

DRAFT

BOARD OF GOVERNORS

MINUTES OF MEETING NUMBER THREE HUNDRED NINETY-FOUR OF THE BOARD OF GOVERNORS OF ALGONQUIN COLLEGE, WHICH WAS HELD ON MONDAY, DECEMBER 8, 2003 AT 5:00 P.M. IN THE ROSSER BOARD ROOM, "C" BUILDING, WOODROFFE CAMPUS

Present: Mr. Mike Keller, Chair

Mr. Bryce Bell  
Mr. Vini Bhindi  
Mr. Ric Cameron  
Mr. James Chadwick  
Mr. Steve Georgopoulos  
Mr. Robert Gillett  
Ms Jacquelin Holzman  
Mr. Herb Kreling  
Mr. Wayne McIntyre  
Ms Wendy Nicklin  
Mr. Mubasher Saifi  
Mr. David Wallace  
Mr. Wayne Wilson

Regrets: Ms Cathy Kirkpatrick

Mrs. Nurjehan Mawani  
Mrs. Shirley Westeinde

Vice Presidents seated at the table:

Mr. John Hamilton, Finance and Administration  
Mr. Nick Papadoulas, Acting, Academic  
Mr. Christopher Warburton, Student Life & Human Resources

Resource Personnel and Observers:

Mr. Gerry Barker

Mr. Claude Brulé  
Mr. Brian Burns  
Mrs. Dawn Dubé  
Mr. Adam Gal  
Mr. Gordon McCay  
Mr. Russ Mills  
Ms Brenda Rothwell  
Ms Pauline Tam  
Mr. Morris Uremovich  
Mrs. Pamela Wilson

Brenda McCutcheon  
Recording Secretary

The Chair called the meeting to order at 5:03 p.m. and welcomed all in attendance. While waiting for one more Governor to arrive to achieve quorum, it was agreed to proceed with the non-action items on the agenda.

#### 03-72 CONFLICT OF INTEREST DECLARATION

None declared.

#### 03-73 BUSINESS ARISING FROM THE MINUTES

The President reminded Governors that at the November Board meeting, it had been indicated that there was an error in the cash flow summaries associated with the program proposals and that the revised cash flow summaries would be included in the dossiers for the December Board meeting.

Mr. Nick Papadoulas, Acting Vice President Academic, explained that in both cases, the College was phasing out an old program while phasing in a new program. The contribution made by the program being phased out had not been taken into consideration. It was noted that the full grant year for both programs does not occur until 2010-11 which indicates how long it is before the funding formula takes effect.

Also contained in members' dossiers was a list of current Advisory Committees.

#### 03-74 REPORT OF THE CHAIR

Governors Bell, Saifi and Wilson attended the ACAATO Governors' Orientation Workshop held in Toronto on November 15<sup>th</sup>. All found the Workshop to be worthwhile and thanked the Board for the opportunity to attend.

Beverly Townsend, Chair, ACAATO Executive Committee, wrote to request nominations for the position of Chair and Vice Chair of the ACAATO Executive Committee. The role of the Executive Committee is to develop the strategic agenda for the ACAATO Board of Directors.

The Executive Committee, which is comprised of 5 governor members and 5 president members, meets four times a year, often by teleconference. The two year term for the Chair and Vice Chair positions is April 1, 2004 to March 31, 2006. Candidates for these positions will be nominated by their Boards from among the governors eligible to be elected Chair or Vice Chair. The election will be held at the Annual General Meeting on February 23, 2004.

Brochures for the 2004 ACAATO Conference to be held in Kingston, February 22<sup>nd</sup> and 23<sup>rd</sup> were on the table. 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.

The Chair extended the Board's congratulations to Governor Kreling on being re-elected to City Council.

At the 2003 Greater Ottawa Chamber of Commerce Business Awards held on November 20<sup>th</sup>, Governor Westeinde won the Silver Award for Business Person of the Year, coming second to Patrick Gillin who won the Gold Award .

The January issue of Governors' Update was on the table.

The Chair advised that the agenda would be revised to accommodate the reconstituting of the Algonquin College Foundation. Mr. Gordon McCay, a member of the College's legal firm, planned to join the meeting later to explain what actions the Board needed to take in order to achieve this objective.

Quorum having been achieved, the regular agenda was resumed.

#### 03-75 MINUTES OF THE PREVIOUS MEETING

##### RESOLUTION

MOVED AND SECONDED - Cameron and Chadwick

that the minutes of the meeting held on November 10, 2003 be adopted as circulated.

CARRIED UNANIMOUSLY

#### 03-76 REPORT OF THE PRESIDENT

The President reported on the following:

- On the table was a letter from the CAAT Pension Plan advising that both management and the unions have agreed to a 1.5% increase in pension contribution rates for both employers and employees to begin to rectify the shortfall in the Plan. The economic impact on the corporate side of the College is \$1.2 million and an equal amount will be paid by employees beginning in January, 2004.
- Jim Watson, the local M.P.P. is hoping to arrange a visit from the Honourable Mary Anne

Chambers, Minister of Training, Colleges and Universities, in January. Governors will be advised when this meeting has been arranged.

- A tentative settlement has been reached with the Support Staff Union. While no date has been announced for the ratification vote, reaction across the system is positive.
- The third Residence is now completed. This addition includes a small store providing an enhanced food service for students. Governors interested in a tour of the Residence before or after a Board meeting were requested to advise the Board Office.
- Meetings are being held with the mayors of Pembroke and Petawawa to discuss options for dealing with Pembroke Campus issues.
- A meeting has been held with sheet metal unions and mechanical contractors with the result that the College will restart the Sheet Metal program in the new year. Meetings have also been held with automotive dealers and there is a great deal of support for the idea of establishing an Eastern Ontario Trades Centre at the College.
- A Christmas party for staff was held over the weekend with over 350 people in attendance.
- Staff and students raised just over \$91,000 for the United Way which has also contributed to improving the overall spirit of the College this fall.
- Consideration is being given to changing the way the budget is developed to align it more closely to the objectives contained in the College's Strategic Plan. Algonquin's Strategic Plan has been well received across the College.

