
DRAFT

BOARD OF GOVERNORS

MINUTES OF MEETING NUMBER FOUR HUNDRED AND ELEVEN OF THE BOARD OF GOVERNORS OF ALGONQUIN COLLEGE WHICH WAS HELD ON MONDAY, NOVEMBER 14, 2005 AT 6:00 P.M. IN ROOM 111, PEMBROKE CAMPUS, ALGONQUIN COLLEGE IN THE OTTAWA VALLEY

Present: David Wallace, Chair
Shirley Westeinde, Vice Chair
Amelita Armit
Vini Bhindi
Fred Blackstein
Veronica Engelberts (teleconference)
Robert Gillett
Lana March
Wayne McIntyre
James Robblee
Wayne Wilson

Regrets: Richard Cameron
Adam Gal
Sterling Hartley
Jacquelin Holzman
William Johnson
Michael Tremblay

Vice Presidents seated at the table:

Raymonde Hanson, Academic
Brian Burns, Acting, Finance and Administration
Christopher Warburton, Student Life & Human Resources

Resource Personnel and Observers:

Debra Balasevicius	Maryanne Mask
Jamie Bramburger	John Ryan
Marguerite Donohue	Vivian Schutt
Dawn Dubé	Deborah Rowan-Legg
Pauline Edmonds	Mike Rusthon
Murray Kyte	
Kent MacDonald	

Anna Cobus
Recording Secretary

The Chair opened the meeting by thanking staff from the Pembroke Campus for hosting the meeting and also for providing a tour of the campus. Governor Blackstein also thanked Governors for travelling to Pembroke to see the Campus' and hear of its achievements. The Chair noted that as the Board would not have quorum for the evening, the Executive Committee would meet briefly following the regular meeting of the Board to deal with business items requiring approval.

The meeting was called to order at 6:16 p.m.

05-71 CONFLICT OF INTEREST DECLARATION

None declared.

05-72 MINUTES OF THE PREVIOUS MEETING

RESOLUTION

MOVED AND SECONDED – Blackstein and Robblee

that the minutes of the meeting held on October 11, 2005 be adopted as circulated.

CARRIED UNANIMOUSLY

05-73 BUSINESS ARISING

None.

05-74 PRESENTATION

The Chair welcomed M. Rushton and D. Rowan-Legg to the meeting who were present to provide an update on the Value Stream Initiative at Algonquin College as requested by Governors.

Mr. Rushton began by providing an overview of the Value Stream Initiative which is based on the book titled "Lean Thinking" by James Womack and Daniel Jones. Lean is an end to end review of a process to increase value for the client and to eliminate waste; it is not a one-time event, but a continuous process of improvement. The Lean application has been successful in the automotive and manufacturing industries, service industries and the health care industry. It has not been implemented in the education sector to date, with the exception of one limited application in an American university.

05-74 PRESENTATION (cont'd)

The Value Stream initiative focuses on what provides value to the client. Non-value activity is defined as any human activity which absorbs resources but creates no value, i.e. goods and services that do not meet the needs of the client, goods and services that are not wanted, processing steps which are not needed, re-work due to errors, movement of people and goods without a purpose, and groups of people waiting because an upstream activity has not been delivered on time. Steps to implementing a value stream project include ensuring understanding of what the client perceives as value, mapping out a process to identify those activities which do not add value, creating a flow condition whereby the service or product advances smoothly and rapidly at the pull of the client and as this is done, speeding up the cycle of improvement.

The Value Stream Initiative was identified by the College's e-Business Supply Chain Management Program which includes Lean Thinking in its curriculum. In addition, a local consulting firm (Lean Advisors Inc.) has been engaged to work with the College to learn the concepts and implement the Value Stream Approach. The Value Stream Initiative links to the College's Strategic Plan in the areas of Quality, Client Service and Financial Stability.

Next, D. Rowan-Legg provided an overview of the current activities of the Value Stream Initiative which is focused on applying Value Stream thinking to one end to end process that creates value for the client. The process chosen was the "recruitment through registration" process as it creates value for the client/student from the time they show interest in College programs to the time they are registered as a student. It is also a cross-departmental process requiring the collaboration of many stakeholders to operate the process and to initiate and accommodate changes.

Progress to date has included developing end to end process maps which are both high-level and detailed. Baselines for current resources allocations are also being developed. Nine major improvement projects have been identified to date, of which, four were implemented for fall 2005. The cost to date for consulting and training is approximately \$40K; and savings achieved or identified for potential savings are approximately \$70K. In addition to the savings, other benefits have included: no gymnasium registration line ups (students needs were met by continuous flow at the permanent service counter); opportunity was provided for students to complete all of their course/program administration before the start of classes, and there has been significant enhancement in team

05-74 PRESENTATION (cont'd)

building and collaboration between service providers across several departments which has led to very creative improvement ideas.

