
DRAFT

BOARD OF GOVERNORS

MINUTES OF MEETING NUMBER FOUR HUNDRED AND TWELVE OF THE BOARD OF GOVERNORS OF ALGONQUIN COLLEGE WHICH WAS HELD ON MONDAY, DECEMBER 12, 2005 AT 5:00 P.M. IN ROOM C539, WOODROFFE CAMPUS, ALGONQUIN COLLEGE

Present: David Wallace, Chair
Shirley Westeinde, Vice Chair
Vini Bhindi
Fred Blackstein
Veronica Engelberts
Robert Gillett, President
Sterling Hartley
Jacquelin Holzman
William Johnson
Lana March
Wayne McIntyre
James Robblee
Michael Tremblay
Wayne Wilson

Regrets: Amelita Armit
Richard Cameron
Adam Gal

Vice Presidents seated at the table:

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

Resource Personnel and Observers:

Louise Barnabe
Pat Kelly
Kent MacDonald
Luc Presseau
Deborah Rowan-Legg

Anna Cobus
Recording Secretary

The meeting was called to order at 5:06 p.m.

05-79 CONFLICT OF INTEREST DECLARATION

None declared.

05-80 MINUTES OF THE PREVIOUS MEETING

RESOLUTION

MOVED AND SECONDED – Engelberts and March

that the minutes of the meeting held on November 14, 2005 be adopted as circulated.

CARRIED UNANIMOUSLY

Governor Wilson noted that he had not received the specific information contained in his request made which asked that he be provided with the cost of the Canadian Executive Development Series Program. K. MacDonald, Executive Director, Strategy and Business Development, reported that the program profited the College approximately \$24K. The President added that the details would be provided to Governor Wilson the next day.

Subsequently, the President advised Governor Wilson that the top line revenue for the series was \$166,000 and expenses were \$142,000, for a total net profit of \$24,000(15% ROI).

05-81 BUSINESS ARISING

FACULTY INVOLVEMENT IN CONTRACT ACTIVITY

In response to an enquiry raised at the November 14th Board meeting, R. Hanson reported that there are presently three professors assigned to contract activity. One additional professor was assigned to a contract which was to have begun in the fall but was postponed.

ADMINISTRATIVE STAFF COMPLEMENT

In response to an enquiry received regarding the overall administrative complement increase over 2004-05, C. Warburton reported that the net

05-81 BUSINESS ARISING (cont'd)**ADMINISTRATIVE STAFF COMPLEMENT** (cont'd)

change is an increase of 8 administrative staff, taking into account the sale of ACERRA and the transfer of the employees.

05-82 REPORT OF THE CHAIR

The annual ACAATO Conference was announced for February 19 and 20, 2006 in Sudbury. As in the past, the Board will send up to five delegates. In the event that more than five delegates wish to attend, preference will be given to those Governors who have yet to attend an ACAATO conference. Governors wishing to attend were requested to advise the Board Office as soon as possible. It was noted that there are no hotel rooms available at the hotel where the conference is being held, so Governors wishing to attend would be provided with a room at a nearby hotel.

Governor Tremblay attended the School of Business Awards and presented a \$1500 SAP Scholarship to a student in the E-Business Supply Chain Management Program.

The Chair has completed 10 of 17 interviews with Board members and hopes to complete the remainder by the end of 2005. A report on the feedback received throughout the process will be tabled with the Board in the New Year.

The following items were on the Board table:

- ACAATO College Directory 2006
- ACAATO "Education That's Worth More" Newsletter
- ACAATO Governors Update – Nov/Dec 2005
- ACAATO 2006 Conference Brochure
- Revised 2005-06 Board of Governors Membership Information
- Ontario Labour Market Agreements – Briefing Note
- OCASA Administrative Staff Association Newsletter
- New Release regarding the Government's Learning to 18 Strategy

05-83 REPORT OF THE PRESIDENT

The President reported on the following:

05-83 REPORT OF THE PRESIDENT (cont'd)

- In response to the tragic murder of two Chinese students, members of the administration met with the families on behalf of the College and Board of Governors to offer condolences.
- A number of grant announcements have been received from the Ministry. To date, the assumptions made in the budget have been on target.
- It appears as though the new tuition fees policy will not be released until early 2006. It is likely that the tuition freeze will be lifted, but it is still unknown as to what changes may be forthcoming.
- The Provincial Government has announced a "Learning to 18" education strategy which is a significant first step towards achieving higher high school graduation rates, a reduction in the number of student drop outs, and an increase in the number of students who pursue further education. The policy framework will be announced in the New Year. The College is anticipating playing a major role in the strategy, in conjunction with the local School Boards.
- The Government is working on an aboriginal strategy in an effort to attract more aboriginals to community colleges.
- Canada and Ontario have signed two labour market agreements which will see non-EI eligible Canadians provided with access to education and training. The degree of impact on the College is still unknown.
- The Veterinary Technician Program has been successful in receiving its accreditation. A new facility to house the program will be constructed for fall 2006.
- The mandatory retirement age has had its third reading; the Board will amend its retirement policy as required once the legislation has passed, received royal assent and the implications are reviewed by the affected parties.

