

APPROVED

MINUTES OF MEETING NUMBER FOUR HUNDRED AND SEVENTY NINE OF THE BOARD OF GOVERNORS OF ALGONQUIN COLLEGE WHICH WAS HELD ON MONDAY, MARCH 11, 2013, AT 4:00 PM, IN THE ROSSER BOARDROOM, C BUILDING, WOODROFFE CAMPUS

Present:	James McIntosh, Chair Denise Amyot Fred Blackstein Nancy Cheng Jeanine Chiasson Lynne Clark Michael Dunlop (teleconference) Barbara Farber Kyrylo Kasyanenko Kathryn Leroux Kent MacDonald, President Shawn McBride Doug Orendorff John Owens Andrew Pridham Mark Sutcliffe	Regrets:	Louis Lamontagne
		Sr. Mgmt:	Gerry Barker, Human Resources Claude Brulé, Academic Duane McNair, Finance & Admin Laura Stanbra, Student Services Doug Wotherspoon, Advancement
		Recorder:	Suzannah DiMarco

Observers: Jo-Ann Aubut, Acting Dean Academic Development
Jennifer Daly-Cyr, Acting Director, Strategic Programs and Services Planning
Cathy Dempsey, Director, Finance and Administrative Services
Martin Doyle, Consultant Finance
Barb Foulds, Acting Dean Health, Public Safety & Community Studies
Tim Hore, Consultant International Education Centre
Chris Janzen, Acting Dean Faculty of Technology & Trades
Jim Kyte, Chair, School of Business
Peter Larock, Chair, Design Studies
Peter Mackie, Director, Sales and Student Recruitment
Ernest Mulvey, Director International Education Centre
Judith Puritt, Professor School of Business
Brenda Rothwell, Executive Director, Foundation
Michel Savard, Dean, School of Hospitality and Tourism
Shelley Styles, Director, Student Support Services
John Tattersall, Director, Physical Resources

12-68 CONFLICT OF INTEREST DECLARATION

No conflicts of interest were declared.

12-69 APPROVAL OF THE PREVIOUS MINUTES

Members were referred to the draft February 11, 2013 minutes included in their packages. Several Governors provided amendments to the minutes.

RESOLUTION

MOVED & SECONDED – J. Owens & D. Amyot

That the minutes of February 11, 2013, be approved as amended.

CARRIED.

12-70 BUSINESS ARISING FROM THE MINUTES**ENERGY SERVICES COMPANY AGREEMENT**

J. Tattersall, Director Physical Resources referred members to the written report in their packages and provided members with a verbal update with respect to the Energy Service Company (ESCO) agreement. Members were advised that technical, financial and legal requirements have been met from the lender's perspective, and the tri-party agreement has been submitted to the lender's Board of Governors (Canada Life Assurance Company) for approval. It is anticipated that the contracts will be ready for final sign-off in mid-March.

Questions/Comments:

Governor Orendorff noted that the finalized contracts would be submitted to the Board's Executive Committee for approval should there be a time constraint for execution of the contracts.

INTEGRATED COLLEGE DEVELOPMENT PLANNING

J. Tattersall, Director Physical Resources referred members to the presentation included in their packages. Members were briefed on the College's progress related to an integrated approach to planning short, mid and long-term goals and strategic initiatives. The Integrated College Development framework guides change over time, to ensure Algonquin's academic mission drives the physical and digital environments. The ICDP framework integrates principles, processes, scenarios and tools that are aligned with the College's academic and financial plans and creates priorities that guide the development of the College's physical and digital environments over the coming 5, 15 and 30 years. Members were briefed on the current status of activities and were advised that Management will return to the Board with a progress update in May and also possibly in June. It is anticipated that a full report will be submitted to the Board for discussion in the Fall of 2013.

Questions/Comments:

Chair McIntosh: Is the Integrated Development Planning focused only on the Woodroffe campus, or are other sites being considered? J. Tattersall replied that since Pembroke and Perth campuses have recently been renovated, the primary focus is on the Woodroffe campus due to the age of some of the buildings. However, the long-term framework will reflect academic and other planning for our satellite campuses.

Governor Pridham asked where 'Parking' fits in? J. Tattersall advised that Parking is included in the College's Transportation Plan which is currently under development and will be reflected in the framework.

Governor Leroux asked what are the demands of "bricks versus clicks"? J. Tattersall confirmed that the planning document is "principles-based". It was noted that the College does have the space capacity to meet projected enrolment to 2017.

