ALGONQUIN COLLEGE

BOARD OF GOVERNORS

DRAFT

MINUTES OF MEETING NUMBER FOUR HUNDRED AND SEVENTY SIX OF THE BOARD OF GOVERNORS OF ALGONQUIN COLLEGE WHICH WAS HELD ON MONDAY NOVEMBER 12, 2012, AT 5:00 P.M. IN THE ROSSER BOARD ROOM, C539, WOODROFFE CAMPUS

Present	James McIntosh, Chair Fred Blackstein Nancy Cheng Jeanine Chiasson Lynne Clark Michael Dunlop Barbara Farber Kyrylo Kasyanenko Louis Lamontagne Kent MacDonald, President Shawn McBride Doug Orendorff John Owens Andrew Pridham Mark Sutcliffe	Regrets	Denise Amyot Kathyrn Leroux
		Vice Presidents:	Claude Brulé, Academic Duane McNair, Administration Laura Stanbra, Student Services
		Recording Secretary	Anna Cobus

Observers
Jo-Ann Aubut, Acting Dean, Academic Development
Jennifer Daly-Cyr, Director, Strategic Programs & Services Planning
Karen Davies, Dean, Algonquin College in the Ottawa Valley
Joan Degan, Chair, Allied Health
Cathy Dempsey, Director, Finance & Administration
Dave Donaldson, Dean, School of Business
Barbara Foulds, Acting Dean, Faculty of Health, Public Safety & Community Studies
Karen Foster, Director, Ancillary Services
Richard Hagemeyer, Professor, ICT
Chris Janzen, Acting Dean, Faculty of Technology & Trades
Murray Kyte, Chair, Algonquin College in the Ottawa Valley
Russ Mills, Dean, Faculty of Arts, Media & Design
Kathryn Moore, Registrar
Aaron Pope, Algonquin Times
Judy Puritt, School of Business
Doug Ouderkirk, Executive Director, Academic Operations & Planning
Joe Ranieri, Director, Business Development
Brenda Rothwell, Executive Director, Algonquin College Foundation
Michel Savard, Dean, School of Hospitality & Tourism
Fred Sebastien, Coordinator, Illustration & Concept Art
Mike Sparling, Director, Information, Institutional Research & Technology Services
Shelley Styles, Director, Student Support Services
Doug Wotherspoon, Executive Director, Advancement

12-52 CONFLICT OF INTEREST DECLARATION

None.

12-53 APPROVAL OF THE PREVIOUS MINUTES

RESOLUTION

MOVED & SECONDED – Dunlop & Cheng

That the minutes of June 11, 2012, be approved as amended.

12-54 BUSINESS ARISING

None.

12-55 DECISION ITEMS & REPORTS

ILLUSTRATION & CONCEPT ART

Russ Mills, Dean, School of Media and Design, presented a proposal to offer a one-year Ontario College Diploma program in Illustration and Concept Art which prepares graduates for entry into the traditional field of illustration and the emerging field of concept art. Students develop industry-standard technical skills in digital and traditional media, as well as strong conceptual and creative skills. Graduates of this program can find employment in the print/editorial, advertising/commercial, and technical illustration industries. Program recommendations from the Strategic Programs and Services Planning Committee included phasing out the one-year graduate certificate program in Professional Illustration because of weak applicant demand from qualified applicants. The Ontario College Diploma in Illustration and Concept Art is a possible next step for students in General Arts and Science programs in Design Studies, Introduction to Concept Art, Introduction to Fine Art, and Pre-Animation and Illustration. The Illustration and Concept Art program is a non-semestered diploma program (NSDP). Students will complete the program in 12 months. Students who begin in a General Arts and Science certificate program will complete both the Ontario College Certificate program and the Ontario College Diploma program in two years. The implementation of this program reflects the strategic directions of the College including the commitment to digital learning and alternative delivery with online and a compressed program delivery, experiential learning working directly with publishers, mobile and web game companies, and studio and art directors that leverage our relationships with business and industry, and meeting the needs of students and the community.