Questions/Concerns:

- *Is it anticipated that the retirement legislation will have a large impact on Algonquin?* No. It is not. Since the federal government lifted its mandatory retirement, the average retirement age has decreased.
- *Will each College determine on their own how much to raise tuition fees?* The details of the legislation are still unknown (the Board is required to approve tuition fees before they are submitted to the Ministry).
- *Is there new funding involved in the L-18 strategy?* Yes. There is a considerable amount of new money for School Boards. The School/College work initiative is part of a pilot that will work through the details of the initiative; however, how money will be flowed to the College has yet to be determined.

05-83 REPORT OF THE PRESIDENT (cont'd)

- *Will there be an opportunity for the College to give advanced standing for some courses?* Yes. The Vice President, Academic, will work with the academic area to establish a plan. There is also a new set of curricula being developed to match this initiative.
- *Governor Wilson noted that he is delighted to have a full time faculty member dedicated to leading the aboriginal program at the College and noted that it may be appropriate for the Board to explore the idea of aboriginal representation on the Board in an effort to tie in with the new initiative.* The Chair noted that the comment would be taken under advisement for consideration when the Board next seeks representation.
- *How will the College respond to the non-EI eligible training?* The details regarding this initiative have not yet been released. Once they become available, the academic area will respond appropriately.
- *Several faculty are concerned about the mandatory retirement age issue and would like direction from the Board as to how they will be dealt with in the interim, before the legislation is passed.* The President's Office will deal with each case on a one-off basis at this time until a policy decision is made. The official date for the act coming into effect is December 12, 2006.

05-84 DECISION ITEMS AND REPORTS**REPORT OF THE AUDIT COMMITTEE**

Governor Johnson, Chair of the Audit Committee, reported that the Audit Committee met with administration and the College Auditors, KPMG, on November 22nd to consider the response of College management to the KPMG letter dated May 27, 2005. The first two recommendations addressed did not require Board actions and were (a) that the reconciliation of project expenses be completed on a quarterly basis; and (b) that the College prepare for disasters in the context of preparing a business continuity plan. A number of plans have already been developed by the College including a Disaster Response Plan, a Strike Contingency Plan, a Risk Management Study, a Y2K plan, a number of departmental specific plans, and a pandemic plan which is currently under development. Administration will continue to study this subject and will also review the Federal Government's guide to business continuity planning. A report on the study will be presented to the Audit Committee at its next meeting.

The Chair of the Audit Committee next reported that the third item identified in KPMG's letter did require Board action and that the Committee recommends that the Board approve the amendments to the

05-84 DECISION ITEMS AND REPORTS (cont'd)**REPORT OF THE AUDIT COMMITTEE** (cont'd)

Statement of Investment Policies and Goals for Algonquin College's Endowment Funds. The amendments arose primarily as a result of new disclosure requirements implemented by the Institute of Chartered Accountants. The Committee recommended, however, that the College's management continue to work with KPMG to determine the correct classification of investments in the funds. Administration has agreed to report back to the Audit Committee on this matter.

Secondly, the Committee recommended that the Board approve an expenditure rate of 4% in the Statement of Investment Policies and Goals. The expenditure rate is the percentage of the book value of the funds' investments which is contributed each year to the financial operations of the College. Section 4 of the Statement of Investment Policy and Goals requires that the Board reviews the expenditure rate every 5 years. The funds' expenditure rate is currently 4%. The recommendation, therefore, is to continue that rate. The funds' annual rate of return on its investments is currently approximately 6.5%. The difference between the funds' rate of return and its expenditure rate is reinvested in the funds.

RESOLUTION

MOVED AND SECONDED – Johnson and Westeinde

1. that the Board of Governors approve the Statement of Investment Policies and Goals for Algonquin College's Endowment Funds, as amended, subject to the College's management reporting back to the Audit Committee on the proper classification of investments in the funds and;
2. that the Board approves the continuation of the 4% Expenditure Rate.

CARRIED

Questions/Comments:

- *Many organizations consider succession planning; has the College put any thought into this area?* Yes. Succession planning is ongoing at the College led by Human Resources. This will also be an item in the revised Strategic Plan.

05-84 DECISION ITEMS AND REPORTS (cont'd)REPORT OF THE AUDIT COMMITTEE (cont'd)

- *Who covers the cost of the Foundation in terms of salaries, etc?* The cost of the operations are from the College budget and not out of the investment fund.

ADVISORY COMMITTEES ANNUAL REPORT

R. Hanson, Vice President, Academic presented a report to apprise the Board of Governors of the activities of the Advisory Committees during the 2004-05 academic year. The Ministry of Training, Colleges and Universities regulations make provision for each Board of Governors to be assisted by an Advisory Committee for each program or cluster of programs. The mandate of an Advisory Committee is to provide advice to the Board of Governors on the programs the College delivers. Membership is drawn from industry, business, and professional organizations. Recent graduates are also invited to sit on Advisory Committees, and College staff serve as resource persons.