Next steps in the Value Stream Initiative include completion of the "recruitment through registration" initiative and introduction of the Value Stream Initiative into other parts of the College.

Questions/Comments

- *Has the initiative had any impacts on the rural campuses at this early time?* Yes. The current process review is equally applicable to all campuses.
- *Has there been interest or involvement from the academic area for this initiative?* Yes. There have been representatives from a number of academic areas.
- *Could this application be applied to a program, i.e., mapping out assignments to ensure due dates, etc. are not bunched up across the courses in a program?* Yes. The application could certainly provide a tool for that.
- *The Value Stream Initiative appears to be a high end CQI initiative. Are there any other means by which CQI could be applied at the College at this point of time? Do we encourage other types of CQI?* This initiative is new for us at this time. If we discover other models would be applicable, they will be considered and examined.
- *Governor Robblee noted that CQI is quite engrained in the health care sector and indicated he would be willing to assist should the College wish to explore it further.*

05-75 REPORT OF THE CHAIR

The Chair reported that he and President Gillett attended the ACAATO General Assembly Meeting held in Toronto on October 12th.

Governor Robblee has agreed to serve on the Audit Committee. The Executive Committee will action approval of his appointment.

The Board's annual Christmas Dinner will be held on Monday, December 12th following the regular meeting of the Board. Governors were asked to notify the Board office by November 28th regarding their availability to attend.

Fall Convocation Ceremonies were held on Monday, October 17th. Governor Armit was thanked for bringing greetings to the graduates on behalf of the Board.

05-75 REPORT OF THE CHAIR (cont'd)

The Chair has begun his process of meeting with Governors regarding self assessment and the role of the Board. This will be completed by the end of 2005 and a report will be provided to Governors in early 2006.

05-76 REPORT OF THE PRESIDENT

The President reported that the General Assembly meeting held on October 12th did not provide a lot of information as the Ministry was unprepared at the time to comment on when the budget announcements would be available. The Pathways to Prosperity Campaign was discussed which will see a skills campaign undertaken with the business community throughout 2005-06 in order for the College system to provide information to the Ministry as to where funding is needed. Approximately 150 business leaders, including members of the Board of Governors, will be invited to the College for a discussion regarding skills requirements.

As of audit date, November 1st, the College had 15667 full time students, a net increase of 664 over last year.

The Ministry finally announced funding for Colleges during the week of November 1st; there were no major surprises and information regarding a number of funding envelopes has not yet been released. The President noted that the College was pleased to receive information that fundraising will be matched from 1:1 to 3:1 depending on certain parameters. This new policy will add to the College's funding base for bursaries.

The President was recently in China to take part in the Premier's Ontario/China Initiative and also as part of Algonquin's own initiative. Five agreements were signed in Shanghai to provide training in the areas of English Language instruction, animation and corporate learning.

Questions/Comments

- *With regards to the enrolment increase of 664 full time students, what fraction of the 5% enrolment target does this meet? Overall, the College is up by 4.1%.*

05-77 DECISION ITEMS AND REPORTS**BUSINESS PLAN PROGRESS REPORTS**

The President noted that, as in previous years, an initial fall report has been circulated to show how the College is progressing on its yearly business plan.

05-77 DECISION ITEMS AND REPORTS (cont'd)**BUSINESS PLAN PROGRESS REPORTS** (cont'd)*Questions/Comments:*

- *Page 4: How is the Golf/Ski Resort Management Program different from the current Sports Management Program? This is a three year advanced diploma program that will prepare students to operate golf and ski resorts with the intent to allow graduates to be year round employees. The Sports Management Program is a graduate certificate program that prepares graduates to work in a different spectrum.*
- *Page 4: How do we know the NSDP (Non-Semestered Diploma Program) format is successful? Do we know that moving towards this format is providing a better service to our students? Yes. There have been positive results. For example, the Heating, Refrigeration and Air Conditioning Program moved to this format and the retention has been substantially reduced and students are more successful in the program overall. Essentially all of the NSDP programs have been successful. Most of the Programs delivered in Pembroke are delivered in this format.*
- *Page 5: Governor Wilson noted that there has been a lot of discussion amongst faculty regarding the use of course assessment surveys for the purpose of faculty performance appraisal and that his colleagues do not feel that use of anonymous student is appropriate for faculty performance appraisals.*
- *Page 7: How many faculty are involved in the joint Academic/Business Development Committee to foster development of contract activity? It is important to see how full time faculty are provided with opportunities to assist with these initiatives. Vice President Hanson agreed to provide this information at the next meeting.*
- *With regard to the Strategy & Business Development Division, 15 out of 59 nine initiatives were noted as delayed or at risk. Is this a concern? It is important to note that a number of those areas at risk were related to research at the College. With the sudden retirement of the Director of Applied Research and the launch of the new division, there have been some delays. The vacant position will be filled within the coming weeks.*
- *Does Applied Research include internal evaluation? No. This area is focused purely on applied research and targeting obtaining research funds. The budget for research at the College is approximately \$250K; over \$10M in research funding has been secured in the past four years.*
- *Page 23: The College should consider reducing its Prior Learning Assessment Fees for PASS Program students to make it more tangible for students.*
- *Page 24: How does the College assist with accreditation of school board teachers? The College can offer professional development*

05-77 DECISION ITEMS AND REPORTS (cont'd)**BUSINESS PLAN PROGRESS REPORTS** (cont'd)

courses to school board teachers which provides them with QECO accreditation which ultimately allows them to move up the grid on their pay scales. Algonquin is an accredited, certified deliverer of these programs. St. Lawrence College also provides this programming.