Questions/Comments:

- *Governor McIntosh: What is the percentage of online delivery in this program? 40%.*
- Russ Mills noted that this program is part of a broader Ottawa strategy to develop the industry.

RESOLUTION

MOVED & SECONDED – Dunlop & Sutcliffe

That the Board of Governors approve the Illustration and Concept Art Ontario College Diploma program effective Fall 2013 and seek validation of the program title and outcomes from the Credentials Validation Service and approval for funding from the Ministry of Training, Colleges and Universities.

DIAGNOSTIC MEDICAL ULTRASOUND

Barb Foulds presented a proposal to offer a 16 month Ontario College Graduate Certificate program in the area of Diagnostic Medical Ultrasonography. Diagnostic medical sonographers capture and analyze a variety of complex sonographic images to assist physicians in the diagnosis and management of multiple system disorders.

Graduates may find employment in community and teaching hospitals, medical clinics, education and research settings and in private industry. Algonquin College has initiated the accreditation process with the Canadian Medical Association Conjoint Accreditation Services. Graduation from an accredited program is required for eligibility to write the national certification exams. Upon successful completion of these exams, students will be credentialed as a Canadian Generalist Sonographer or American Registered Diagnostic Medical Sonographer. Graduates have the opportunity to become a member of several professional diagnostic ultrasound organizations such as the Canadian Association of Registered Diagnostic Ultrasound Professionals and the Canadian Society of Diagnostic Medical Sonographers.

The implementation of this program reflects the strategic directions of the College including the commitment to digital learning with 27% online for non-clinical/lab courses, leveraging of our relationships with business and industry with 1200 hours of clinical placement, and meeting the needs of students and the community. This program was identified as a new opportunity in the Strategic Programs and Services Planning Final Report.

Questions/Comments:

- *Governor Lamontagne: Are we referring to ultrasound equipment?* Yes, we will work with industry partners to secure the equipment for our facilities.

- *Governor Blackstein: Of the seven admission requirements, how many are trained for at Algonquin?* Four. We currently do not offer MRI but would like to explore offering it in the future, as well as nuclear medicine.

- *Governor McIntosh: Do we have placements secured for the students?* Yes.

- *Governor Orendorff? Are there still x-ray technicians competing with this?* At the current time we are the only program as the Kingston program closed. This is a field in which the technology changes so quickly we are constantly changing to keep pace. The community is looking to the College to assist in filling the shortages. Our other program has 40 seats with over 700 applications.

- *Governor Owens: Why don't we expand the other program to take more students?* We have an agreement with our hospital partners and are limited in laboratory space. However, we are investigating a partnership to bring clinical training on site in the future.

RESOLUTION

MOVED & SECONDED – Farber & Orendorff

That the Board of Governors approve the Diagnostic Medical Ultrasonography Ontario College Graduate Certificate program effective Fall 2013 and seek validation of the program title and outcomes from the Credentials Validation Service and approval for funding from the Ministry of Training, Colleges and Universities.

MEDICAL DEVICE REPROCESSING

Barb Foulds presented a proposal to offer a one-year Medical Device Reprocessing (MDR) Ontario College Certificate program that prepares students to apply principles of infection prevention and proper handling in the decontamination, inspection, assembly, sterilization and storage of reusable patient care equipment and instrumentation in healthcare settings. This unique program offers a combination of theory, lab practice, simulation and clinical experience. Graduates may seek employment opportunities as medical device reprocessing workers in healthcare facilities such as hospital medical device reprocessing departments, public and private endoscopic clinics, dental clinics and surgi-centres. The implementation of this program reflects the strategic directions of the College including the commitment to digital learning with 30.7% online delivery, experiential learning with placements in local hospitals and other healthcare facilities that leverage relationships with business and industry, and meet the needs of students and the community.