Governor Wilson expressed his pleasure that the Sheet Metal program would be starting up again in the new year. However, he was concerned about those students whose studies were interrupted when the program was cancelled. Will they be contacted so that they can complete their program of studies? The President replied that these students will be advised of the start up of the new Sheet Metal program. The Precision Metal program will not be re-offered and the industry is supportive of this decision recognizing that there are no jobs in this field locally. The sheet metal unions will support the College by providing lists of students at the basic, intermediate and advanced level who should enrol in the program as well as by ensuring adequate numbers do enrol.

### 03-77 DECISION ITEMS AND REPORTS

#### PROGRAM APPROVALS AND PROGRAM NAME CHANGE

Professional Writing: Mrs. Pamela Wilson advised that this two year post secondary program was intended to provide students with an opportunity to acquire introductory writing skills. Students will learn to write for print, live events and a wide range of media: broadcast, non-broadcast, the Internet, and CD-ROMs. At the moment, Algonquin does not offer a writing program for students to take directly from high school and this program will meet that need. An industry survey also indicated a substantial interest in the program.

#### RESOLUTION

MOVED AND SECONDED - Holzman and Georgopoulos

that the Board of Governors seek approval from the Ministry of Training, Colleges and

Universities to offer the two year post secondary Professional Writing program, effective Fall 2004.

CARRIED UNANIMOUSLY

Interactive Multimedia Developer: Mrs. Wilson explained that the College currently offers a one year post diploma program in Interactive Multimedia which is oversubscribed and not eligible to high school students. This new two year program will enable students to complete a comprehensive curriculum without prior experience. The School of Media and Design plans to develop an articulation agreement with the Bachelor of Information Technology (BIT) - Interactive Multimedia and Design program at Carleton University and phase out the current post diploma program. Students currently enrolled in the post diploma program feel that one year is not long enough to acquire all the skills they need and have expressed interest in a two year program. The College plans to add Flash, a software program that is used more and more by web site developers, to the curriculum and there is not enough time in the one year program to include Flash training. An extensive survey of 60 local employers indicated that there is growth in this field as well as a willingness to hire an Algonquin College graduate.

In response to a question as to why the proposed program would receive grant money immediately, Mr. Papadolias explained that the College is receiving funding for students enrolled in the post diploma program four years ago. As the post diploma program is phased out, the College will continue to receive funds for students enrolled, three, two and one year ago. It was noted that one of the directions from the Board was to reduce program subsidization from \$5.8 million to \$2 million by the 2004-05 fiscal year. In the current fiscal year, program subsidization is at \$2.4 million. The full grant for the new two year program will not come into effect until 2009-10.

Noting that Professional Writing predicted losing 4 out of 30 students, while this program predicts losing 7 out of 35, the question was asked how does the College predict attrition? Mrs. Wilson replied that the prediction was based on the attrition rate in the current post diploma program. Mr. Mills continued that many students are not ready for the amount of work expected of them in a one year intensive program. While the two year program will be intensive, it will not have the same pressures as the one year program. The President added that attrition is a huge problem for all post secondary institutions. Overall, Algonquin loses 37% of its students between enrolment and graduation. If a student changes programs, that also counts as part of a college's attrition rate. Canadian statistics indicate that 30% of high school students make it through to a diploma or degree. Attrition would make a good presentation topic for a future Board meeting.

In response to the question as to why some program proposals contained risk factors while others did not, Mr. Papadolias explained that risk factors generally refer to investment in specialized equipment and dedicated lab space which this program would require, while the Professional Writing program would not require either dedicated space or specific equipment.

RESOLUTION

MOVED AND SECONDED - Kreling and Bell

that the Board of Governors seek approval from the Ministry of Training, Colleges and

Universities to offer the two year post secondary Interactive Multimedia Developer program effective Fall 2004.

CARRIED UNANIMOUSLY

Internet Application Programmer: Mr. Claude Brulé advised that while the College does offer a number of software development related programs, it does not offer a full time program whose entire focus is on the development and maintenance of Internet Application Solutions. This program will provide students with an education in Internet technology, Internet programming, and the analysis and design of Enterprise Internet application solutions interacting with databases. This program is designed to take graduates to the forefront of e-commerce. A survey of students in the Computer Studies program revealed that 71% would have been interested in applying to this program if it had existed when they were applying to their current program of study. 68% said that they would complete their current program and then apply to this one. The Advisory Committee unanimously endorsed the offering of this program.

In response to a question as to how confident staff were that enrolment would double between the first and third years that the program is offered, Mr. Brulé replied that based on the current climate, it would appear that the malaise associated with information technology has bottomed out and students are more interested in pursuing careers in that area, particularly the Internet.

It was observed that the program will experience a financial loss during the first two years of its operation. Mr. Papadolias explained that any time a brand new program starts up and there is no phasing out of an existing program, the College must cover the operating costs as the grant does not come into effect until after two years and then the College only receives credit for one third of enrolment. It takes approximately six years for the full grant to take effect. Program subsidization of \$2 million recognizes that new programs need support as not every program can make money from day one. If the projected enrolment does not materialize, staffing levels will be reduced thereby mitigating the losses.

It was noted that the first two program proposals contained information on the number of hours per week a student spent on a particular course. This program indicates the number of hours per semester. It would be helpful to have a consistency of presentation. Also, in one program, tuition is quoted at the full year cost, while in another, it is by semester. Again, consistency would be helpful for a comparison.

In response to questions, Mr. Brulé indicated that only 6 formal letters of support were received, but many more were submitted by email. Graduates of this program will be prepared for entry level positions and able to grow in the job, similar to graduates of the other computer studies programs. No other college in Ontario is offering a similar two year program. As yet, there is no industry certification available for web developer or Internet application programmer.

