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**DRAFT**

**BOARD OF GOVERNORS**

MINUTES OF MEETING NUMBER FOUR HUNDRED AND FOURTEEN OF THE BOARD OF GOVERNORS OF ALGONQUIN COLLEGE WHICH WAS HELD ON MONDAY, APRIL 10, 2006 AT 5:00 P.M. IN ROOM C539, WOODROFFE CAMPUS, ALGONQUIN COLLEGE

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

Regrets: Amelita Armit  
Sterling Hartley

Vice Presidents seated at the table:

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

Resource Personnel and Observers:

Gerry Barker  
Jennifer Daly-Cyr  
Marguerite Donohue  
Dawn Dubé  
Lise Filiatrault  
Emily Goucher  
Jim Hicks  
Pat Kelly

Kent MacDonald  
Andrew McKelvey  
Doug Ouderkirk  
Luc Presseau  
Rick Reid  
Brenda Rothwell  
Deborah Rowan-Legg  
Pauline Tam

Anna Cobus  
Recording Secretary

*The Chair called the meeting to order at 5:01 p.m. and noted that an in camera session would be held following the regular meeting of the Board.*

**06-16 CONFLICT OF INTEREST DECLARATION**

None declared.

**06-17 APPROVAL OF PREVIOUS MINUTES**

**RESOLUTION**

MOVED AND SECONDED – March and Cameron

that the minutes of the meeting held on March 13, 2006 be adopted as amended.

CARRIED

**06-18 BUSINESS ARISING**

Governor Wilson inquired as to why the Baking and Pastry Arts Program has an ad-hoc advisory committee when it has been operating for 25 years. R. Reid, Executive Dean, Faculty of Business and Hospitality replied that the program was a part of the advisory committee serving a cluster of hospitality programs that is now being divided so there will be separate advisory committees for each of the culinary programs.

Governor Wilson also inquired as to why the Baking and Pastry Arts Program shows 72% contribution in its fifth year and why there is only one full time academic position for the program when there are 58 students projected. R. Reid noted that the program was modified to allow for a higher profile for recruiting, and also to move to a secondary funding status to attract better funding as the current model has not been meeting the required contribution. As the program moves forward, projected expenses and revenues will be re-examined in terms of staffing levels (currently, staffing is shared across a number of culinary programs). It was clarified that the projected 58 students is for the total of year one semester enrolments (i.e. 30 in semester one, 28 in semester two).

Lastly, Governor Wilson inquired as to whether the impact of moving the program from a grade 10 requirement to a grade 12 requirement had been examined in terms of the recruitment process? R. Reid noted that, currently, more than half of the students come from a non-post secondary

**06-18 BUSINESS ARISING** (cont'd)

setting and it is anticipated that the new program will allow the College to tap into a more post secondary enrolment.

**06-19 REPORT OF THE CHAIR**

The Chair reported that on the table for Governors was a one-page summary of the annual Association of Canadian Community Colleges conference scheduled for May 28<sup>th</sup> – 30<sup>th</sup> in Calgary. It was noted that, as in the past, the Board will send up to five delegates. Governors interesting in attending were asked to notify the Board office.

A schedule has been developed for the Board's trip to Perth for the May 8<sup>th</sup> meeting. As was done in November for the Board's visit to Pembroke, a bus will transport Governors to Perth and return. The Chair indicated that Governors would be receiving an email confirming the schedule.

As was reported at the March 13<sup>th</sup> Board meeting, a Nominating Committee has been formed with Governor Westeinde as the Chair and Governors Wallace, Holzman and Cameron as the committee members. The Committee will review the 2006 Board member nominees and prepare a recommendation to bring forward at the May 8<sup>th</sup> meeting. Governor Wilson requested that his May 18, 2005 memo in which recommendations were suggested for the process of nominations be given consideration by the committee and added that he would be happy to assist the committee in reviewing the nominations. Governor Westeinde replied that this would be taken under advisement by the committee.

The Chair reported that he had received a letter from Minister George Smitherman of the Ministry of Health confirming that the College has been successful in its application for funding for a video specific facility to the healthcare sector.

**06-20 REPORT OF THE PRESIDENT**

The President reported on the following:

- Since the last meeting of the Board, the focus at the Provincial level across all Colleges has been on the recent faculty labour disruption. The mediation arbitration will take place at the end of June. The mediators final decision is expected in July or August and will be binding on both parties.

