
MINUTES OF THE MEETING NUMBER FIVE HUNDRED AND ONE OF THE BOARD OF GOVERNORS OF ALGONQUIN COLLEGE, HELD ON **MONDAY, FEBRUARY 13, 2017** AT 4:00 PM, IN CA105, AT THE OTTAWA CAMPUS.

Present:	Peter Nadeau, Acting Chair	Regrets:	Kathryn Leroux, Chair
	Pam Auchterlonie		
	Jim Brockbank		
	Nancy Cheng	Senior Management:	Claude Brulé, Academic
	Lynne Clark		Ron Deganadus McLester, Indigenous Initiatives
	Shellee Fournier		Duane McNair, Finance & Administration
	Sherryl Fraser		Laura Stanbra, Student Services
	Stephen Heckbert		Scott Anderson, Communications, Marketing & External Relations
	Cheryl Jensen, President		Doug Wotherspoon, International & Strategic Planning
	Sara Loyst		
	Jay McLaren		
	Dr. Jim Robblee		
	Kelly Sample		
	Mark Sutcliffe		
	Michael Tremblay	Recorder:	Suzannah DiMarco
	Michael Waters		

1. CELEBRATING SUCCESS – Occupational Therapist Assistant/Physiotherapy Assistant Students

C. Brulé, Senior Vice President Academic, introduced students Robyn Dusseldorp, Rebecca Arbuckle, Suzanne Mondoux, Sage Barclay, and Professor Tim Tosh. Students enrolled in the Occupational Therapy Assistant/Physiotherapist Assistant (OTA/PTA), Ontario College Diploma program, in partnership with Ausome Ottawa, delivered a Fine Motor Skills Clinic to children diagnosed with autism spectrum disorder. Ausome Ottawa supports children with autism through various aspects of sport. The students were congratulated on their achievements and presented with the Board's "Changemaker" Award.

2. CONSTITUTION OF THE MEETING & APPROVAL OF THE AGENDA

Acting Chair Peter Nadeau constituted the meeting at 4:05 pm.

RESOLUTION

MOVED & SECONDED M. Tremblay & J. Brockbank

THAT the Board of Governors approves the meeting agenda.

CARRIED.

3. DECLARATION OF CONFLICT OF INTEREST

Members were asked to declare any conflicts of interest with items on the agenda. Governor Tremblay declared a conflict of interest as a result of his recent appointment as President and Chief Executive Officer of Invest Ottawa. Governor Tremblay advised that he will tender his resignation from the Algonquin College Board of Governors as of March 2, 2017.

4. APPROVAL OF THE CONSENT AGENDA

Acting Chair Nadeau asked whether any Governors wished to remove an item from the consent agenda. No items were removed from the consent agenda.

RESOLUTION

MOVED & SECONDED L. Clark & M. Tremblay

THAT the Board of Governors approves the consent agenda.

CARRIED.

4.1 Minutes of the Board of Governors meeting of December 12, 2016

RESOLUTION

THAT the Board of Governors approves the meeting minutes of December 12, 2016.

4.2 Executive Committee Report

Chair Leroux provided a verbal update regarding Executive Committee activities.

4.3 Academic and Student Affairs Committee Report

Governor Brockbank, Chair of the Academic and Student Affairs Committee, provided a verbal report of the meeting held on January 24, 2017. A review of the 2017-2018 Tuition and Fees Schedules was completed. This item will be addressed later in the agenda under item 6.1. In addition, information regarding enrolments and demographic trends in higher education were reviewed.

2017-2018 Tuition and Fees Schedules

RESOLUTION

MOVED & SECONDED: S. Loyst & J. McLaren

THAT the Academic and Student Affairs Committee approves the proposed 2017-2018 Tuition and Fees Schedules and recommends them to the Board of Governors for approval.

CARRIED.

4.4 Governance Committee Report

Governor Tremblay, Chair of the Governance Committee, provided a verbal report of the meeting held on February 6, 2017. The focus of the meeting was the recruitment campaign launched on February 7, to fill vacancies on the Board for the 2017-2018 academic year.