RESOLUTION

MOVED AND SECONDED - McIntyre and Bhindi

that the Board of Governors seek approval from the Ministry of Training, Colleges and

Universities to offer a two year post secondary Internet Application Programmer program effective Fall 2004.

CARRIED UNANIMOUSLY

Business Administration - International Business: Mr. McIntyre advised that this program would be an option in the three year Business Administration program. Students enrolled in the three year program take the first three semesters as a common core and then choose their major for the last three semesters. The Department has worked closely with the Forum for International Trade (FITT) in developing this program and completion of the program will allow graduates to be immediately eligible for the FITT Certified International Trade Professional (C.I.T.P.) designation without writing an additional exam. Graduates will be looking at middle management positions in both the public and private sectors in areas such as banks, trading houses, small and medium size businesses. A survey of local and regional business indicated strong support for international business training. Research shows that international business programs elsewhere are fully subscribed. Students will also have the opportunity of co-op placements and some may take place off shore. This new option will provide our Business Administration students with more choice.

RESOLUTION

MOVED AND SECONDED - Chadwick and Holzman

that the Board of Governors seek approval from the Ministry to offer the Business Administration - International Business program major, effective September 2004.

CARRIED UNANIMOUSLY

Program title change: Mr. Barker advised that the School was examining ways to make the Security and Alarm Systems Technician easier to market. In consultation with the Advisory Committee, it was agreed that changing the name to Security Systems Technician will better describe the learning outcomes of the program which include access control, closed circuit television and other techniques as well as alarms. The current title puts too much emphasis on the practitioner being an installer.

RESOLUTION

MOVED AND SECONDED - Bell and Nicklin

that the Board of Governors seek approval from the Ministry of Training, Colleges and Universities to modify the name of the Security and Alarms Systems Technician program to Security Systems Technician, effective September 2004.

CARRIED UNANIMOUSLY

03-78 ALGONQUIN COLLEGE FOUNDATION

With the arrival of Mr. McCay and with the consent of Governors, the Board meeting was adjourned at 5:55 p.m. while a meeting of the Algonquin College Foundation was convened.

At 6:20 p.m. the meeting of the Algonquin College Foundation was concluded and the meeting of the Board of Governors was resumed.

The minutes of the meeting of the Algonquin College Foundation are attached as Appendix "A" to these minutes.

### Mid-year Report on Key Operational Outcomes Contained in the 2003-2004 Business Plan

Members had in their dossiers a report on the actions undertaken by the various areas in order to meet the key operational outcomes described in the 2003-04 Business to achieve the first year of the College's five year Strategic Plan.

Academic: Mr. Papadolias noted that the Academic Strategic Plan has been superimposed on the College's Strategic Plan. For 2003-04, the Academic area is concentrating on six areas since the Strategic Plan is a five year plan.

- In terms of the Quality Mission, programs and services, the Academic Strategic Plan has taken the information from KPIs and developed criteria on quality and contribution that each post secondary program is expected to produce on an annual basis. Since Apprenticeship and Tuition Short programs are not subject to KPI surveys, the College is developing measures for these programs similar to those for post secondary programs. Students will be surveyed in February for their views on the services provided to them. Last year the College was number one in Student Satisfaction.
- Program quality deals with staff and their performance in the classroom. A few years ago, an academic standard was developed called the Professor of the 21<sup>st</sup> century. Using monies from the Quality Assurance Fund, the College will develop PD workshops to align professors' skills with the criteria outlined in the Professor of the 21<sup>st</sup> century document.
- As part of the Quality Mission, the College will continue to grow following the smart growth guidelines. Through QAF support, 14 programs will be reviewed: some areas are new initiatives while others will update current offerings. Funding is also being provided to expand CE offerings.
- Under services, the Academic sector will define what is meant by student success which will include retention rates, graduation rates, employment rates. While statistics exist, there is not a common definition or base line value for any of the above. The College will begin to track performance by program and base lines for each program will be established and published.
- The integration of technology goes to support the learning and teaching environment. The most recent report on e-learning indicates that Algonquin is one of the leading colleges offering hybrid courses. Initial monitoring of the performance of students in hybrid courses shows that results are positive when compared to students using a traditional delivery method. At the moment, 9% of the curriculum is available on-line. The College's goal is to move to 20% on-line over the next five years.
- Through QAF monies, the Academic Sector has secured \$1 million for the upgrading of some non-IT equipment used in labs.

Finance and Administration: Mr. Hamilton noted that the diverse nature of Finance and



Administration does not match the specifics outlined in the Strategic Plan. With the development of the Vision and Mission Statements, a matrix of sixteen goals was created. The departments in Finance and Administration reviewed the sixteen goal statements, identified those relevant to their department and developed specific goals and objectives to meet the requirements of the Mission Statements.

- With regard to the Quality Mission, Information Technology Services has committed to developing a business continuity and resilience plan. With \$200,000 from the Quality Assurance Fund and business partners, a second pipeline into the College is being installed so that if the first pipeline goes down, there will be a backup. The first year will see 20% of the College's computers provided with backup support. As the plan is implemented over the five years, all computers will be provided with backup support.
- Finance and Administration is working with Human Resources to develop staff training programs that emphasize customer service. The first program will be offered in the spring to existing employees and the second in the summer to new employees.
- In order to implement the PeopleSoft financial system, the Finance Department committed to extensive training for staff who will be utilizing this system. This training will be completed before the end of December in time for the go-live date of the system.
- Under the Technology Mission, Finance and Administration aimed to complete the implementation of the PeopleSoft financial system on a timely basis. The project is on time for switching from Ross to PeopleSoft on December 17<sup>th</sup> and systems have been tested. Deloitte staff working with the College to implement this project have stated that this is one of the smoothest transition experiences they have seen.
- The final phase of the plan to replace the Nortel switch with the Bell/Cisco switch will be completed during the current fiscal year.
- The student IT fee is being reviewed and discussions are being held with the Students' Association around the amount of the increase and what additional services students can expect from that increase.
- The College's financial reporting structure has been aligned with the Charter requirements as evidenced by the filing of a Business Plan with the Ministry at the end of September.
- In the area of financial stability, the department has completed the arrangement for bridge financing of up to \$7 million for the SuperBuild funding which will be flowed over three years. Work on the Trades building has commenced.
- An agreement of purchase and sale with conditions has been signed for the Lees Avenue Campus. It is anticipated that it will take six to nine months to complete the sale. There is a sixty day opt out clause in the event the College finds another buyer at the same or better price with no conditions.