Governor Orendorff commented that the last master plan was from before 2006, with updates in 2006 and 2008 and that a new one seemed overdue. He also asked about the implications of completing the planning one piece at a time. J. Tattersall advised that the College is developing a long-term vision- what the College looks like when its 75 years old (2042) - and will come back to the Board with an overview of the Master Plan.

Governor Cheng commended Management on the work that has been completed on developing a long term vision. She expressed concern that the plan seems to only focus on the Woodroffe campus and appears to be piece-meal. J. Tattersall advised that the Woodroffe campus has some buildings as old as 45 years that are in need of renovation. President MacDonald noted that the College environment has changed significantly in the past 20 years – the College is exploring concepts such as online storefront operations and exploring the question of investing in traditional capital projects. As digital learning is currently the fastest area of growth, the College is developing a vision that incorporates this growth potential and also realizes that additional traditional capital space will be required. It was reiterated that Pembroke and Perth will be included in the planning, however, the capital investment in these communities ensures fewer short-medium term capital pressures.

Chair McIntosh concluded by asking that an update to the Integrated College Development Plan be brought back to the May Board Meeting. J. Tattersall was thanked for his informative presentation.

12-71 DECISION ITEMS & REPORTS

CUSTOMER RELATIONSHIP MANAGEMENT

D. Wotherspoon, Executive Director Advancement presented on Customer Relationship Management (CRM) and its alignment toward the "connected College". The CRM model aims to manage an organization's interactions with current and future stakeholders by engaging customers as individuals, leveraging innovation with partners and empowering employees. Members were briefed on the College's current recruitment efforts and a move to a more modern recruitment model that delivers the College with a steady supply of applicants. To date, Algonquin is recognized as a leader across North America in the application of CRM in its recruitment function and the application of CRM will be extended to other College departments in the coming year.

Questions/Comments:

Governor Dunlop noted that this initiative will help the College build and maintain relationships.

Governor Kasyanenko asked whether the College is implementing an Enterprise Risk Program and will it be incorporated into the Customer Relationship Management business process? D. Wotherspoon responded that the software has full integration capabilities and has just been integrated with the College's student information system. This is useful in understanding the demographics of the audiences being targeted.

Governor Leroux asked how the College manages privacy protocols associated with managing personal information. D. Wotherspoon advised that the College mirrors the protocols of the Ontario College Application Service (OCAS). This means that automatic user consents are triggered when information is migrated to another application and/or when a user's information may be used for marketing purposes.

Chair McIntosh noted that the Customer Relationship Management initiative has had a significant positive result in terms of registration. Management was commended for its success.

Governor Owens noted that, as he has a number of questions regarding CRM, he will pose them by drafting a letter to the Chair.

AUDIT & RISK MANAGEMENT REPORT

Governor Blackstein provided members with a verbal report on the Audit & Risk Management Committee meeting that was held earlier today. A number of items were highlighted:

- ✓ The Interim Audit was successfully completed by the College auditors and did not result in recommendations to Management.
- ✓ Audit & Risk Management Committee reviewed draft financial statements that incorporate changes resulting from the new Public Sector Accounting Standards (PSAS). The auditors noted an increased liability resulting from sick leave and vacation benefits. Other Ontario colleges are identifying similar increased liabilities due to sick leave and vacation benefits.
- ✓ The Committee was briefed on an internal audit that will be completed this year in IT Governance and IT Strategy (Digital College). It was noted that 5 areas of the College will complete internal audits over the next few years. The internal audit following IT will be focused on International Opportunities.
- ✓ Quarterly reports show that the College's endowment fund has increased from \$15 to \$16 million dollars. Last quarter saw an increase of 2.9% against the benchmark of 2%. Investment returns are estimated at 9.60% at Year One, 5.45% at Year Three and 2.66% at Year Five.
- ✓ The Committee reviewed the RFP for Investment Services. The term of the contract will be 5 years. A recommendation will be submitted to the Board in June, 2013.

GOVERNANCE COMMITTEE

Fall 2013 Board Reappointments

Governor Amyot briefed members on the review of members' terms of office that was completed by Governance Committee in the Fall of 2012. All but one member eligible for re-election chose to remain on the Board, therefore there will be 1 vacant position to fill as of August, 2013 – that of Governor Dunlop.

RESOLUTION**MOVED & SECONDED – K. Leroux & N. Cheng****That the Board of Governors approve the reappointment to the Board of:**

Fred Blackstein	3 year term
John Owens	1 year term
Lynne Clark	2 year term
James McIntosh	1 year term
Barbara Farber	1 year term
Denise Amyot	3 year term

CARRIEDPolicy BGI-02 “Appointments/Reappointments of External Governors

Members were referred to the revised policy included in their packages. Governor Amyot provided members with background regarding the revisions to the policy, which has been under review by Governance Committee over the past year.