Questions/Comments:

- *Governor Blackstein: Is there no other prerequisite other than English?* No. It is an entry level program for someone interested in the medical field, similar to a Personal

Support Worker who must be a high school graduate and have the ability to enter the workforce.

- *Governor Blackstein: Why don't we specific other sciences or math?* The Sterile Supply program was also entry-level and did not have those requirements. It is at a basic introductory level from a theoretical component and our experience indicates that science and math prerequisites are not necessary. The Sterile Supply program was successful in the past and we will monitor and evaluate this as we move forward.

RESOLUTION

MOVED & SECONDED

That the Board of Governors approve the Medical Device Reprocessing Ontario College Certificate program effective Spring 2013 and seek validation of the program title and outcomes from the Credentials Validation Service and approval for funding from the Ministry of Training, Colleges and Universities.

CONSTRUCTION TECHNIQUES

Karen Davies presented a proposal to offer a one year Ontario College Certificate Program in Construction Techniques at Algonquin College in the Ottawa Valley. The program prepares students to work within the building construction industry and address the anticipated shortages of skilled workers as a result of an aging workforce and local construction expansion. Students explore the foundational trades areas within the building construction sector and gain practical hands-on skills which provide opportunities to pursue employment, apprenticeship and/or further academic training. Students acquire knowledge and skills in hand and power tool usage, carpentry/framing techniques, blueprint reading, welding, hoisting and rigging, plumbing, applied construction geometry, mathematics and the Ontario Building Code. In the second semester, students experience an authentic hands-on learning opportunity when constructing a community based building project.

The implementation of this program reflects the strategic directions of the College, including the commitment to digital learning, with 20% online for non-shop courses, laddering opportunities, leveraging of relationships with industry with 100 hours of hands-on community projects and industry certifications, and meeting the needs of students and the community. This program was identified as a new opportunity in the Strategic Programs and Services Planning Final Report.

Questions/Comments:

- *Governor Dunlop: Do we have anything similar in Ottawa?* We do not have a certificate but there is a diploma. Pathways to both Perth and Woodroffe programs have been examined.

- *Governor Owens: How much time is spent on tools or labs?* There is 100 hours of building a community project so there is a good hands-on opportunity.

RESOLUTION

MOVED & SECONDED – Blackstein & Owens

That the Board of Governors approve the Construction Techniques Ontario College Certificate program effective Fall 2013 and seek validation of the program title and outcomes from the Credentials Validation Service and approval for funding from the Ministry of Training, Colleges and Universities.

The President concluded that in February 2013, an overview of the process which is used to determine which programs are brought forward will be presented to the Board in terms of the filters, program needs, industry and student needs, as well as financial aspects.

SECOND QUARTER FINANCIAL REVIEW

Duane McNair presented the second quarter financial projection for the 2012/13 fiscal year.

On April 9, 2012 the Board of Governors approved the 2012/13 Annual Budget with a net cash flow of $1.0 million and a net contribution after Generally Accepted Accounting Principles (GAAP) adjustments and expenditures from internally restricted funds of $3.3 million. On June 11, 2012, the Board of Governors approved the 2011/12 Financial Statements which included authority to spend $9.1 million from internally restricted funds. The Board approved using $23 million of internally restricted funds to construct the new Pembroke campus rather than long term finance the project through the Ontario Financing Authority at the March 12th, 2012 Board meeting. This financial report reflects the projected revenue and expenditures using the most current information available from deans, directors, chairs and managers throughout the College. This forecast shows a projected increase in the total net cash flow position from $1.0 million to $4.3 million before GAAP adjustments. The 2nd Quarter Financial report was presented and included variance analyses compared to the approved budget. Domestic enrolment is trending 3% higher than originally forecasted resulting in higher domestic tuition fees revenue. This is offset by a 15% lower than expected International student enrolment and the corresponding tuition fees. The International Education Centre is exploring the reasons for this shortfall and developing strategies to realize the College's International student enrolment objectives going forward.