Student Life and Human Resources: Mr. Warburton advised that his area had examined the sixteen goals and determined the best ways for each department: Student Services, Financial Aid and Human Resources to support these goals.

- The four Mission Statements will have an impact on the issue of HR development at the College. As the number of vacancies continues to increase in the next five years, succession planning will be critical to the health of the organization.

- Human Resources will hire a Recruitment Officer whose focus will be in the areas of recruitment, development and retention of staff. This Officer will work with Deans and Directors to ensure that the right people are hired for the right job.
- Human Resources will work to develop core competencies for the Administrator of the 21<sup>st</sup> century similar to those for the Professor.
- Human Resources will work with departments to develop the customer service training needed by all staff at the College.
- Human Resources will invest in technology to eliminate the duplication of documents by making them available on the web.
- Human Resources is reviewing a software package to assist with the performance review process.
- The service departments in Area 1 are very good at seeking client feedback and implementing changes as a result of this feedback.
- While Human Resources is not a revenue generating department, it can contribute to the overall fiscal health of the College by providing timely information to Management so that the requisite actions can be taken.

Strategic Development Group: The President provided an update on the areas which report to him.

- This past quarter, the College established a Business Development Unit which will combine business development, fund raising and Alumni affairs.
- The International Education Centre has undertaken a complete review of its operation and is targeting a number of new areas for growth. Since the beginning of the fiscal year, the Centre has increased its contribution by \$250,000 over projection. Agents are being used in a number of countries rather than sending staff over to recruit for the College. The Centre is also entering into projects with other colleges.
- The Marketing Department has recognized the need to have individual market strategies for each line of business rather than using a more generic marketing approach. Advertising on television is having a positive response. The Department is using research more in order to target its marketing campaigns. The number of applications and first choice designations from high school students continues to grow.
- The Public Relations Department is focusing on a number of initiatives. Efforts are underway to make greater contact with all levels of government: local, provincial, federal. The building of an advocacy campaign for both the internal and external College communities is going well. Media contacts have increased and for the most part, the stories have been positive.

The President concluded that the College is on target at mid-year to achieve the first phase of the Strategic Plan. A report on what has been achieved will be provided to the Board as well as to the College Community at the end of the year.

Members congratulated the Administration for a very comprehensive interim report. The question was asked could the information be provided in a simpler form. Some members experienced difficulty in equating progress with measured outcomes. Perhaps a system of green dots for on target and red dots for delays in completion could be used. As of December, the key

operational outcomes were on target. The next time the information is presented, it should only encompass the period from December onwards. Members wondered if there were some way of quickly seeing if an outcome was on target, behind or ahead. The Administration agreed to take this suggestion under advisement.

### 03-79 MANAGEMENT SUMMARY REPORT

Under the Report of the Vice President Academic was a report that the School of Health and Community Studies participated in the annual Education Fair at The Ottawa Hospital; there was not much interest from staff and the question was asked why? Mr. Papadolias did not have an answer to the question and agreed to look into the matter and provide a report which will be circulated to Governors. Governor Nicklin advised that the number of nurses working on acquiring their degree was huge.

Noting the donation of two diesel engines, Governor Bell wondered if the College had a list of equipment it was seeking. The President replied that the College will be starting an equipment campaign in the spring; it will be a targeted plan which will be shared with Governors. Any Governors knowing of potential donors should contact the President.

Governor Nicklin wondered what percentage of staff and students had received the flu vaccination. Mr. Warburton replied that he did not have those statistics at hand, but would inquire of Health Services. Many staff choose to be vaccinated by their family physician.

Governor Wilson wondered if the College were pursuing any initiatives to increase enrolment in apprenticeship programs. The President replied that despite the fact that it is the Ministry's responsibility to promote apprenticeship programs, the College was working with the Ministry in this regard. Having the unions help promote apprenticeship programs as well as the concept of a Trades Centre in Eastern Ontario will be helpful to the College. Algonquin will also be strongly encouraging employers to join in the campaign.

The complete written Management Summary is attached as Appendix "B" to these minutes.

### 03-80 INFORMATION ITEMS

The following items have been received and are available from the Board Office upon request:

#### Directives

November 5, 2003 Approval to reclassify the Sports Management Post Diploma program and to change the title to Sport Business Management. The Sports Management Post Diploma program will be suspended effective September 1, 2003.

### 03-81 OTHER BUSINESS

There being no other items of business, adjournment was moved at 7:00 p.m.

MINUTES of a meeting of the Members of THE ALGONQUIN COLLEGE  
FOUNDATION held at 1385 Woodroffe Avenue, Ottawa, Ontario on the 8<sup>th</sup> day of  
December, 2003

PRESENT: Those individuals whose names appear on the Schedule "A" annexed hereto.

#### 03-01 CALL TO ORDER

With the unanimous consent of the meeting Michael Keller acted as Chairman of the Meeting  
and Brenda McCutcheon acted as Secretary of the Meeting.

Notice having been given and a quorum of the Members being present the meeting was declared  
to be regularly constituted.

#### 03-02 REDUCTION IN THE NUMBER OF DIRECTORS

The Chairman advised the meeting that a Special Resolution of the Foundation had been passed  
by the Board of Directors of the Foundation on June 5, 2000 to reduce the size of the Board  
from six (6) Directors to three (3) Directors.

