


Meeting of the Board of Governors

MEETING NUMBER FOUR HUNDRED AND NINETY ONE OF THE BOARD OF GOVERNORS OF ALGONQUIN COLLEGE TO BE HELD ON MONDAY, APRIL 13, 2015 AT 4:00 PM, IN ROOM CA105 IN THE ACCE BUILDING, WOODROFFE CAMPUS, OTTAWA.

AGENDA

BOARD EDUCATION SESSION – Student Residence		J. Tattersall; S. Styles S. Galvan	Tab
Celebrating Success			
1.	Constitution of the Board Meeting		
2.	Declarations of Conflicts of Interest		
3.	Approval of the Consent Agenda	J. McIntosh	
	3.1 Minutes of the February 2, 2015 Board of Governors Meeting		
	3.2 Academic & Student Affairs Committee (ASAC) Report	K. Leroux	
	3.3 Audit & Risk Management Committee (ARM) Report	N. Cheng	
	3.4 Governance Committee Report	P. Nadeau	
	3.5 TD Canada Trust Corporate Resolution		
4.	Business Arising from the Minutes		
	4.1 International Update	D. Wotherspoon	
	4.2 2017/2022 Strategic Plan Process Update	D. Wotherspoon	
	4.3 Entrepreneurial Opportunity Update	C. Brulé D. McNair	
5.	Decision Items & Reports		
	5.1 Appointment of New Governors 2015/2016	P. Nadeau	
	5.2 Discussion Paper Healthy Living Education (HLE) Initiative	C. Brulé Barbara Foulds	
6.	Items for Information		
	6.1 Board of Governors Spring Key Messages	D. Wotherspoon	
	6.2 Report from the Board Chair	J. McIntosh	
	6.3 Report from the President	C. Jensen	
	6.4 Management Summary Report	President’s Council	
7.	In Camera Session		
8.	Meeting Adjournment		

 President/Board of Governors	
Presentation to:	Board of Governors
Subject:	Education Session on the Residence
Date:	April 13, 2015
Presenters:	J. Tattersall, Director Physical Resources S. Styles, Director Student Support Services S. Galvan, General Manager Algonquin Residence (Campus Living Centres)

RECOMMENDATION:

THAT the Board of Governors receives this Residence education brief for information.

PURPOSE:

At the September 2014 Board of Governors' Retreat, a number of topic-specific education sessions were identified. This session is on the Residence.

CONTEXT

Governors will find attached a small read-ahead package in two parts: first part is a Word document that provides background information on the Residence, and the second part is an Excel summary of financial data for the Residence covering the current and previous two fiscal years. On April 13, the Co-Chairs of the College's Residence Committee accompanied by the Campus Living Centres' General Manager, will provide a 15-minute briefing on relevant strategic issues to the Board. Our three key messages for the Board:

1. The Residence is more than rented, furnished accommodations for over 1,000 students. The Residence serves to foster the holistic development of students through individual, interpersonal, intellectual and community education.
2. Currently, and expected to be true until the advent of Light Rail Transit service to Baseline Station, there is no need to expand the current inventory of bed spaces.
3. After only 15 years of service, due to the high wear and tear in the rooms, there is a need to invest in the refurbishment of the Residence; in particular, current efforts are focused on replacing furniture and improving the quality of living and digital spaces.

MEMO

DATE: April 13, 2015

TO: Board of Governors

FROM: J. Tattersall; S. Styles; S. Galvan

SUBJECT: Board Education Session – Background Information on the Residence

This report serves to provide contextual information to the Board of Governors. Please note that the financial data is included as an addendum to this report.

1- INTRODUCTION TO CAMPUS LIVING CENTRES

BACKGROUND

The College has used three different management models to operate and manage the Residence. When initially built, the College engaged Campus Living Centres for the first few years. Subsequently, we attempted to manage the Residence with our own staff. However, after reviewing the performance of the Residence, in 2013 the College reverted to a contracted service model. Following a competitive selection process, the College re-engaged Campus Living Centres as a strategic partner in the operation and management of the Residence.

STUDENT LIVING

In an era of reduced government funding, particularly with respect to ancillary operations, Campus Living Centres (CLC) has a proven residence management model that improves the financial performance of residence operations, without compromising the student experience.

Their philosophy is directly focused on these two outcomes. The management approach is one that ensures that they work collaboratively with us and our students every step of the way, while ensuring that residence operations are completely integrated with the overall campus community. CLC focuses on being the best student residence provider to achieve these core objectives:

- *Ensure student safety and security*
- *Improve student retention and success*
- *Diligently maintain and re-invest in the facilities*
- *Reduce purchasing and operating costs*
- *Generate significant “non-student” revenue*
- *Support “Green” initiatives*

CLC has a highly skilled team of managers and senior administrators who work on each of their campuses. They are supported by corporate experts in each of the 8 specialized departments within their organization.

