



## APPROVED

---

MINUTES OF MEETING NUMBER FOUR HUNDRED AND EIGHTY FOUR OF THE BOARD OF GOVERNORS OF ALGONQUIN COLLEGE WHICH WAS HELD ON MONDAY, DECEMBER 9, 2013 AT 4:00 PM, IN THE ROSSER BOARDROOM, C BUILDING, WOODROFFE CAMPUS.

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

Observers

- Jo-Ann Aubut, Dean, Academic Development
- Brent Brownlee, Acting Director, Ancillary Services
- Neco Cockburn, Ottawa Citizen
- Jennifer Daly-Cyr, Director, Community Partnerships and Engagement
- Cathy Dempsey, Director, Finance & Administrative Services
- Dave Donaldson, Dean, AC Heritage Institute
- Peter Fortura, Acting Dean, School of Business
- Michael Gawargy, Director, Information Technology Services
- Mark Hoddenbagh, Director, Applied Research & Innovation
- Chris Janzen, Dean, Faculty of Technology & Trades
- Jim Kyte, Chair, Marketing & Management Studies
- Glenn MacDougall, Director, Learning & Teaching Resources
- Jeff Macnab, Registrar
- Russ Mills, Dean, Faculty of Arts, Media & Design
- Peter Nadeau, incoming Board Governor
- Doug Ouder Kirk, Executive Director, Academic Operations and Planning
- Judy Puritt, Professor, Business Communications
- Brenda Rothwell, Executive Director, Foundation
- Michel Savard, Dean, School of Hospitality & Tourism
- Shelley Styles, Director, Student Support Services
- John Tattersall, Director, Physical Resources
- Larry Woods, Associate Vice President, Academic

**1. CONSTITUTION OF THE MEETING**

Chair McIntosh constituted the meeting at 4:03 pm. C. Brulé introduced M. Hoddenbagh, Director Applied Research & Innovation who briefed members on the Polytechnics Canada Applied Research Showcase that was held in November. Student Sean Emberly attended the Showcase where he won a gold medal for his applied research project. Sean briefed Governors on the voice-activated digital dental chart that he and his team of staff and faculty helped develop. Governors congratulated Sean and the faculty members in attendance, noting the important contribution made in connecting industry partners with keen and enthusiastic students.

**2. CONFLICT OF INTEREST DECLARATION**

No conflicts of interest were declared.

**3. APPROVAL OF THE AGENDA AND PAST MINUTES**

Members were referred to the Agenda which was approved by consensus and the draft regular and In Camera minutes of October 15, 2013. One correction was made to the minutes.

**RESOLUTION****MOVED & SECONDED K. Leroux & B. Farber**

**That the Board of Governors approves the regular and In Camera minutes of October 15, 2013 as revised.**

**CARRIED.**

**4. STRATEGIC DISCUSSION TOPIC**

C. Brulé, Vice President Academic and G. MacDougall, Director Learning & Teaching Services presented on the Digital College. Members were briefed regarding the College's effective use of educational and digital technologies. The College's digital strategy is a central point of differentiation as outlined in its Strategic Mandate Agreement (SMA). The digital strategy is identified as one of the four major themes for the 2014/2015 business plan, and will therefore influence and impact our academic offerings and other lines of business in the coming years.

Discussion occurred regarding the courses that were selected for the etext program this year and the cost of etext compared to the traditional hardcopy text books. Members acknowledged that a much clearer picture of what the Digital College comprises is beginning to emerge, with the use of phrases such as "open educational resources" and "blended delivery options" being used. Members agreed that a focus on a digital strategy is key to the future success of Algonquin College and could result in a smaller campus footprint and lower capital costs. It was noted that a draft Integrated College Development Plan (ICDP) will be presented to the Board early next year. The plan includes a useful tool that can be used to help visualize various models in the development of the College in the future. G. MacDougall was thanked for his informative presentation.

**5. BUSINESS ARISING**

There was no business arising from the October 15, 2013 minutes.

**6. DECISION ITEMS & REPORTS****6.1 Program Approval – Entrepreneurship Acceleration, OCGC**

C. Brulé introduced the Entrepreneurship Acceleration OCGC program and referred members to the materials included in their packages. Of note, MTCU has advised Colleges that as a result of a review of all Colleges' Strategic Mandate Agreements (SMA) and the Ministry's focus on "differentiation", all program approvals are suspended until further notice.