The following was moved and seconded as a Special Resolution and unanimously confirmed:

BE IT RESOLVED as a Special Resolution of The Algonquin College Foundation that the size  
of the Board of Directors be reduced to three (3) directors from the current size of six (6)  
directors as is presently provided for in the Letters Patent that originally constituted the  
Foundation.

#### 03-03 BY-LAW NUMBER 1A

The Chairman then tabled proposed By-law No. 1A of the Foundation that had been passed by  
the Board of Directors of the Foundation on June 5, 2000, a copy of which is annexed as  
Schedule "B" to these Minutes.

It was moved, seconded and unanimously resolved that the said By-law No. 1A be and the  
same hereby is confirmed as a by-law of the Foundation.

#### 03-04 OTHER BUSINESS

There being no further business the meeting then adjourned.

MICHAEL KELLER                      BRENDA MCCUTCHEON

Chairman of the Meeting      Secretary of the Meeting

#### Schedule A

The following Individuals, all of whom are Members of The Algonquin College Foundation were  
in attendance at the meeting of the Members held on December 8, 2003

First, Individuals who are Members of the Foundation by virtue of their positions as Governors of The Board of Governors of The Algonquin College of Applied Arts and Technology:

Mr. Michael Keller  
Mr. Bryce Bell  
Mr. Vini Bhindi  
Mr. Ric Cameron  
Mr. James Chadwick  
Mr. Steve Georgopoulos  
Mr. Robert Gillett  
Ms Jacquelin Holzman  
Mr. Herb Kreling  
Mr. Wayne McIntyre  
Ms Wendy Nicklin  
Mr. Mubasher Saifi  
Mr. David Wallace  
Mr. Wayne Wilson

Second, individuals who are Members of the Foundation by virtue of their positions as Directors of The Algonquin College Foundation:

Mr. John Hamilton  
Mr. Brian Burns

#### BY-LAW NUMBER 1A

#### A by-law amending By-law Number 1 of THE ALGONQUIN COLLEGE FOUNDATION

BE IT ENACTED as a by-law of the Algonquin College Foundation as follows:

1. Paragraph Number 3(a) of By-law Number 1, which currently reads as follows:

The affairs of the Corporation shall be managed by a Board of six (6) Directors, of whom at least 40% shall be from the private sector in the geographical community of the College, one of whom shall be the President of the College, ex officio, with voting rights, and the remaining five shall be elected by the Membership with the consent of the Board of Governors for the College. In addition, the Treasurer for the College shall be ex officio a member of the Board, without voting rights.

is hereby amended to read as follows:

The affairs of the Corporation shall be managed by a Board of three (3) Directors. One of whom shall be the President of the College, ex

officio, with voting rights, and the remaining two shall be elected by the Membership with the consent of the Board of Governors for the College.

- Paragraph Number 18 of By-law Number 1, which current reads as follows:

The membership shall consist of the members from time to time of the Board of Governors for the College, the Directors, and Honourary Directors from time to time of the Foundation, and such individuals, corporations, partnerships and other legal entities as are admitted as members by the Board of Directors.

is hereby amended to read as follows:

The membership shall consist of the Directors and Honourary Directors from time to time of the Foundation, and such individuals, corporations, partnerships and other legal entities as are admitted as members by the Board of Directors.

PASSED BY THE the Board of Directors of The Algonquin College Foundation and sealed with the Corporate Seal on the 5<sup>th</sup> day of June, 2000.

ROBERT C. GILLETT

BRIAN BURNS

President

Secretary

CONFIRMED BY two-thirds of the Members of The Algonquin College Foundation in attendance at a duly constituted meeting of the Members held on 8<sup>th</sup> day of December, 2003.

MICHAEL KELLER

BRENDA MCCUTCHEON

Chairman of the Meeting

Secretary of the Meeting

APPENDIX " B"

MANAGEMENT SUMMARY REPORT  
TO THE BOARD OF GOVERNORS  
December 2003

VICE PRESIDENT ACADEMIC

SCHOOL/INSTITUTE UPDATES

School of Academic Advancement and Languages

The School provided a letter of support to the Ontario Federation of Indian Friendship Centres on behalf of the Odawa Native Friendship Centre's funding proposal. The proposal is the primary funding source for the Dream Catchers' youth program which is one of the main links to the local community for Aboriginal students in the Ottawa area. The program has collaborated with the Aboriginal Studies program through its contact with secondary school orientation

activities and in providing support for student fundraising activities.

#### School of Health & Community Studies

Effective 2005, Ontario Dental Assistant programs will be required to be accredited. The School has advised the Commission on Dental Accreditation of Canada that we will be applying for accreditation and have proposed a site visit in 2005. It is expected that all non-accredited community college programs will be pursuing accreditation.

The Foreign Trained Nurse (FTN) project continues to meet Ministry of Training, Colleges, and Universities expectations on the project deliverables. The FTN project and the College are receiving widespread recognition for this initiative. The College of Nurses continues to monitor our work and request direction based on our experience.

The School participated in the annual Education Fair at The Ottawa Hospital in November. It was discouraging to see the lack of interest by employees. The few nurses that attended were looking for opportunities to attain degree credentials. There were minimal numbers of allied health workers and practical nurses.

#### School of Transportation and Building Trades

The School continues to promote post-secondary trades programs across the Ottawa-Carleton region providing presentations to six schools this month. Tours of Algonquin shop facilities and more high school appearances have been scheduled for the coming weeks.

#### Police and Public Safety Institute

The Police and Public Safety Alumni Wall was officially unveiled by Sue O'sullivan, Deputy Chief, City of Ottawa Police Services, Inspector John Letangue, Ontario Provincial Police and Gerry Barker, Dean. The wall has been created to honour selected graduates of the Institute who have done well in their career. The first graduates to be honoured, from the Law and Security Administration and Police Foundations programs, were hired as police constables.