- *Student Life*
- *Residence Administration and Operation*
- *Facilities Management*
- *Summer Accommodations*
- *Financial Services*
- *Information Technology*
- *Human Resources*
- *Student Life*

HOTEL

CLC has high conference season occupancy rates and generate millions in additional revenue for their clients. Maximizing non-student generated revenue derived from student residences makes a significant contribution to each of their partner institutions. In 2014, this has proven to be particularly successful for Algonquin College.

Maximizing occupancy rates all year long is critical to achieving financial performance in our student housing operation. This requires us to sell residence spaces as viable summer conference accommodations, but it is extremely challenging. It is a highly specialized niche market, and CLC is a recognized, if not the only expert in this field.

CLC has:

- *An established brand: Residence and Conference Centres, with thousands of return clients annually*
- *A highly skilled sales team and established marketing strategies that generate significant new business each year*
- *Proven service provision strategies that ensures high customer satisfaction and retention*
- *A huge portfolio of clients and contacts that fosters long term success and cross-selling opportunities across our entire portfolio*

CLC accomplishes its goals through the utilization of the following key tools and strategies:

- *A segmented approach to marketing their properties, creating awareness among their targeted clientele through each of their sales managers*
- *Customized website to book online reservations for summer conference accommodations*
- *A 1-800 number with a centralized support team*
- *Heavy presence on key accommodations web services, such as Travelocity, Expedia, and Booking.com*
- *Regular attendance at local, provincial and national conferences and trade shows*
- *Specialized sales and hospitality training programs for staff under the CLC University banner*
- *Customized guest and room management software tools, via StarRez*

- *Corporate staff dedicated to the design and publication of unique marketing materials for each campus*
- *Strong partnerships with other ancillary service providers on campus (food, conference services, recreation, etc.)*

2- RESIDENCE LIFE PROGRAM: A COLLABORATION BETWEEN RESIDENCE LIFE AND ITS PARTNERS ORIENTATION WEEK SUMMARY

- a. Collaboration with Counselling Services and Ancillary Services for the highly attended and informative parent orientation sessions.
- b. Collaboration with Health Services and local Ambulance service to educate our students on safety and alcohol consumption. Members of Security Services participated by hosting a BBQ dinner for the residents.
- c. Collaboration with the Mamidosewin Centre for programming drumming and throat singing entertainment and education on aboriginal culture.
- d. Collaboration with Student Experience and the AC HUB to train our Residence Orientation leaders who participated in helping our students move in.
- e. Collaboration with Sports Services to host a Dodgeball game and BBQ to promote athletic events throughout the academic year.
- f. Collaboration with Attendant Services and the Centre for Students with Disabilities to provide attendant care for our students with disabilities who wished to participate in our orientation week. This was the first time in its history that this service was provided prior to regular move in dates.

YEAR LONG SUPPORT

- g. Regular Membership on the 'Circle of Care' Committee to discuss high risk cases with the managers of Counselling services, the Centre for Students with Disabilities, and Health Services.
- h. Professional Development, Debrief and Support from Counselling Services as they conduct regular, structured, meetings with our Residence Advisors, Community Advisors, and Residence Life Coordinators. Counselling Services has also ensured that with the help of the Welcome Centre, our staff and residents receive priority booking.
- i. Collaboration with Counselling Services in providing Emergency Housing to students in need. Policies and procedures were created by both the Residence and Counselling management teams while including Security Services input, ensuring safety for all through an assessment process.
- j. Collaboration with the Mental Health Nurse from Health Services on supporting students as well as creating policy on students with mental health concerns.

- k. The co-creation of a campus-wide 'Keep It Classy' alcohol education campaign in partnership with Health Services and our membership within the Safer Ottawa Drinking Alliance (SODA). This programming runs year-long. Much focus is placed on fall and winter orientation periods as well as other high alcohol consumption holidays such as Halloween and St-Patrick's Day.
- l. Through collaboration with the Student Association (SA), a large lounge in Residence was renovated and set up by the SA where various events are hosted by them are enjoyed by the residents. The SA also has a promotional booth in the front lobby for connecting with residents and advertising their events.
- m. Regular collaboration with the Security Services Manager and the Lead Investigator to address behavioural and judicial situations within the residence.

PROGRAMMING

- n. Supporting the programming of Security Services and Counselling Services' 'Safe and Healthy Relationships' Campaign; banner signing and student education.
- o. Co-creation of door knob hangers with Security Services in an effort to reduce the number of dead bolted doors in residence.
- p. Supporting and hosting the Health Services Purple Couch Initiative.
- q. Designated United Way leader in Residence where fundraising and awareness campaigns are run.
- r. Collaboration with the Centre for Students with Disabilities Autism Spectrum Disorder Transition Centre in creating a sensory room within residence. This partnership has also led to ongoing training and education for our staff and students.
- s. Collaboration with Sports Services to promote healthy and active living and offer programming such as hosting kickboxing sessions in residence.
- t. Collaboration with the Spiritual Centre to host a Church on Campus session as well as Christmas activities within the residence.
- u. Participated in the assessment of funding from the Women's' Victim Safety Fund at Algonquin which resulted in hosting two consent education events open to both residents and students on campus.