**06-20 REPORT OF THE PRESIDENT** (cont'd)

- The Provincial Government announced its budget on March 27<sup>th</sup>; details regarding the MTCU grants have not yet been released.
- The Enrolment Target Agreement (ETA) timelines have been released with penalties or bonuses relating to achieving targets.
- Construction on the College's new Animal Health Care Facility is scheduled to begin in May 2006 with completion in October 2006.
- The Strategy and Business Development Division is developing Project Africa in conjunction with many partners including school boards; the Board will receive a briefing on the project in May.
- The College has undertaken a complete overhaul of its website; Governors were encouraged to view the new site at [www.algonquincollege.com](http://www.algonquincollege.com).
- It is still unknown as to whether the College will be required to complete its 2007-08 budget in November as a result of financial consolidation; the College continues to plan to meet the target should it become a reality.
- The KPI results were recently released; the College's performance was weaker this year but still ahead of the system average.

*Questions/Comments*

- *Who are the other Colleges in the top of the KPI rankings?* Niagara, Conestoga, La Cite, Lambton, St. Lawrence, Durham, and Sir Sanford. The President noted that the College did not put forth the same effort as it had in previous years in terms of administering the surveys and saw a negative effect as a result. The Board will receive a full briefing in June once a full analysis of the KPI results has been completed.
- *How is the construction of the animal care facility being funded?* A portion of the funds were in reserve in the 05-06 budget and the remainder are in the in the 06-07 budget.

**06-21 DECISION ITEMS AND REPORTS****PROGRAM APPROVAL – FURNITURE TECHNICIAN**

R. Hanson presented a request to modify the title of the current Furniture Technician Program to *Cabinet Making and Furniture Technician*. The addition of the term cabinet making provides enhanced information to a prospective student/employer as to the nature of the program of study, enhanced visibility for the program on the web, and a response to student focus group recommendations presented during program review.

**06-21 DECISION ITEMS AND REPORTS** (cont'd)**PROGRAM APPROVAL – FURNITURE TECHNICIAN** (cont'd)**RESOLUTION**

MOVED AND SECONDED – Wilson and Gal

that the Board of Governors seek approval from the Curriculum Validation Services to modify the program title of the Furniture Technician program to Cabinet Making and Furniture Technician, effective fall 2006.

CARRIED UNANIMOUSLY

**2006-07 FEES SCHEDULE**

D. Rowan-Legg, Registrar, presented the 2006-07 Tuition Fees Schedules for approval.

In accordance with the Ministry binding policy directive, fees schedules require the approval of the College Board of Governors. To date, the College has not yet received the final version of the Ministry fees guidelines for the implementation of its new Tuition Fee Policy for 2006/2007 to 2009/2010. However, the College has been assured by Ministry staff that the basic parameters of the policy will not change in the final version.

The proposed fees schedules are in compliance with the Ministry's new tuition fee policy for 2006/2007 to 2009/2010. The recommended motions specify the proposed tuition fee increases.

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 the calculation uses projected enrolments for 2006/2007.

In the terminology of the new Tuition Fees Policy, programs previously described as "additional cost-recovery or deregulated" are now described as "high demand". Enrolment in such programs must not exceed 15% of a college's basic post-secondary enrolment. Based on enrolment projections for 2006/2007, the College is within this maximum (14.42%).

Other changes from the fees schedules for 2005/2006 are as follows:

- Tuition fee discounts for students 60 years of age and over have been discontinued.
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**06-21 DECISION ITEMS AND REPORTS** (cont'd)**2006-07 FEES SCHEDULE** (cont'd)

- The Photography program has been added as a Mobile Computing Fee program.
- Co-op fees have increased from \$440.00 to \$465.00 per co-op work term.
- The Health Services Fee (\$10.00 per term) will not be assessed to students in weekend program offerings.
- The Health Services Fee will be assessed to all full-time students at the Pembroke Campus.
- Refund Policy for International Students reflects the Ministry of Training, Colleges and Universities formula.
- International student fees:
  - Premium for full-time students increased from \$4,000 per term to \$4,200
  - Part-time hourly rate increased from \$15.66 to \$16.46
  - ESL (8 weeks) increased from \$2,125 to \$2,200.

The new high-demand programs are Respiratory Therapy and Interactive Multimedia Developer.