Thirty-two 2003 graduates of the Paramedic program successfully challenged the Ministry of Health's provincial Advanced-EMCA Paramedic exams. Passing the exam is a requirement for employment as a paramedic in the province of Ontario. The provincial pass rate was 82% and Algonquin's pass rate was 100%.

#### Algonquin College in the Ottawa Valley

A delegation from Sichuan Ganzi College of Nationalities in China visited the campus in October. The delegation expressed interest in the Forestry and Outdoor Training program areas.

A College Week presentation was made to the Pembroke community on November 7, 2003, featuring the new five-year strategic plan, expansion of the corporate training services, and phase two of the Passport to Prosperity campaign. Cheryl Gallant, MP, John Yakabuski, MPP, local politicians and representatives from business and industry attended.

#### STUDENT ACTIVITY

Fifteen students from the Pre-Service Firefighter program participated as volunteers at the World Firefighter Combat Challenge that was held in Ottawa during the first week of

November.

## COMMUNITY ACTIVITY

The Career Fair / College Info Day at Earl of March Secondary School in Kanata on November 6, 2003 was attended by faculty from the School of Advanced Technology, School of Media and Design, School of Transportation and Trades and Algonquin College in the Ottawa Valley. The day was attended by over 1,500 students from up to six area high schools.

Faculty and students from the Algonquin College Heritage Institute and the School of Transportation & Building Trades displayed their projects and promoted their programs at the Ottawa Woodworking Show held the weekend of November 22 and 23, 2003 at Lansdowne Park.

The College has joined Ottawa Reads, partnering with Christie Public School on Draper Avenue, a small school with 190 students and staff. Staff from across the Schools have joined the initiative and will be reading with Junior/Senior Kindergarten and Grade One students.

## DONATIONS

The Electronics/Electro-Mechanical Department has been awarded \$2,500 from Material and Manufacturing Ontario Connections program for a Wind Turbine project.

Two large diesel engines valued at about \$2500 each were donated by Cummins Canada for use in the Truck and Coach Technician apprenticeship programs.

## VICE-PRESIDENT, FINANCE AND ADMINISTRATION

### COLLEGE ANCILLARY SERVICES

#### College Retail Stores Operation

Revenues continue to be strong. The operation as a whole is 12% ahead of the last fiscal year and 4% ahead of year-to-date sales targets.

#### Food and Beverage Operations

Overall revenues are up 29% year-to-date over last year and are running comfortably ahead of targets in most sales categories. Notable variances are Cafeteria +15% and Banquets Operation +85%. Some kiosks are down significantly, as is the Vending Operation.

#### Parking/Coin Op Services/College ID Cards

Revenues are year-to-date at +6.8% of FY03 and close to targets.

### FINANCE AND ADMINISTRATIVE SERVICES

#### Office of the Director

The third Quality Assurance meeting was held for the PeopleSoft project and a number of items were identified for review by the Steering Committee. To date, no significant departures from scope and time line are envisioned. The performance of the PeopleSoft implementation team and the culture of the College which supports the project continue to be exceptional.

### INFORMATION TECHNOLOGY SERVICES

#### Network Infrastructure



In the project to replace the Nortel telephone system with Cisco equipment, infrastructure improvements are ongoing. Voice connectivity from Bell Canada to the Nortel switch for the main College telephone number (727-4723) was switched to the Cisco system on November 19.

## PHYSICAL RESOURCES

### Double Cohort Project (SuperBuild application)

This project has an overall budget of \$11.3 million, with the design and construction of the project being scheduled in four stages between Fall 2003 and Fall 2004.

Stage 1, the renovations for Fall 2003 are complete.

Stage 2, involves the design-build of a new Automotive Training Facility.

With a budget of \$5.8 million, the building is approximately 32,000 square feet, on ground level, with a ground floor link to P Building. Construction started on October 6, 2003, with an intended completion date of April, 2004.

The installation of the site services and the foundation excavation are under way.

### 2003 Parking Program

This project has a budget of \$356,000 and encompasses construction of Lot 14 (formerly E Building), expansion of Lots 7 and 10, installation of planters on Lots 9 and 12, and construction of a fence on Navaho Drive.

The construction of the sidewalk on College Avenue from Woodroffe Avenue to T Building was cancelled due to funding constraints. However, the roadway lighting will be extended along the south side of the road and should be completed by the end of November, 2003.

## REGISTRAR'S OFFICE

### Registration Statistics, 2003 Fall

The enrolment audit count date for Post-Secondary programs is November 1. As of that date, net registrations stood at 11,645, or 97.4% of the projected enrolment of 11,957. Please note the following:

- As per the agreement with the University of Ottawa, BScN students are registered at the university, not at Algonquin. Consequently, BScN students are not reflected in these registration statistics, even though the projected enrolment of 157 students is included in Algonquin projections.
- Interior Design students in Levels 02, 05 and 08 (total of 127 students) are projected and not yet registered, given the late November start date of these levels.

As of November 14, Continuing Education registrations for 2003 Fall stood at 17,432 or 93.6% of the projection of 18,619. Registrations at the same time last year stood at 17,443.

Registration in C.E. courses continues throughout the term.

### Admissions Statistics, 2004 Winter

As of November 20, total of Accepted, Confirmed and Full Fees Paid was 951, as compared to 958 at the same time last year. The projected entry-level enrolment for 2004 Winter is 1,242. Programs in the School of Advanced Technology are the most challenging to fill for the coming

term.

### Convocation

The Fall Convocation Ceremony was held at the National Arts Centre on October 27. In total, 305 graduates attended this ceremony. The Spring Convocations Ceremonies (Ottawa Schools) will be held at a new venue - the Corel Centre - on Thursday, June 10 and Friday, June 11, 2004.

The Spring Convocation Ceremony in Perth is scheduled for Friday, June 4, 2004.

## VICE-PRESIDENT STUDENT LIFE AND HUMAN RESOURCES

### FINANCIAL AID

Ministry of Training, Colleges, and Universities Bursary Audit was held on October 27 to October 31, 2003 with KPMG. They looked at 150 files from various bursary programs: Ontario Special Bursary, Child Care Bursary, Disability Bursary, Ontario Work Study and Aiming for The Top Bursary.