The Ontario Special Bursary Program funding has been discontinued by the Ministry of Training Colleges and Universities. This has resulted in a net loss of approximately $660,000 for the College for 2012/13 and $900,000 in 2013/14.

Contract activity revenue increased by a net of $1.3 million, comprised of an increase of $4.8 million for provincial contracts and decreases of $3.5 million from other activities including the

Corporate Training Centre, the Personal Development Institute, Applied Research and all other miscellaneous contracts.

Reductions for in-year salaries and benefits related to the academic and administrative employee groups and staff vacancies have been reflected in this report showing an estimated savings of $1.6 million. Other operating costs and provisions established for contingencies were reviewed and adjusted based on current information.

Net contract activity expenditures have increased by $3.3 million, which is comprised of an increase of $4.6 million to match the increase in provincial contract revenue and a decrease of $1.3 million in variable costs associated with the decline in revenue for the Corporate Training Centre, the Personal Development Institute and Applied Research. Aspects of the former Business Development department fell short of revenue targets. These services are now integrated within other College operations and appropriate plans are being developed to ensure targets are achieved going forward. During the 1st Quarter of the year, the College was advised that it would receive Apprenticeship Enhancement funding of $934,000 and College Equipment renewal funding of $559,000.

The Strategic Investments Schedule includes estimated cash requirements for Campus Development such as the Student Commons and Pembroke projects, as well as various strategic projects.

Questions/Comments:

- *Governor Dunlop: What is the reason our approved budget and year-end projection is different based on GAAP?* The College drew down $23M from reserve funds to finance construction and as well received approval to draw down a loan from the Ontario Financing Authority (OFA); at budget time, it was planned that the entire amount would be drawn down. However, in the spring, in discussion with the OFA, it was determined that the best way to use the reserve funds to pay down the balance of the debt at that time, therefore not realizing the loan proceeds as revenue for the duration of the year. The main reason for the difference is not recognizing the loan proceeds; however, GAAP adjustments also caused an increase as well.

- *Governor Owens: Did the College incur costs as a result of the late turn over of the new campus in Pembroke?* Meetings are ongoing with the contractor at this time to discuss this.

- *Governor Orendorff: Is it a one time occurrence that we are below the $10M threshold for net revenue in International Education?* A business plan is being developed in order to meet the goals identified in the strategic plan which will address the activity lines and project reasonable growth in future budgets.

- *Governor Orendorff: Is the $2M reduction in the student contribution toward strategic investments a trend or one-time?* It is a timing difference. When the budget was prepared we anticipated that we would receive the grant in the amount of $2M more than actual. It was a timing issue which created the variance.

- *Governor Orendorff: Since April, the budget has moved from a $10M deficit to balanced books. How was this done?* Some changes were made to bookkeeping such as collaborative programs were re-categorized into funded activities; international education accounting was changed to recognize the costs of the activity in academic areas and 50% of activities are now shared with academic areas. In addition, all Vice Presidents, Directors, Managers and Chairs made significant reductions in discretionary funds and part time staffing. In addition, there were opportunities to enhance revenues which also made up the short fall.

- *Governor Dunlop: A year ago, we had a discussion about the principles attached to international contracts. We approved a contract in Saudi Arabia; however if there is a reset about the types of contracts we undertake internationally, we must ensure they align with our reputation as a public institution.* We are developing a more precise international strategy. A part of that strategy will be to determine what principles guide business decisions. We will review these international principles under the College values.

- *Governor Kasyanenko: Is there a reason for the 15% shortfall in international education and is there a schedule of when we they expect to return with the results of that shortfall?* Yes. That is being done and will be complete by the end of the month.