*Questions/Comments*

- *The change in terminology from highly competitive to high demand is very similar; is this term being used in advertising?* The term will only be used for Ministry reporting purposes.
- *Are the high demand programs being increased simply because they are high demand?* Some are more expensive to offer than others.
- *Why is there no increase in tuition for the high demand Outdoor Adventure Program?* While the demand is regularly high for this program, it did not meet its enrolment projection last year so a decision was taken to not increase the fees for 2006-07.
- *Governor Wilson inquired as to whether the Board had supported the decision to discontinue the seniors' discount.* It was noted that the Fees Schedule presented in 2005 included this information and was approved by the Board of Governors.
- *How was the figure of a \$100 increase in tuition for first year students determined?* It was a part of the Ministry's tuition fee policy guideline.

**RESOLUTION**

Moved and Seconded – Johnson and Robblee

**06-21 DECISION ITEMS AND REPORTS** (cont'd)2006-07 FEES SCHEDULE (cont'd)

that the Board of Governors approve, for Ministry-funded programs, an increase in annual tuition fees for *regular* programs of \$100.00 for first year students, and 4% for continuing students; and for *high demand* programs 8% for first year students and 4% for continuing students for the 2006/2007 academic year, with the following exception: no increase in tuition for Outdoor Adventure; AND

that the Board of Governors approve a 4.5% increase in tuition fees for *regular* part-time Ministry-funded diploma and certificate programs from \$4.34 to \$4.54 per contact hour, effective 2006 Fall Term; AND

that the Board of Governors approve an increase of 4.5% in weekly tuition fees for tuition short certificate programs from \$50.82 to \$53.11, effective 2006 Fall Term; AND

that the Board of Governors approve an increase of 4.5% for PLA (Prior Learning Assessment) from \$99.80 to \$103.79, effective 2006 Fall Term.

CARRIED  
13 in favour  
1 against (Wilson)

PRESENTATION OF THE 2006-07 BUDGET

President Gillett prefaced the presentation of the 2006-07 budget by observing that the details of the Ministry grants which represent 47% of the budget have not yet been released. As a result, the budget was built based on the assumption of system share as was done in the past. In addition, the President noted that the College will present the annual Business Plan at the June Board of Governors meeting which will contain the details for the figures in the budget.

R. Letourneau, Vice President, Finance and Administration began the presentation by noting the tremendous collaboration and cooperation throughout the College during the budget preparation process.

In summary, there is a positive bottom line of \$954,000 in 2006/07 (similar to previous year). Positive unrestricted net assets are projected for the next 5 years. There are reasonable provisions for growth, government grants and inflation, and limited provision for capital spending. Finally,

**06-21 DECISION ITEMS AND REPORTS** (cont'd)**PRESENTATION OF THE 2006-07 BUDGET** (cont'd)

there has been a change in format to anticipated provincial requirements (including a 5-year plan).

The budget does not reflect any new major capital projects or debt financing for a potential new Trades Facility or a new Student Centre/Auditorium; or, unusual or significant changes to Government funding structures.

The budget includes the following assumptions:

- Tuition fee increases based on Provincial guideline of 5%;
- Enrolment growth of less than 1%;
- \$5.8 million for inflationary pressures in 2006/07;
- Capital spending that maintains or enhances quality and supports reputation, registration or retention.

The following significant risks have been identified:

- A potential operating deficiency in 2008/09;
- Government funding frameworks have not been clarified, particularly related to Quality Improvement Funds and declines in Operating Grants which could leave the College exposed if there is a major change;
- Decreased revenues or Increased expenses resulting from the recent labour disruption.

The budget includes funding for:

- The construction of the Animal Care Facility on the Woodroffe Campus;
- The scoping for Phase III of the Simulation Lab;
- The retrofitting of the Electronic Labs under AEF;
- The addition of 24 new full time employees;
- Investments in a number of priority areas.

B. Burns, Director of Finance, provided an overview of the various schedules included in the budget.

*Questions/Comments*

- *Is the vacation figure in net assets a global liability?* This is vacation, sick leave and employee benefits. The new section of the CICA handbook requires that this be included and the Ministry has adopted it as a policy as well; the increase is 3% which is the historical pattern of



**06-21 DECISION ITEMS AND REPORTS** (cont'd)**PRESENTATION OF THE 2006-07 BUDGET** (cont'd)

increase. Transactions are not run through the accounts; they are not cash flow items.