4.5 Foundation Report

Governor Clark, Foundation Board representative, provided members with an update on the Foundation Board activities.

4.6 Third Quarter 2016-2017 Business Plan Update

The Third Quarter 2016-2017 Business Plan Report was included in members' materials for information, and was accepted by consensus.

5. BUSINESS ARISING FROM THE MINUTES

5.1 Healthy Living Education Initiative Business Case

President Jensen and Governor Robblee provided context and background for this very important initiative. C. Brulé, Senior Vice President Academic, briefed members on the development of the Healthy Living Education Business Case. In order to realize the vision and complete the next phase of the project, the Healthy Living Education project team presented potential partnership and development options to the Board. Governors acknowledged that pursuing external partnership funding options was prudent, and would provide opportunity for academic benefit and the enhancement of the Algonquin College brand. The risks associated with proceeding with this project have been analyzed against the Board-developed risk appetite statements that are used when assessing the merits of significant investments. Discussion occurred regarding the risks associated with the project, and potential mitigation strategies that have been developed. Members discussed the College's deferred maintenance liability that will be positively impacted as a result of renovations to existing buildings at the Ottawa campus. Questions were answered related to increasing Algonquin's market share in a competitive environment where private career colleges offer health-related programs. This may be an area of growth for the College, and would provide greater career opportunities for new Canadians. Discussion occurred regarding the benefits of regulating Personal Support Workers and raising the profile of this essential profession, similar to the work that was done to raise the profile of trade workers in the past. Members discussed the public/private partnership model that might be utilized to offer outpatient services on campus, while offering living laboratories for our students. Members were advised that all funding sources and partnership models are being evaluated, but that the initiative would not proceed without being fully funded by external sources.

RESOLUTION

MOVED & SECONDED: S. Heckbert & Dr. Robblee

THAT the Board of Governors approves the business case for the next phase of the Healthy Living Education initiative: the *Algonquin College Centre of Excellence in Health Education*, contingent on receiving full external funding for the project.

CARRIED.

5.2 Third Quarter 2016-2017 Financial Projection

D. McNair, Vice President Finance and Administration, referred members to the Third Quarter 2016-2017 Financial Projection report. College staff has balanced the annual operating budget. The overall Approved Annual Budget has an estimated net contribution of \$(6.7) million, due to

several extraordinary capital expenditures. These expenditures will be partly funded from Internally Restricted Net Assets.

The Third Quarter 2016-2017 Financial Projection proposes a \$1.6 million decrease to the net contribution of Algonquin College from the Approved Annual Budget of \$(6.7) million, to \$(8.3) million. This negative change is primarily a result of the recognition of the one-time wind-down cost of the Algonquin College-Saudi Arabia Jazan Campus, and an adjustment to utility expenditure projections. The negative change is offset by a small increase in Funded Activity Net Contribution, and a positive adjustment in Non-Cash Revenue and Non-Cash Expenditure Adjustments. The report was accepted for information.

6. DECISION ITEMS AND REPORTS

6.1 2017-2018 Tuition and Fees Schedule

L. Stanbra, Vice President Student Services, introduced K. Pearson, Registrar. Members were briefed on the proposed 2017-2018 Schedule of Fees which were developed in accordance with the Tuition Fee Framework Guidelines for Colleges of Applied Arts and Technology. The Schedule of Fees was also developed in consultation with Academic Operations and Planning, Academic Areas, Co-operative Education, the International Education Centre, the Students' Association, the City of Ottawa, Ancillary Services, the Digital Technology and Innovation group, and Student Support Services. The Schedule of Fees was presented to the College Budget Committee and endorsed on November 25, 2016, followed by approval at Algonquin College Executive Team on December 14, 2016, and final review and endorsement by the Academic and Student Affairs Committee on January 24, 2017. The overall tuition fee increase for 2017-2018 is currently 2.98%, factoring the combined calculation of all programs, including high demand, and prepared using the actual 2016-2017 audit date enrolment data. For 2016-2017, the overall Tuition Fee increase was 2.99%. Discussion occurred regarding high demand programs, the impact of the Province's Net Free Tuition for students whose family income is below \$50,000, and the growing demands for student financial support. Members were advised of the comprehensive fees review that was completed this year, to better understand how Algonquin College tuition fees compare with other community colleges. It was noted that this year, Algonquin has fewer students with outstanding debts, and greater numbers of students have been supported through the Foundation's bursaries and emergency funds.