SECOND QUARTER BUSINESS PLAN UPDATE

Questions/Comments:

- *Governor Orendorff: Since the ministerial consent was received for the Bachelor of Building Science, does it mean we have broke the concern about the Ministry not approving any more degrees?* Yes. Efforts to address this issue were led by Colleges Ontario.

- *Governor Orendorff: When we looked at this business plan and the change of the management team, the Board thought it may have to provide some slack; however, progress is being made and congratulations are due to the President and his team.* The President noted that at a recent College Leadership Council retreat, there was a consensus amongst the group to tracking towards the goals of the strategic plan while at the same time trying to balance the

number of activities required to achieve those goals.

- *Governor Cheng: As a new Governor, it is nice to see the progress being made. Is there concern in the goals that are delayed in that most are in the financial sustainability area? And, the last goal appears to indicate we may be off the SLA in terms of the 99.9% service level agreement for the network?* The fact that we are over 99% without the system being down is remarkable; however, the goal of 99.9% may not be realistic for the next goal. The ITS team did a great job, including providing outstanding support for our new Pembroke Campus.

- *Governor Kasyanenko: Were there any significant impacts to the students as a result of the network outage?* In this instance, the impact was bidirectional – partially inbound and partially outbound, and the incident was within the Rogers network which highlighted the fact that we need second significant provider. The timing is never ideal. Although it caused some frustration at the time, it appears there was likely no material impact.

REPORT OF THE EXECUTIVE COMMITTEE

The Executive Committee met following the last meeting of the Board on October 9th and authorized management to proceed with the Foundation Self Sufficiency Strategy presented during the regular Board meeting of October 9th.

The Committee met again on November 1st to discuss the replacement of the Executive Assistant to the Board following the resignation of A. Cobus.

REPORT OF THE AUDIT COMMITTEE

The Audit Committee met on November 12th prior to the Board meeting and discussed the following:

- A new Terms of Reference will come to the Board in the New Year that will address a more expanded role for the Committee, including its name being changed to the “Audit and Risk Management Committee”.

- The new Auditors met with the Committee and responded favourable to all of the Committee’s questions.

- At the Board retreat, the Board was provided with an overview of the Enterprise Risk Management Profile and how the risks will be mitigated. A detailed document was tabled with the Audit Committee and will be brought forward to the Board for review at its December 10th meeting.

- Four items were identified in the Management Report and all items were discussed and addressed. The Committee was satisfied with Management's response.
- A report was received which indicated that the Endowment Fund is meeting its established benchmarks. The Endowment Fund will be reviewed as part of the Foundation Self Sufficiency strategy in the future.
- The Ontario College System has moved to PSAS – Public Sector Accounting Standards. The Board will see the changes in the format at its meeting in February, 2013.
- Audit Committee meetings will likely be held on dates separate from regular Board meetings in the future.

REPORT OF THE GOVERNANCE COMMITTEE

The Governance Committee met on November 1st and reviewed the policy related to the Responsibility of the Board of Governors after it was deferred by the previous committee pending review by the new President and Board Chair. It is anticipated that the policy will be presented to the Board for approval in December.

Also discussed was the skills matrix which will be updated for the next round of LGIC (Lieutenant Governor in Council) appointments to the Board of Governors for September, 2014.

Governors who have been contacted to determine their intent in continuing to serve for a further term on the Board were asked to notify the Board office as soon as possible.

RESOLUTION

MOVED & SECONDED – Owens & Kasyanenko

That the Governance Committee recommend to the Board of Governors, the approval to submit the following names to the Lieutenant Governor in Council for appointment to the Board of Governors effective September, 2013

Appointment Renewal	Term Length (years)
1. Kathyrn Leroux	3
2. Doug Orendorff	1
3. Mark Sutcliffe	3

ONTARIO SPECIAL BURSARIES UPDATE

D. McNair presented a report to update the Board following the June 11, 2012 Board of Governors report regarding programs impacted by the reduction and elimination of Ontario Special Bursary Program (OSBP) funding.