**RESOLUTION****MOVED & SECONDED F. Blackstein & L. Clark****That the Board of Governors approves the Entrepreneurship Acceleration OCGC program effective Fall, 2014.****CARRIED.****6.2 Saudi Arabia Update**

C. Brulé and D. McNair briefed members on the status of operations at the Jazan, Saudi Arabia campus. The overview included the Fall enrollments, student demographics and the challenges encountered thus far. Members were briefed on the call for Letters of Interest for “Wave 2” of the Colleges of Excellence initiative, which consists of 26 new campuses. Algonquin College submitted an Expression of Interest in September and was subsequently short-listed to respond to the Request for Proposals for women’s colleges in the Kingdom of Saudi Arabia. Governors discussed the Wave 2 opportunity to align with our international strategy, and affording opportunities to most of our employees to work in the Kingdom of Saudi Arabia.

**MOVED & SECONDED D. Orendorff & K. Leroux****That the Board of Governors give Algonquin College – Saudi Arabia the authority to submit a non-binding proposal to Colleges of Excellence in the Kingdom of Saudi Arabia to operate one of the three potential clusters of new technical and vocational colleges opening in SA in Fall of 2014. Prior to the AC BOG giving authority to enter into a contractual relationship with Colleges of Excellence, Management must present the Business Plan to the Board for approval and receive necessary approvals from the Ontario Ministry of Training Colleges and Universities and Ministry of Finance.****CARRIED.****6.3 Governance Committee Report**

Governor Leroux, Chair of Governance Committee briefed members on the activities of the Committee from October to December. A working group Chaired by F. Blackstein was tasked with developing Terms of Reference for the Board’s new Academic & Student Affairs Committee. These were submitted for Board approval.

**RESOLUTION****MOVED & SECONDED K. Leroux & B. Farber****That the Board of Governors approves the Terms of Reference for the new Academic and Student Affairs Committee.****CARRIED.****RESOLUTION****MOVED & SECONDED K. Leroux & J. Chiasson****That the Board of Governors approves the appointment of Governor F. Blackstein as Chair of the Academic and Student Affairs Committee.****1 ABSTENTION (F. Blackstein)****CARRIED.**

**RESOLUTION****MOVED & SECONDED K. Leroux & D. Orendorff****That the Board of Governors approves the revised BG1-01 "Responsibilities of the Board of Governors" as presented.****CARRIED.**6.4 Audit & Risk Management Committee Report

Governor Lamontagne, on behalf of Governor Cheng, Chair of the Audit & Risk Management Committee provided members with a verbal overview of the work and activities of the committee from the October 8 meeting. The Committee reviewed options for the transfer of Internally Restricted Net Assets in June and deferred the decision until the Fall, once requirements for AC-Saudi Arabia project were known. Members reviewed the revised Fixed Asset policy which increases the College's asset capitalization threshold for equipment, from \$1000 to \$5000. ARM Committee recommends the following motions to the Board of Governors:

**RESOLUTION****MOVED & SECONDED L. Lamontagne & K. Kasyanenko****That the Board of Governors approves:**

- **The transfer of \$1.18 million within Internally Restricted Net Assets, from Specific Reserves: other projects and initiatives to Specific Reserves: Contingency Reserve fund;**
- **Utilize \$3.22 million from Specific Reserves: Other projects and initiatives to settle a portion of the loan balance and interest rate swap obligation associated with the Police and Public Safety Institute; and**
- **Utilize \$1 million from Reserve Funds: Future capital expansion to settle a portion of the loan balance and interest rate swap obligation associated with the Police and Public Safety Institute.**

**CARRIED.****RESOLUTION****MOVED & SECONDED L. Lamontagne & D. Orendorff****That the Board of Governors approves the College's amended Fixed Asset capitalization threshold for equipment, from \$1000 to \$5000 as presented.****CARRIED.**6.5 Q2 Financial Review

D. McNair referred members to the material included in their packages that provides an update on the in-year financial forecast, based on the most current information. On February 11, 2013 the Board of Governors approved the 2013/14 Annual Budget with a budgeted net contribution of \$813,000. Several factors affect the revenue and expenditure projections that are estimated when the Annual Budget is presented to the Board of Governors for approval in February, and these are updated throughout the fiscal year.