RESOLUTION

MOVED & SECONDED: J. Brockbank & M. Tremblay

THAT the Board of Governors approves the 2017-2018 Tuition and Fees Schedules.

CARRIED.

Governor McLaren exited the meeting at 6:10 pm.

6.2 2017-2018 Business Plan and Budget

D. Wotherspoon, Vice President Innovation and Strategy, and D. McNair, Vice President Finance and Administration, presented the 2017-2018 Business Plan and Budget. This year's Business Plan begins the formal transformation in strategic thinking outlined in the new Strategic Plan. Included

in the transition is the launch of College-wide training to support the adoption of Lean management practices, including increased engagement of employees in decision making.

Discussion occurred regarding year one of the Strategic Plan 2017-2022, which identifies the metrics used to evaluate performance against goals. Members were advised that over time, the drivers might change, or may be more specific to certain departments or areas. As a learning organization, this gives Algonquin College the opportunity to flex with changing environments, and respond quickly to opportunities. Members discussed the cultural transformation and change management strategies that will support the development of a culture of continuous improvement. Management has consulted extensively with other local organizations that have successfully implemented a Lean management system.

The 2017-2018 Annual Budget development process achieved a positive net contribution for Funded Activity/College Operations and for the Non-Funded Activity line of business. The operating budget was balanced as presented.

RESOLUTION

MOVED & SECONDED: M. Tremblay & Dr. J. Robblee

THAT the Board of Governors approves the 2017-2018 Business Plan and Annual Budget with a projected positive net contribution of \$5.6 million.

CARRIED.

RESOLUTION

MOVED & SECONDED: S. Fraser & S. Loyst

THAT the Board of Governors approves the use of up to \$19.7 million in internally restricted funds for the following items: enterprise resource planning solution (Project Fusion); information technology and physical infrastructure renewal projects; Innovation, Entrepreneurship Learning Centre and Institute for Indigenous Entrepreneurship; Energy Savings Company Contract (ESCO2) measures; and academic and administrative equipment.

CARRIED.

6.3 College Quality Assurance Audit Process Report

C. Brulé reported that the College Quality Assurance Audit Process is an institutional-level process that involves the regular and cyclical review of all college quality assurance mechanisms. The standards provide the framework for Ontario's colleges to assess the extent to which quality assurance mechanisms meet the established standards. Algonquin College submitted a self-study in March 2016, and hosted a site visit in June 2016. This site visit included meetings of the external reviewers with members of the Board Governors, senior executive and senior leadership, Program Advisory Committees, faculty, staff and students. The final report, received on November 11, 2016, noted that the College has met all of the College Quality Assurance Audit Process standards, and has been deemed to have a 'mature effort'. The report identified several recommendations upon which action should be taken. The actions will be communicated, monitored and supported by the Academic Development Department. A follow-up report must be submitted to Ontario College Quality Assurance Service by May 15, 2018 indicating staff's efforts to address the affirmations and

recommendations. Members congratulated Algonquin College staff on the self-identification of opportunities for improvement, and on the outstanding results that have been achieved. The report was accepted for information.

6.4 Major Capital Projects

D. McNair provided members with a financial overview and update on the progress of the major capital projects undertaken and in progress during 2016-2017. The projects included in the report were:

- Energy Savings Company contract project – Phase 2;
- Enterprise Resource Planning - Project Fusion;
- Innovation, Entrepreneurship and Learning Centre and Institute for Indigenous Entrepreneurship (Innovation Centre);
- Equipment Renewal and Electrical Lab Alterations Project in the Algonquin Centre for Construction Excellence;
- Welding Lab Project at Building B5, the College's Transportation Technology Centre;
- Transformer Replacement Project;
- Building B Window Replacement; and
- Building F Renovation.