Two Financial Aid Officers attended the Ontario Association of Student Financial Aid Administrators (OASFAA) Conference on November 20 and 21, 2003. New on-line changes are coming for the 2004-2005 year.

A new procedure was put in place for 2003 Fall, for the distribution of the Canada Study Grants (CSG). The list of students who were receiving the CSG was listed outside the Financial Aid Office by student number.

The Registrar's office collected the \$120.00 (\$100.00 deposit towards the students fees, \$20.00 fee deferment fee) in the Financial Aid Office from November 11 to November 17, 2003. This was a great success for the department and for the students.

Christmas Baskets. Departments interested in giving a Gift Basket to a needy student, were asked through MyAlgonquin to contact the Financial Aid Office for the names of needy students.

### STUDENT AFFAIRS AND ORIENTATION

The Director's Office, together with the Coordinating Committee on Student Services (CCSS) and Humber College, organized a College Forum - "Personal Safety on Campus" which was held in Toronto November 19<sup>th</sup>. Over fifty participants registered to participate in a Round Table discussion, to showcase their college's promotional literature on campus safety and to listen to Caroline Rabbat, Community Safety Coordinator at the University of Toronto to speak on the topic of "Making Your Campus Safer".

The "Let's Talk" Student Retention Awareness campaign was launched on November 13<sup>th</sup> with an official unveiling of the posters and other promotional items geared to help students stay in school.

On Tuesday, October 28<sup>th</sup> Student Services organized a "Taking Pride in Algoquuin College"

workshop facilitated by Dianne Bloor for all of Student Services. A report containing recommendations is being shared with senior officers.

The Director's Office, in collaboration with the President's Office, held a series of meetings with students living in residence to provide them with the opportunity to express any concerns and their level of satisfaction with all aspects of living in residence. Six meetings were held and a report of all comments received has been shared with senior officers for review.

### Health Services

The volume of services in Health Services is the highest ever with an increase of approximately 25% over last year. The Influenza vaccine campaign has been successful with well over 1,000 doses given at the Woodroffe and Pembroke campuses. Health Services will attain their goal to administer 2,000 vaccines before Christmas break.

A registered dietitian is meeting with students every Friday in the clinic. This service has been well received.

Three nurses attended a professional development day in Ottawa regarding Tuberculosis screening tests and follow-up. This topic is a continual concern with the large number of incoming students and resident students. Health Services are fortunate that they have not had to manage an active case of Tuberculosis. The University of Ottawa has had more than one active case this year.

With the help of three student helpers, the Health Promotion activities went very well. There have been too many events to mention specifically, but the usual focus points of sexual health, responsible alcohol use, non-smoking, and good nutrition were all included in November.

The medical clinics are fully booked as Health Services continues to provide high quality care that meets the needs of students.

### Employment Services

Employers recruiting on-campus in November have included: Excel Telecommunications and Club Med.

East Side Mario's is opening a new location at Merivale and Hunt Club. They hosted a 3 day Job Fair on campus on November 6-7-8 in the main cafeteria, Salon A, to recruit for a variety of positions.

Fairmont Hotels' annual recruitment presentation for summer student and graduate jobs in hospitality took place on Friday, November 7<sup>th</sup>. Approximately 50-55 students attending the presentation.

Employment Services launched a new services awareness campaign called the "Job Search Café". On November 4<sup>th</sup> and 6<sup>th</sup>, students were able to help themselves to a free coffee and obtain job search advice, get resume advice or simply get to know our Employment Services staff.

A generic email [postjobs@algonquincollege.com](mailto:postjobs@algonquincollege.com) is now available for employers who wish to post jobs on-campus for students and graduates.

#### Centre for Students with Disabilities

Karima Lacene and Diane Thornhill attended the presentation about the services of the Regional Assessment and Resource Centre (RARC) in Kingston which has been funded for two years as a result of the recommendations emerging from the Learning Opportunities Task Force. The RARC will provide psycho-educational assessment services for students who are in post-secondary university and college programs in the Eastern Region of Ontario.

Toni Connolly, Alison West-Armstrong, Karima Lacene and Diane Thornhill attended the CCDI meeting in Toronto at which LOTF presented information about the RARC and other recommendations from their report. The status of funding for the enhanced services (LS and AT) for next year is unknown but these services are viewed in a favourable light by MTCU. Students who have disability-related expenses which then place them in the OSAP eligible range can now access the full \$10,000 of the Bursary for Students with Disabilities.

### STRATEGIC DEVELOPMENT GROUP

#### INTERNATIONAL EDUCATION CENTRE

A group of International Journalists from Greece, Italy, Turkey, the United States, India, Malaysia, Singapore, Brazil and Chile visited the College on November 17<sup>th</sup>. The visit was part of a study tour organized by the Department of Foreign Affairs and International Trade to explore Canadian youth and educational training programs. The visitors heard presentations by Glenn MacDougall on our e-learning activities. They were particularly interested in our College's Applied Degree Programs, University Partnerships and Applied Research Projects. Among the College administrators who met the group were Dr. Jack Treuhaff and Mr. Russell Mills, Dean of the School of Media and Design.

The first study tour of the CIDA funded project linking Algonquin College with the Sichuan Ganzi College of Nationalities in China started on October 20<sup>th</sup> and ended on October 31<sup>st</sup>. The SGCN, located near the Tibetan border, is working with Algonquin to strengthen their capacity to deliver modern, skills-based, employment-driven training to meet the needs of business, industry and the community located in the Ganzi Aba Tibetan Autonomous Prefecture of Sichuan Province. In addition to a general orientation to the College, SGCN staff visited the Pembroke and Perth campuses to investigate the Forestry Technician, Adventure Tourism and Heritage Carpentry programs. Two of our professors, Linda Cooke and Pam Wilson gave the group seminars on Advisory Committees, Community Linkages and Curriculum Development.

