

APPROVED

MINUTES OF MEETING NUMBER FOUR HUNDRED AND EIGHTY EIGHT OF THE BOARD OF GOVERNORS OF ALGONQUIN COLLEGE, HELD ON **TUESDAY, OCTOBER 14, 2014** AT 4:30 PM, IN CA105 ACCE BUILDING, WOODROFFE CAMPUS.

Present:	Fred Blackstein, Vice Chair Pam Auchterlonie Jim Brockbank Lynne Clark Sherryl Fraser Cheryl Jensen, President Kyrlo Kasyanenko Kathyrn Leroux Shawn McBride Peter Nadeau Dr. Jim Robblee Kelly Sample Mark Sutcliffe	Regrets:	Nancy Cheng James McIntosh, Chair Michael Waters
		Sr. Mgmt:	Gerry Barker, Human Resources Claude Brulé, Academic Eric Hollebhone, Advancement Duane McNair, Finance & Administration Laura Stanbra, Student Services Doug Wotherspoon, International & Strategic Priorities
		Recorder:	Suzannah DiMarco

Observers: Jo-Ann Aubut, Director, Academic
Brent Brownlee, Director, Ancillary Services
Dave Donaldson, Dean, School of Business
Martin Doyle, Country Director, AC-Saudi Arabia
Peter Fortura, Executive Director (Acting) Academic Operations & Planning
Mark Hoddenbagh, Executive Director (Acting) Partnerships & Applied Research
Chris Janzen, Dean, Faculty of Technology & Trades
Jim Kyte, Dean, School of Hospitality & Tourism
Samantha Long, Algonquin Times journalist
Jeff Macnab, Registrar
Tracy McDougall, Executive Assistant to the President
Brenda Rothwell, Executive Director, Foundation
John Tattersall, Director, Physical Resources
Claire Tortolo, Coordinator (Acting), Language Institute
Shelley Styles, Director, Student Services

1. CONSTITUTION OF THE MEETING

Vice Chair Blackstein constituted the meeting at 4:35 pm.

2. CONFLICT OF INTEREST DECLARATION

Members were asked to declare any conflicts of interest they may have with an item on the Agenda. No conflicts of interest were declared.

3. APPROVAL OF THE CONSENT AGENDA

Vice Chair Blackstein asked whether any Governor wished to remove an item from the Consent Agenda because it required discussion. No agenda items were moved off the Consent Agenda.

RESOLUTION

MOVED & SECONDED P. Nadeau & M. Sutcliffe

THAT the Board of Governors approves all Consent Agenda items.

CARRIED.

3.1 Minutes of the June 9, 2014 AGM & Board Meeting & In Camera Session

RESOLUTION

THAT the Board of Governors approves the Minutes of the regular and In Camera meeting of June 9, 2014 as presented.

3.2 Code of Ethical Conduct

For information.

3.3 Academic & Student Affairs Committee (ASAC) Report

RESOLUTION

THAT the Board of Governors approve the Aircraft Maintenance Technician, Ontario College Diploma program effective Fall 2015 and seek validation of the program title and outcomes from the Credential Validation Service and seek approval for funding from the Ministry of Training, Colleges and Universities. The program is approved with the following caveat: that no intake of students will occur until a strategy is developed to mitigate/reduce capital costs in the first year.

RESOLUTION

THAT the Board of Governors approve the Bachelor of Automation and Robotics degree program effective Fall 2016 and submit an application for Ministerial Consent to the Postsecondary Education Quality Assessment Board and approval for funding from the Ministry of Training, Colleges and Universities. The program is approved with the following caveat: that a review of equipment cost-sharing be submitted to ASAC members before the October 14, 2014 Board Meeting.

3.4 Audit & Risk Management (ARM) Committee Report

RESOLUTION

THAT the Board of Governors approve the amended Algonquin College Endowment Funds Statement of Investment Policies and Goals and recommend it to the Board of Governors.

4. BUSINESS ARISING

There was no business arising from the June 9, 2014 minutes.