Following the update, D. McNair presented the following recommendations:

- That the AAADD, Academic Upgrading and ESL Canadian programs continue to be delivered beyond Fall 2012 and that the College continue to regularly assess the financial sustainability and alignment of these programs to the Strategic Plan.
- For 2012-13, that the ISBP financial aid program shortfall be funded from a combination of TSA funds and the institution's budgeted contingency provisions.
- For 2013-14 and beyond, that the ISBP financial aid program be funded from TSA funds only.

Following discussion, it was agreed that the motions would be deferred to the December meeting for a decision following an in camera discussion.

12-48 REPORT OF THE CHAIR

The Chair reported the following:

- The Board's Annual Christmas Dinner will be held on Monday, December 10th following the Board Meeting. Invitations were sent to all current and former Governors last week

- The Fall Convocation ceremony was held on Wednesday, November 7th at the National Arts Centre. Governor Farber attended one of the ceremonies and read the citation for Roger Greenberg's honorary diploma.

- The annual Governor Orientation Program and Colleges Ontario Higher Education Summit is taking place in Toronto beginning November 24th. All of our new Governors will be attending the Orientation, and a number of Governors will also be attending the Conference. We will report to the Board at our December 10th meeting.

- No correspondence has been received in the Board office this past month.

- All Governors received an invitation to attend the opening of the new Pembroke campus on Thursday, November 29th beginning at 2:30 p.m. An invitation has also been extended for Governors to travel on the bus that is departing from the main entrance of the Woodroffe campus at 12:30 p.m. Please RSVP to Kathy Conlon to reserve your seat on the bus.

- 5 responses were received with feedback following last month's meeting, all of which were positive. Some comments included Governors who appreciated the opportunity to socialize following the meeting, great staff presentations, cohesive advanced material, well organized. There were no suggestions for improvement.

12-49 REPORT OF THE PRESIDENT

The President reported the following:

- The Corporate and Community Social Responsibility Conference was held on November 6th and was very successful, attracting individuals from across North America, including a number of academic institutions. Dean Dave Donaldson was commended for the effort in the successful execution of the event.
- The Pembroke Campus has opened and Dean Karen Davies and her team were commended for their tremendous efforts. ITS Staff were also thanked for their excellent support.
- The Student Commons opening ceremony was held on October 18th and was a great tribute to former President Robert Gillett. The building is truly a hub of activity which attracts a variety of different groups. Entertainment at the Student Commons Theatre is gaining popularity. As an example, Randy Bachman is booked for February 28, 2013. These events provide an opportunity for those otherwise not on campus to experience the College.
- Early feedback has indicated that the College's Strategic Mandate Agreement submission has been positively received. The submissions are currently being evaluated and a decision is expected by February.
- The Algonquin Centre for Construction Excellence (ACCE) has been certified as a LEED Platinum building which has created a lot of excitement in the construction industry and for the College.
- The students in varsity athletics have represented the College very well this fall.
- At the Greater Nepean Chamber of Commerce Business Achievement Awards on October 18th the College received two awards. The Algonquin College Foundation was recognized with the Not for Profit award, and the Algonquin Centre for Construction Excellence won in the Green Award category. An Algonquin College Alumnus also fared quite well at the gala. The Scottish & Irish Store, owned by Michael Cox, took home Business of the Year. Michael Cox is a graduate of the Business Administration program (class of '80).
- The Employee Engagement survey has been completed with over 1200 responses being submitted. The results will be analyzed and will be shared with the College community, and the data will be used to continue to make improvements.

12-50 MANAGEMENT SUMMARY REPORT

The Management Summary report for November, 2012 was received and is available online at www.algonquincollege.com/board.

12-51 OTHER BUSINESS

There being no further business, the Board moved in camera for a discussion at 6:17 p.m.

James McIntosh, Chair

Anna Cobus, Recording Secretary