**RESOLUTION****MOVED & SECONDED L. Lamontagne & L. Clark****That the Board of Governors approves the Q2 Financial Report for fiscal 2013/2014 as presented.****CARRIED.**

#### 6.6 2014/2015 Budget Assumptions and 3-Year Pro Forma

D. McNair referred members to the material included in their packages. The 2013/14 Q2 Financial Report is projecting a positive year-end net contribution, however provincial funding reductions and increased cost pressures continue to present challenges in balancing the annual in-year budget. Members reviewed the preliminary pro forma budget assumptions for 2014/15.

Discussion occurred regarding the budget assumptions including the funds allocated to reserves and strategic investment over the next few years. Members commended Management on the excellent work in bringing forward a balanced budget and approved the 2014/15 budget assumptions and 3-year pro forma report by consensus.

#### 6.7 College Renovations

C. Brulé and D. McNair briefed members on capital investment of \$6.7M for a major renovation project at the Woodroffe campus related to the expansion and modernization of the Dental program facilities in Building J, and the repatriation to Building A of the Hair Stylist/Hairstylist Apprenticeship and Esthetician programs activity from Confederation High School and the relocation of the Massage Therapy program activity from Building J.

### **RESOLUTION**

#### **MOVED & SECONDED J. Chiasson & B. Farber**

**That the Board of Governors approves the capital investment required to complete the work for the renovation and repatriation of the Dental and Hair Stylist/Hairstylist Apprenticeship and Esthetician programs based on the indicative costing of \$6.7M.**

**CARRIED.**

### **7. OTHER BUSINESS**

#### 7.1 Advisory Committee Annual Report 2012-2013

Members were referred to the annual Advisory Committee Report for 2012-2013. The report was reviewed and accepted by consensus.

### **REPORT FROM THE CHAIR**

- Colleges Ontario's 2013 Higher Education Summit was held in Toronto on November 17 and 18, ending with the Premier's Awards Gala. Several Governors and members of Senior Management were in attendance.
- The Board will be moving to a Consent Agenda format in February. Members will be provided with information regarding how the consent agenda format will work.
- The College held its United Way Touchdown event on Friday, November 29. This year's campaign raised over \$100,000 with a record 25% staff and faculty participation rate.
- The latest edition of Local Lines, the Faculty Union newsletter is on the table.
- All services at the College will be closed as of noon on December 24 and will re-open on Thursday, January 2, 2014.
- The next meeting of the Board is scheduled on February 10, 2014, with a Board Retreat scheduled the same day beginning at 10:30 am.

### **8. REPORT FROM THE PRESIDENT**

- The draft Strategic Mandate Agreement (SMA) is being developed in alignment with the MTCU's draft differentiation framework. Negotiations with the Ministry's representative will begin in January.
- Pembroke campus – The College and the Canadian Wildlife Federation have signed a Memorandum of Understanding that encourages both organizations to partner whenever possible to promote outdoor education.
- The re-election of the College's faculty union occurred recently. Algonquin College is the only college in Ontario that does not have a United College Collective (UCC) which provides a venue for the Faculty Union and Management to discuss important topics. Management is hopeful the UCC will be re-constituted in the future.
- Algonquin College and La Cité collegiale will jointly host the ACCC conference in May, 2014. This will be a good opportunity to showcase our regional campuses, with the pre-conference scheduled in Pembroke.
- Second-year Mechanical Engineering Technology student Dmitry Klishch won the 2013 IEEE Global Humanitarian Technology Conference (GHTC) Student Poster Competition held in San Jose, California.
- The first of a series of Town Halls was held on December 4. Questions covered topics such as the College's International efforts, digital, e-text and many more. All questions from faculty and staff were welcomed. The Town Hall was well attended and well received, with a second scheduled in March, 2014. Governors are welcome to attend.
- The Annual Christmas Coffee Break will be held on December 18 in the Observatory. Governors are welcome to attend.

#### **9. MANAGEMENT SUMMARY REPORT**

The Management Summary report for December, 2013 was received and is available online at [www3.algonquincollege.com/bog/](http://www3.algonquincollege.com/bog/).

#### **10. IN CAMERA SESSION**

The In Camera Session was not required.

#### **11. MEETING ADJOURNMENT**

There being no further business, the meeting was adjourned at 6:10 pm. The SEM Report – Student Survey Results and the Q2 Business Plan 2013/2014 Update was included in members packages for information.

---

James McIntosh, Chair

---

Suzannah DiMarco, Recorder