5. DECISION ITEMS & REPORTS

5.1 1st Quarter 2014/2015 Business Plan Update

D. Wotherspoon referred members to the 1st Quarter Business Plan Update included in their packages. The Board of Governors approved the 2014-2015 Business Plan in February, 2014. The plan identifies targets to be reached by March 31, 2015 that align with the achievement of overall targets in the 2012-2017 Strategic Plan. Members were briefed on the progress to date of the 2014-2015 initiatives that support the measures and leveraged actions in the Business Plan. Discussion occurred regarding the following:

- The trend of decreasing high school applicants and the mitigation strategies the College has put into place;
- The increase in international enrollments;
- Employee Engagement survey to be run again with similar questions, to allow comparisons from last survey; and
- The growing number of University graduates enrolling in colleges.

RESOLUTION

MOVED & SECONDED K. Leroux & P. Auchterlonie

**THAT the Board of Governors accept the 1st Quarter 2014/2015 Business Plan Update as presented.
CARRIED.**

5.2 1st Quarter 2014/2015 Financial Projections

D. McNair referred members to the report included in their packages that identifies the Annual Budget that the Board approved in February, 2014. The budget maintained the commitment to balance government funded activities with expenses and included expenditures from reserves to address strategic initiatives. As is usual, when the budget is approved in the spring, there are unknown factors that affect revenue and expenditure forecasts that are estimated. The quarterly financial report provides updated projections based on the most current information available at that time. Members were briefed on the material adjustments that have been made to date.

- Revised revenue projections for the Enrollment Growth funding based on an increase of 606 growth units;
- International Education Centre – actual enrollment and attrition for Algonquin College-Saudi Arabia have proven to be significantly different than originally forecasted;
- Expenditures for the repatriation of Hair Stylist/Esthetician program (under Strategic Investment Priorities) are exceeding budget due to amendments to project scope and unanticipated costs incurred to address the structural integrity of Building A;
- Apprenticeship Enhancement Funding (AEF) in the amount of \$1M was received and projected along with corresponding expenses after the budget was approved;
- Sale of former Pembroke Campus resulted in a net gain of \$896K (sales price \$1.5 million, less commission, legal fees and unamortized costs \$604K); and
- Miscellaneous adjustments to non-cash revenue and expenditures for AEF funding and carryovers of Strategic Investment Priorities (SIP) project expenditures of \$500K.

RESOLUTION

MOVED & SECONDED J. Brockbank & S. Fraser

**THAT the Board of Governors accept the 1st Quarter 2014/2015 Financial Projections as presented.
CARRIED.**

5.3 International Update

Jazan Saudi Arabia 2014/2015 Business Plan & Budget

D. Wotherspoon briefed members on the Jazan Campus in Saudi Arabia and the 2014/2015 Business Plan and Budget that have been developed for review and approval by the Board of Governors. The primary motivators for the College's expansion in international education are to serve as a catalyst for community prosperity, to support student and employee employability and to improve College sustainability by contributing to reinvestments in the College. The business plan and budget were reviewed, and some discussion arose as a result:

- Risk mitigation strategies were discussed related to changes in financial circumstances.
- Members were briefed on the College's strong working relationship with Colleges of Excellence.
- Algonquin College is leading efforts amongst education providers in Saudi Arabia related to attendance-tracking and strategies designed to ameliorate attrition and graduation rates.
- Discussion occurred regarding building relations with employers in the region to encourage them to hire Algonquin graduates. All 18 AC-Jazan graduates are fully employed. A new Employer Advisory Committee will be established to address employer issues and provide the College with a better understanding of employer and community needs.
- Members were briefed on initiatives aimed to broaden student's overall experience such as on-campus activities, excursions, sports competitions, leadership opportunities and more.
- Discussion occurred regarding the collaboration and sharing of information that is occurring with other education providers in Saudi Arabia, and the benefits of having these strong relationships.