Questions/Comments:

Governor Cheng asked about the preferred skills profile for a potential Board candidate. S. DiMarco will circulate the skills profile to members of the Board. D. Amyot noted that the list of recommended candidates will be submitted to the Board at the May Board meeting.

RESOLUTION**MOVED & SECONDED – D. Amyot & J. Owens****That the Board of Governors approve the revised policy BGI-02 “Appointments/Reappointments of External Governors” as presented.****CARRIED.****12-72 REPORT FROM THE CHAIR**

The Chair reported the following:

- Congratulations were given to Barbara Farber on her award of the Queen’s Diamond Jubilee medal that will be presented after the Board meeting by Pierre Poilievre, MP, Ottawa riding for Nepean-Carleton. Barbara and Len Farber were thanked for extending an invitation to the Board of Governors and the College Leadership Council to join her and her family in the Restaurant International for the celebrations.
- Members were advised that this year’s Association of Canadian Community Colleges (ACCC) annual conference will be hosted by Okanagan College in Penticton, British Columbia from June 1-3, 2013. The College usually sends up to 5 Governors to the Conference, and anyone

interested in attending should contact S. DiMarco for registration purposes. Conference details are available at www.accc.ca.

- Elections for next year's Student representative to the Board of Governors will be held on April 16 and April 17 with the winning candidate to be announced to the College community on April 18. The call for nominations will be released on March 25.
- Members were thanked for their feedback on the last Board meeting. Eight meeting evaluations were submitted, all of which were positive.
- Governors were reminded that the May 13 meeting will be held at the Pembroke campus. A bus will be leaving the Woodroffe Campus at 12:30 pm and returning from Pembroke at approximately 7 pm. Governor Blackstein invited everyone to tour the new Pembroke Campus immediately prior to the Board meeting, and he thanked the Board for their support over the past few years. Governor Blackstein shared the quote "The College will be great for the Community and the Community great for the College".

12-73 REPORT FROM THE PRESIDENT

The President reported the following:

- The Budget 2013/2014 was presented to the College community immediately following the Board's approval in February. Feedback regarding the early approval of the Budget was very positive from staff and faculty.
- Members were advised that one of the College's third-year Graphic Design students, Tara Caldwell won an international poster competition for the Miami Fashion Awards. Tara has been invited to Miami for the Fashion Awards and will be given the opportunity to meet with prospective clients and gain feedback on her portfolio.
- Members of Student Support Services accompanied a group of our students to the Dominican Republic to teach English as a Service Learning Project. Their trip was very successful and they have shared their experiences with the College community.
- The Thunder Women's Basketball Team will be leaving for Truro, Nova Scotia this week to participate in the CCAA Nationals Championship. This is the team's third consecutive CCAA National Championship and they qualified last week-end at the OCAA Provincials with an impressive 3-0 record.
- An Emergency Management simulation will be held on May 22 and many of students and faculty will be involved with the exercise.
- The College participated in the fundraising campaign "Spread the Net" with the hopes of winning the competition for the College that raises the most funds. Algonquin College's goal was to raise \$15,000, which has now been surpassed. The winning College will play host to the Rick Mercer show which will be taped on college grounds.
- Members were advised of the annual Bursary Golf Tournament that will be held on Tuesday, May 21, 2013 at the Loch March Golf and Country Club. Governors interested in participating should contact S. DiMarco.
- A new donor wall was unveiled last week during a Foundation Donor Recognition event held in the ACCE building. Governors are encouraged to visit the new interactive donor wall located near the bio-wall in the ACCE building.

12-74 MANAGEMENT SUMMARY REPORT

The Management Summary report for March, 2013 was received and is available online at www3.algonquincollege.com/bog/.

Questions/Comments:

Governor Blackstein advised that a correction should be made to the Report on page 14 with regards to the donation and bursaries made by C. Butler or Butler GM in Pembroke.

Governor Amyot briefed members on an event held in the Restaurant International on Tuesday, March 5 in support of the Kidney Foundation. The event was superb. All the food offerings were specially prepared to suit guests with renal failure (salt-free). S. DiMarco will circulate the link to a video that was shown at the event.

12-75 OTHER BUSINESS

There being no further business, the Board moved to an In Camera session regarding matters of a confidential nature at 5:25 pm.

RESOLUTION

MOVED & SECONDED – K. Kasyanenko & D. Amyot

That the Board of Governors meeting be adjourned.

CARRIED

James McIntosh, Chair

Suzannah DiMarco, Recorder