Each year, Advisory Committees are asked to submit an annual report detailing the main activities undertaken during the year. If required, Advisory Committees can address recommendations to the Board on issues related to program delivery. 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 refer to the Board of Governors, only those issues requiring policy direction.

During the academic year 2004-2005, the College had 75 active Advisory Committees. Five committees did not meet. In the Faculty of Arts, Media and Design, the Florist Advisory Committee met informally to rally community support for the continuance of the program following the recommendation by administration to suspend the program.

In the Faculty of Business and Hospitality, the Sports Management Advisory Committee did not meet, but Advisory Committee members were provided with a summary of program activities. The Hotel and Restaurant Management Advisory Committee was inactive during the year; however, its membership has been reviewed, new members were recruited, and a meeting was held in November 2005.

In the Faculty of Technology and Trades, two committees did not meet: Building Construction Technician and Motive Power Technician. Two meetings were called for the Building Construction Technician Advisory

05-84 DECISION ITEMS AND REPORTS (cont'd)**ADVISORY COMMITTEES ANNUAL REPORT** (cont'd)

Committee, but in each instance, quorum could not be reached. New members were recruited early in fall 2005 and the revamped committee has since met.

For the Woodroffe Campus Motive Power Technician Advisory Committee, meetings were held in conjunction with the Local Apprenticeship Committee (LAC) which met on a monthly basis. With the introduction of the Motive Power Co-op/Apprenticeship/Diploma program, a separate Advisory Committee will be formed in 2005-2006.

All Advisory Committees met in the Faculty of Health, Public Safety and Community Studies and in the School of Algonquin College in the Ottawa Valley (Pembroke).

The main activity of the College's Advisory Committees consisted of the review of the programs of study and the specific skills required of graduates by employers. Ten programs undertook major curriculum reviews as part of the Program Review Pilot Project. Recommendations related to curriculum changes were acted upon by the Schools. Advisory Committees also identified Continuing Education requirements which were brought to the attention of the staff of the School of Part-time Studies.

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 the hiring of graduates.

A few Advisory Committees expressed the need for maintaining current industry technologies and equipment and modifying lab space. Meeting the capital requirements of programs is always a challenge; the College has begun to address these concerns within the limitations of the budget during the past academic year,

All program specific recommendations addressed to the Board of Governors by the Advisory Committees have been actioned by program staff. With the suspension of the Commercial Pilot and Aviation Management program, that Advisory Committee has been put in abeyance.

RESOLUTION

05-84 DECISION ITEMS AND REPORTS (cont'd)**ADVISORY COMMITTEES ANNUAL REPORT** (cont'd)

MOVED AND SECONDED – Blackstein and Wilson

1. that the Board receive the report of the activities undertaken by the Advisory Committees and the operational actions taken by the Administration and;
2. that the Board approve the recommendation of the Financial Studies Advisory Committee to separate the committee into two new Advisory Committees: the Accounting Advisory Committee and the Financial Services Advisory Committee.

CARRIED

Questions/Comments

- *Does every program at the College have an advisory committee?* Every post-secondary program or group of programs has an advisory committee.
- *Advisory Committee members are an incredible group of dedicated people who would likely appreciate receiving a copy of the report.* It was agreed that the report would be shared with Advisory Committee Chairs.
- *What is the difference between the two advisory programs – Financial Services and Accounting? What is the reason for the division of the original committee?* The two programs have diversified themselves over the past few years and thus the recommendation came forward from the Committee to be divided.
- *What is the policy rationale for the large number of advisory committees?* In the past, there have been as many as 95 advisory committees, so there has been a reduction. Ministry regulations require the College to have one advisory per program or cluster of programs. As an example, Nursing and Nursing related programs such as Personal Support Worker are grouped, however, there are a number of programs that are stand alone because of their specificity, such as the Florist Program.

05-85 MANAGEMENT SUMMARY REPORT*Questions/Comments:*

05-85 MANAGEMENT SUMMARY REPORT (cont'd)

- *Does the College's insurance policy cover Board members; for example, travel to meetings? Yes.*
- *How many people receive the Management Summary Report? Is it the best use of staff time to prepare it for only an information item to the Board? From a governance perspective, it would be far more effective for the Board to receive a balanced scorecard type of report so there is an understanding of governance issues versus operational reporting. It was agreed that the Management Summary would be posted on the Board of Governors website as an information item for the entire College community as well as the general public.*
- *Governor Blackstein commended the College and Student Services Department for their efforts on the United Way Campaign and the contribution totalling over \$100,000.*

The complete management summary report is available on the Board of Governors website at:

<http://www.algonquincollege.com/board/meeting%20minutes.htm>.

There being no further business, the Chair thanked the members of the Board and Administration for their contribution to the College and wished the group a Merry Christmas and wonderful holiday season. The meeting adjourned at 6:00 p.m.

David Wallace
Chair

Anna Cobus
Recording Secretary