RESOLUTION

MOVED & SECONDED K. Kasyanenko & S. McBride

THAT the Board of Governors accept 2014/2015 Business Plan and Budget for Jazan, Saudi Arabia as presented.

CARRIED.

Wave II Update

D. Wotherspoon briefed members on Wave II of the vocational college expansion by Saudi Arabia's Colleges of Excellence. Algonquin submitted a Wave II bid and in February, 2014, after brief negotiations, the College was awarded its first choice. Cluster four consists of two campuses in the Eastern Province of Saudi Arabia; a women's campus in Qatif and a men's campus in nearby Juaymah. In June, following a revision to the College's five-year financial projections for the Jazan campus, the Board placed a temporary hold on approval of Wave II. As the College worked to secure final approvals, we received a firm deadline from Colleges of Excellence for final signing of the Wave II contract. Staff were unable to meet the October 16, 2014 deadline. Therefore, the President, in consultation with the Board Chair instructed the International Team to inform Colleges of Excellence that the College would withdraw its application. The College remains fully committed to its partnership with the Colleges of Excellence and the work it is doing to innovate vocational education both in Jazan and across the country.

Discussion occurred regarding Colleges of Excellence's deadline and whether there are implications to us bidding for contracts in the future. It was noted that a number of other providers faced delays due to unforeseen factors, and the College's relationship with Colleges of Excellence remains strong. In light of these developments:

RESOLUTION

MOVED & SECONDED S. McBride & P. Auchterlonie

THAT the Board of Governors accept the Wave II Update Report and formally withdraw its approval of Wave II Expansion.

CARRIED.

President Jensen provided summary remarks in light of developments. Members were encouraged to consider the important work the College is doing in Saudi Arabia and to recognize that the College could not meet Colleges of Excellence's deadlines, despite best efforts. Of note, the new Minister of Training, Colleges and Universities, Minister Moridi has asked to be briefed on international opportunities and Section 28 requirements, to better understand the financial and reputational risks involved. The Jazan Campus is one of the most challenging in Saudi Arabia due to its remote location. Algonquin College

remains committed to the success of the Jazan Campus and to finding other opportunities overseas, such as marketing the AC franchise model to other education providers. President Jensen thanked D. Wotherspoon and the International team for their efforts related to the Wave II opportunity.

6 OTHER BUSINESS

6.1 REPORT FROM THE CHAIR

- Code of Ethical conduct form to be completed by all Governors.
- On the Table items - 2 Remittance Declarations for information.
- Fall Retreat – 100% participation by Governors and a big thank you to Perth faculty for the campus tour and Student Works site visit.
- A note regarding follow-up from Board Retreat Open Space discussion.
- Overview of the 2014 Higher Education Summit in Toronto in November.
- Dates and invitations to the Fall Convocation Ceremonies on October 28.
- Invitation to the December 8 Board Meeting and Holiday Dinner.

6.2 REPORT FROM THE PRESIDENT

- Update regarding the President’s first 50 days in office including meetings with internal and external stakeholders, community partners and the start of her cross-College Listening Tour.
- Visits to Perth and Pembroke campuses and the importance of recognizing the fine work being done at our off-site campuses.
- Visit and meeting with Minister Moridi
- Trip to St. Francis Xavier University for Dr. Kent MacDonald’s Investiture
- Attendance at the 4th Annual Scotiabank Nordic Taste & Walk Chef’s Dinner in support of the Ottawa Regional Cancer Foundation.
- AC Animation graduate wins an Emmy.
- United Way campaign kick-off with the annual Air Bands competition.
- General observations are an ingrained commitment to student success and to the student experience at Algonquin College.

6.3 MANAGEMENT SUMMARY REPORT

The Management Summary report for Summer/Fall 2014 was received and is available online at www3.algonquincollege.com/bog/.

7 IN CAMERA SESSION

An In Camera session was not required.

8 MEETING ADJOURNMENT

There being no further business, the meeting was adjourned at 6:10 pm.

Fred Blackstein, Vice Chair

Suzannah DiMarco, Recorder