- *Why is there a decrease in the 2008-09 projected budget?* When the Ministry announced its 5 year funding model, the increase in 2008-09 drops to \$500K; it is unknown as to why there is a fourth year dip in the five year funding model as the Government did not provide clarification.
- *Does the wage increase account for the results of the settlement for the faculty collective agreement?* Management's last offer to faculty is accounted for; whatever the arbitrator may or may not provide is not included in the budget.
- *What is the status of the multi-year funding announcement from the Ministry?* They have made a definitive funding announcement that flows out to 2009-2010.
- *Why does Ancillary Services have a large increase in income?* This is primarily due to inflationary pressures increasing costs.
- *Is the College comfortable with the tuition fees assumption since last year's projection was off?* Yes. This year's projection is much more conservative at only .37%.
- *What is the range in percentage of employee benefits?* Part time employees' is approximately 10-11%; full time is 19-29%; academic is 20-25%.
- *What is the College's plan in terms of promoting itself as the Eastern Region trainer in Skilled Trades? This is noted in the President's Overview to the budget but is not included as an item in the budget?* This was not provided for in the budget because College money is not available for this purpose and it will take time and significant advocacy to make the dream a reality. The Government will have a focus in this area so the College will attempt to become recognized as a Centre of Excellence to qualify for Government funding. The College is currently working on a vision for Trades training; it is anticipated that the Board of Governors will be briefed in June regarding the vision.
- *Are there any monies in the budget for improvements to the outlying campuses?* A percentage of funds are allocated towards the rural campuses in the facilities renewal and evergreening funds. Rural grant information has not been received from the Ministry as of yet; once it is announced, the rural campuses will be examined separately in terms of what is required for the future. A space needs report for satellite campuses will be provided to the Board in the fall.
- *The College is expending \$11.5M in capital projects which is a significant increase over a few years ago.*
- *Why is there an increase of 10 positions in the Vice President, Academic Office in the complement report?* All new faculty positions

**06-21 DECISION ITEMS AND REPORTS** (cont'd)**PRESENTATION OF THE 2006-07 BUDGET** (cont'd)

are placed under the Vice President, Academic pending budget approval; once approved, the positions are distributed across the various faculties on a priority needs basis.

- *What is the new student guarantee, as referred to in page 4 of the budget document?* This is in the new tuition policy framework which has not yet been defined by the Ministry. This is in relation to the student guarantee to access and quality.
- *Do we anticipate anything different from previous years that may be material to this year's plans?* There is a corridor funding model not yet agreed to as well as the unknown details of the rural campus funding model. These are two of the factors which could be material for the 2006-07 budget. In addition, there have been no details released as to the flow from the recent labour market agreements.
- *The Board would benefit from receiving a presentation on the capital plan to maintain the campuses as well as to determine what is best for the future.* The College could provide an overview to the Board at an upcoming meeting in the fall.
- *Are there any high risk areas in any of the buildings?* No. There are minor scenarios which are being managed. The College has always addressed its serious issues as they arise. However, it is a continual challenge to address the funding for aging buildings.

**RESOLUTION**

MOVED AND SECONDED – Tremblay and Westeinde

that the Board of Governors approve the 2006-07 Budget as presented.

CARRIED  
13 in favour  
1 abstained (Wilson)

**06-22 MANAGEMENT SUMMARY REPORT**

The complete Management Summary report is available at  
<http://www.algonquincollege.com/board/meeting%20minutes.htm>

**Questions/Comments**

- *Page 3 – As noted in the admissions statistics summary, should there be cause of concern since the College's program choices are down more than the provincial average?* This is a trend that has been ongoing for the last 3-4 years in terms of the College losing market

**06-22 MANAGEMENT SUMMARY REPORT** (cont'd)

share. The Eastern Ontario colleges are down while the GTA colleges are up; the Registrar continues to track this.

- *What is the extent of the College's relationship with the Ottawa Senators to have been able to have an information booth at a recent game?* The College has had mainly an advertising relationship with the Senators over the past few years; this year, however, the relationship has extended to going to school boards for recruiting purposes and also leveraging the partnership in terms of promotion.
- *Page 1 - Governor Blackstein commended Karen Davies and the Pembroke Campus on receiving an award at the Ottawa Tourism Awards Gala and also commended Marguerite Donohue and Kent MacDonald for their significant work in the past on this partnership.*
- *Governor Bhindi suggested that in future editions of Staff Cont@ct, the College's online newsletter, that new Board Members be profiled.* This was taken under advisement by D. Dubé, Director of Public Relations.

There being no further business, the Board moved In Camera at 6:43 p.m. and adjourned for the evening at 7:14 p.m.

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David Wallace  
Chair

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Anna Cobus  
Recording Secretary