Board Office.
- New facilities are on target for opening at the end of the month. A future meeting of the Board will include a tour of the new facilities.
- The new Students' Association Playing Field has been completed and the dome is to be raised by the middle of November. The indoor sports facility has been completely rented when not in use by the College which has proven to be a smart investment for the Students' Association.

Questions/Comments

- *Governor Blackstein inquired as to why many of the participants of the "Group of Seven" school board event at the College were from Renfrew County School Boards? The College has strong partnerships with the Renfrew County School Boards who also have fewer resources than the larger school boards and are looking to partner in the Government's K-18 Strategy.*
- *Governor Wilson noted that, should the opportunity arise at the General Assembly meeting, it would be ideal for the Chair and*

05-68 REPORT OF THE PRESIDENT (cont'd)

President to highlight the lack of increase in skilled development training over the past fifteen years.

- *Has there ever been an issue of pay equity in the College?* There was an issue with non-unionized employees approximately 5 years ago which has been addressed and a plan was developed in the early 1990's for both unionized groups of employees.

05-69 MANAGEMENT SUMMARY REPORT

The Management Summary was distributed prior to the meeting. There were no questions or concerns regarding the items reported therein.

05-70 INFORMATION ITEMS

None.

There being no further business, the Board adjourned for the evening at 6:42 p.m.

David Wallace
Chair

Anna Cobus
Recording Secretary