- *Page 28: What is the cost to date with the Canadian Executive Development Initiative? The Board has received glowing reports and now it appears the program has been terminated? The cost for the program is sunk in terms of full time staff involved in the program. However, we have put forth our best efforts in terms of marketing and ultimately the College did better than break even on the initiative as well as gaining knowledge for future initiatives.*
- *How do we intend to evaluate if we have been successful in developing strong relationships with school boards? It is important for us to understand how we will evaluate to what degree this initiative will be successful. This comment was taken under advisement by K. MacDonald.*
- *Is this document used as a type of performance appraisal system? Yes. There is a provincial requirement for the College to report progress in formats such as this; this is a high level summary of what is happening across the College. This format is used for administrative performance appraisals. There is a different process for academic performance review based on a document entitled "Professor of the 21st Century". Professional development is a component of the performance review process.*
- *How often are performance reviews/appraisals completed? Could the Board receive information as to the numbers of performance reviews being completed on a yearly basis? This comment was taken under advisement by C. Warburton, Vice President, Student Life & Human Resources.*
- *Where are the goals for International Education reflected? Under the Strategy and Business Development Division.*

SECOND QUARTER REVIEW

B. Burns presented the second quarter review which remains unchanged since the first quarter. The budgeted cash flow contribution remains at a positive \$5.4M. Mr. Burns noted that the lack of change from the first quarter is that the Ministry's budget announcement provided detail which was anticipated on a number of funding envelopes. It was noted that there are a number of funding details not yet provided and it is expected that the situation will continue to improve as grant announcements come forward. The report was received as presented.

05-77 DECISION ITEMS AND REPORTS (cont'd)**HUMAN RESOURCES COMPLEMENT REPORT**

C. Warburton presented the second quarter human resources complement report and noted that the vacancy rate has not dropped as expected which is largely accounted to changes in benefits clauses for early retirements. The President added that the College was cautious in proceeding with its hiring plan due until the grant announcements were made.

Questions/Comments

- *When will the 18 vacant faculty positions be filled?* The intention is to fill the vacancies for January; however, it is hard to anticipate retirements which could lead to additional vacancies.
- *What is the total administrative complement increase over last year? It is important to see what has changed and by what percentage.* C. Warburton agreed to obtain this information for the next meeting.
- *How many support staff vacancies will be filled by April 2006?* This is a moving target as the filling of one position can sometimes create another vacancy. It is likely that the College will normally have a 3-5% vacancy rate.

FOUNDATION BOARD MEMBER NOMINATION

The Chair reported that Governor Robblee has agreed to serve as the Board of Governors representative on the Algonquin College Foundation Board of Directors. The Executive Committee will action approval of Governor Robblee's appointment.

05-78 MANAGEMENT SUMMARY REPORT*Questions/Comments:*

- *How does the College fill vacancies when employees are on short term disability? And, how many go on to long term disability?* This is determined on a case by case assessment.
- The College has begun to see a decrease in sick leave replacement with the turn over of staff.
- *Governor Wilson commended the staff for taking the initiative with the Smart Home Project (page 2) and encouraged other programs to get involved in projects such as these.*
- *Page 4: Client Service Metrics: Do we have results on satisfaction ratings at this time?* The winter 2005 semester was the baseline for measuring satisfaction; thus far, fall 2005 results have shown higher satisfaction ratings.

05-78 MANAGEMENT SUMMARY REPORT (cont'd)

- *It would be appreciated to receive statistics on satisfaction results when reporting in these areas.*
- *Page 4: Registration Data: Receiving information in this format is extremely valuable; could management give consideration in developing a balanced scorecard method in reporting to the Board versus this method of narrative detail?*
- *Should the Board be receiving anonymous statistics in terms of how effective the College's counselling services are? How are counselling services responding to wellness needs? Both for students and staff?*
- *Governor Wilson reiterated his request to include outstanding grievance information in the monthly management summary. C. Warburton agreed and will include the information in the next monthly report.*
- *Is there a list of major projects planned for the Pembroke Campus at this time that would be of interest to Governors? At this time, there is nothing as the College awaits information regarding capital funding announcements.*

There being no further business, the meeting adjourned at 7:35 p.m.

David Wallace
Chair

Anna Cobus
Recording Secretary