Discussion occurred regarding the Ministry's definition of "substantial completion" as it relates to the Innovation, Entrepreneurship and Learning Centre and Institute for Indigenous Entrepreneurship (Innovation Centre). This is an industry term that has been clarified and defined with federal funders. Key milestones for Project Fusion and the Innovation Centre are being closely monitored by management and by the Board's Audit and Risk Management Committee.

The Major Capital Projects report was accepted for information.

6.5 Executive Compensation Program

C. Frederick, Vice President Human Resources referred members to the report included in the Board package. On December 12, 2016, the Board of Governors directed management to post the Executive Compensation Program for 30 calendar days for public consultation starting January 2, 2017. On January 20, having considered feedback received during the first half of the consultation period, the Executive Committee on behalf of the Board passed a motion to modify the comparators used to create the Algonquin College Executive Compensation Program and posted a revised Compensation Program on January 23.. On January 26, the Deputy Minister, Advanced Education and Skills Development advised College Presidents and Board Chairs to revisit the selection of comparators to focus on those that meet the majority of the criteria in the framework and the spirit of the legislation. Ontario colleges currently await further review and guidance from the Employer Council and the Ministry of Advanced Education and Skills Development.

The report was accepted for information.

7. ITEMS FOR INFORMATION

Members were referred to the items for information included in the materials.

7.1 Board of Governors Winter 2017 Key Messages

Members provided positive feedback on the new format of the report.
The report was accepted it for information.

7.2 Report from the Board Chair

The report was accepted for information.

7.3 Report from the President

The report was accepted for information.

7.4 Management Summary

The report was accepted for information.

8. UPCOMING EVENTS


Members reviewed a list of upcoming events.

9. IN CAMERA

An In Camera session was not held.

10. MEETING ADJOURNMENT

There being no further business, the regular meeting was adjourned at 7:00 pm.



Peter Nadeau, Acting Chair



Suzannah DiMarco, Recorder

APPENDIX A

Observers:

Wilma Allan, Program Quality Assurance Administrator
Lisa Barker, Promotions and Events Officer, Public Relations and Communications
Brent Brownlee, Director, Ancillary Services
Christopher Carroll, Social Media Community Officer, Public Relations and Communications
Lynn Cummings, Academic Development
Maggie Cusson, Dean, Academic Development
Amy Desjardins, Executive Director, Algonquin College Foundation
Laura Dimic, Food and Conference Services
Ruth Dunley, Communications Officer, Public Relations and Communications
Barbara Foulds, Dean, Faculty of Health, Public Safety and Community Studies
Jean-Guy Fréchette, Associate Director, Government and Stakeholder Relations
Paul Gardner, Business Administrator, Special Projects, Finance and Administration
Michael Gawargy, Director, Information Technology Services
Janet Hunter, Internal Communications Officer, Public Relations and Communications
Jodi Jaffray, Academic Manager, Centre for Continuing and Online Learning
Christopher Janzen, Dean, Faculty of Technology & Trades
Jim Kyte, Dean, School of Hospitality and Tourism
Sandra Larwill, Academic Manager, Centre for Continuing and Online Learning
Mark Leduc, Executive Director, Academic Operations and Planning
Diane McCutcheon, Director, Labour Relations
Tracy McDougall, Executive Assistant to the President
Shaideh Mogharrabin, Financial Analyst, Finance and Administration
Krista Pearson, Registrar
Grant Perry, Acting Director, Finance and Administration
Joe Ranieri, Director, Business Development
Katherine Root, Labour Relations Specialist, Human Resources
Shelley Styles, Director, Student Support Services
Tim Tosh, Professor, School of Health and Community Studies
Gordon Warner, Strategic Procurement, Finance and Administration
Emily Woods, Acting Manager, Financial Services