In future phases of the project, Algonquin College staff will travel to SGCN to provide assistance in market analysis, employer linkages, program development and curriculum design.

The International Education Centre joined the College's Marketing group in attending two United States education fairs in Washington, D.C. They were the Performing and Visual Arts College Fair on October 26<sup>th</sup> and the Greater Washington D.C National College Fair on November 13<sup>th</sup>.

Thanks to the efforts of our IT team, work is proceeding well in establishing connections between the Robinson International Student Information System and Genesis. The process is complex and detailed but is running smoothly and should result in a valuable information basis on which our international marketing strategies can be based. The software should be in full functioning order for the new semester in January 2004.

The first focus group meeting for International students has been organized for November 28<sup>th</sup>. Through several focus group meetings held during the academic year we are hoping to gain information on why the students chose Algonquin College, what their experience here has been and what the centre and the College can do to better meet their needs.

## MARKETING

### Recruitment

1. The recruiters have completed their tour of high schools in eastern Ontario and are now revisiting area high schools to market both the college as a whole and the college's newer programs including its applied degrees.
2. The recruitment group participated in career fairs at Earl of March High School, the Rideau Centre and Carleton University.
3. Working with International, the department organized and coordinated participation at two career fairs in Washington DC at which members of the recruiting department attended.
4. One recruiter was sent into New Brunswick to complete a tour of high schools in Fredricton and St. John.

### Algonquin Productions

1. Work has continued on the Marketing Department's new web site and fine tuning of both the design and navigation of the site were completed at the end of October. Work on uploading content and fine-tuning some of the technical aspects of the site is well underway and the site is targeted to go live at the end of November, early December.
2. The department continues to manage and maintain the College's web site, as well as sites for some of the schools. It is currently developing a new site for the School of Advanced Technology and is assisting the School of Media and Design with the implementation of their new site.
3. A new CD Rom is being produced for the School of Heritage and Algonquin Productions was in Perth in mid-November to shoot additional video and has begun the editing of the footage into a five minute multi-media presentation.
4. Work continues on the AST on-line project. This project is scheduled to be completed mid 2004.

### Marketing/Promotion

1. The ad campaign for the winter semester was developed and implemented in October and

continued into November. It resulted in an approximately 33% increase in applicants, year over year. Unfortunately this has not translated into a similar increase in registrants and the department has developed a second campaign targeting specific programs in an attempt to boost enrolment.

2. A new approach was developed for promoting CE and a new event was developed and planned for early December. The event is called "Algonquin College After Dark" and features a new brand logo and more interactive participation by the various schools.

3. Work continues on the development of a new strategic marketing plan to support the College's Strategic Plan. The plan is scheduled targeted to be completed at the end of December.

4. Two new staff members were hired to fill vacant positions, but the department lost Franco Picciano who accepted a management position with PSAC. The department is now working to fill a new manager's position to replace Franco's old position.

5. New promotional material for the marketing of applied degrees is currently in development and will be implemented in early December.

6. The production and printing of the Registrar's Final Step handbook was completed.

## PUBLIC RELATIONS and COMMUNICATIONS DEPARTMENT

### Public Relations:

- The College's annual Remembrance Day Ceremony was held on November 11<sup>th</sup> in the MarketPlace FoodCourt. Veteran Larry Seleck joined the ceremony for his 5<sup>th</sup> year and conducted a reading of "In Flanders Fields" which he prefaced with a biography of John McCrae.
- The 5<sup>th</sup> in a series of "Coffee Breaks with the President" was held at the Pembroke Campus on Monday, November 24, 2003.
- Public Relations staff conducted a tour of College highlights including photonics and haptic labs in the Advanced Technology Centre on behalf of the International Education Centre for the Department of Foreign Affairs and International Trade.

### Government Relations:

- A meeting was held with the Mayor and staff of the Town of Petawawa and CFB Petawawa Facilities Administrator to tour various facilities both in the Town of Petawawa and the Canadian Forces Base.

### Corporate Events:

- The Long Service and Retirees Celebration of Service evening was held on November 12<sup>th</sup> in the Staff Dining Room. More than 100 hundred honoured guests, colleagues and friends enjoyed the event.

### Community Relations:

- We are extremely pleased to report that Algonquin College's 2003 United Way Campaign raised a total of \$91,150.00 which represents 114% of its goal. The Algonquin 2003 United Way Campaign consisted of 36 special events over the three weeks of the campaign at four campus locations.
- OCRI's EduGala will be held at Algonquin College on May 27th. Plans are underway for the event. Details will be available in January 2004.
- Algonquin College and Christie Public School teamed up for the launch of the OCRI sponsored corporate volunteer project, OttawaReads. Twenty Algonquin employees are participating with the project beginning the week of November 17th and lasting until the end of May 2004.
- More community relations projects are going on at Algonquin through our support of the Centre 454 and the Emily Murphy Housing project. Staff and retirees continue to promote and support the basic needs of the Centre 454 people. Algonquin staff will be fulfilling the Christmas wishes of more than 25 children from the Emily Murphy Housing project.

## Media Relations

The following are the major Algonquin College news stories appearing in the media between October 29, 2003, and November 24, 2003.

- College Week interviews - administration, students, alumni
- College Week / Algonquin strategic plan - Pembroke
- Response to nursing shortage - nurse practitioner and foreign-trained nurse programs
- Algonquin response to demand for skilled trades people
- Photonics - national CISI-S workshop at Algonquin
- Algonquin College bartending competition
- Algonquin College deals with spam - multiple hits
- United Way events ie. headshaving news stories
- Algonquin Sommelier Program
- Beckta (grad) Restaurant ranked 4<sup>th</sup> best new restaurant in Canada
- Profile of Betty Hyde, developer of Algonquin's ECE program

The College received 52 media hits during this period and 200 media hits since April 1, 2003.

Should you find any errors or omissions, please let us know .

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