3- STATISTICS FOR RESIDENCE

CAPACITY

The Residence has a total of 1050 beds (525 units), accommodating 1038 students.

Spaces are not sold to maximum capacity as a set number of beds are blocked for the following:

- a. 6 beds (3 units) for Residence Life Coordinators. These full time professional staff members live in Residence and share responsibility in responding to emergency situations that may arise at any given time. They are also available to provide support 24/7 to staff and residents.
- b. 2 beds (1 unit) Attendant Care Services. This unit contains an office space for the Carleton University based Attendant Services program. Equipment and supplies are kept in this unit to be used by an attendant who may be providing specific services to one of our 20 students with needs.
- c. 4 beds (2 units) Emergency rooms for students. From time to time, a situation may arise where a resident must be moved from their unit. Whether due to an incident or simply a conflict situation, the resident is able to stay in this unit for a short period of time while the Residence Life and Residence Services team determine the next step. We also use these units to accommodate requests from Counselling Services who may have a student in need for 1-3 nights.

WAITING LIST

- 2013-14: +/- 100 on the waiting list.

This number is difficult to confirm. We discovered during the transfer of information from the Algonquin StarRez to the CLC system that the program was being utilized, and information being stored differently. The status of residence applications could not be verified. This meant that our database identified all applications as active when in fact many of them were not completed and therefore not valid.

- 2014-15: +/- 8 on the waiting list.
 - On August 24, 2014 – approximately 17 students on the list
 - On August 28, 2014 - approximately 12 students on the list
 - On August 29, 2014 – approximately 8 students on the list

RESERVED BEDS

Every year, Residence Services works with College partners to determine how many beds should be reserved for specific groups of students.

- Aboriginal Students – 25 beds
- International Students – 50 beds
- Students with accessibility needs – 20 beds

COSTS FOR STUDENTS

- 13-14 \$6870 (residence fees) + \$30 (activity fees) = \$6900
- 14-15 \$6970 (residence fees) + \$60 (activity fees) = \$7030 (1.5% increase)
- 15-16 \$7150 (residence fees + \$60 (activity fees) = \$7210 (2.5% increase)

Meal plan in addition to above mentioned fees

- 13-14 \$1910 (minimum)
- 14-15 \$1940 (minimum)
- 15-16 \$2000 (minimum)

RETENTION

As noted above, the Residence houses 1038 students at the very beginning of the academic year. As the semester progresses and deadlines approach for withdrawal from programs, there is an increase in residence withdrawals. Other residents choose to leave due to medical, personal, financial reasons.

Below is an occupancy comparison between 2013/2014 and 2014/2015.

	2013/2014	2014/2015
SEPT	1021	1019
OCT	1009	1015
NOV	992	990
DEC	961	938
JAN	971	955
FEB	967	944
MAR	957	948

More than half of our withdrawals are by students leaving the College completely. Many have indicated they are not ready to progress academically.

Retention is a key factor in maintaining high occupancy rates as the vast majority of the students withdrawing from Residence are also withdrawing from the College. This subject is at the forefront of our objectives in all areas of operations in the Residence. Meetings, collaborations and strategizing with College partners have begun and will continue in the following months as we prepare for the 2015-16 academic year.

4- SUMMER HOTEL OPERATIONS: REVENUES REINVESTED INTO THE RESIDENCE

SUMMER REVENUES

- 2013 – Projected \$978,400 Actual \$804,000
- 2014 – Projected \$1,050,000 Actual \$1,162,000
- 2015 – Projected \$1,156,000

INVESTMENT IN RESIDENCE

- 2014 – \$800,000 for the following
 - 1050 new bed frames and removal/recycling of old
 - 1050 new bed mattresses and removal/recycling of old
 - 1050 new bed coverings for hotel operations

- 2015 – \$728,000 for the following
 - Lounges and common areas to be renovated, including new furniture and equipment
 - Blinds (black out) throughout the residence
 - WI-FI in Residence

5- STUDENT CONCERNS AND FEEDBACK

SURVEYS

- Since taking over the Residence operation in May 2013, the Campus Living Centres has surveyed its students both at move in and move out in order to measure our success and areas in need of improvement. The questions found in the survey cover all areas of the operation including Customer Service, Maintenance, Housekeeping, Residence Life and other services provided in the building such as internet access.

- An average of 80% of our residents have indicated over the past two years that it was important or very important to them that their choice of Post-Secondary Institution provide a residence option.

- Our surveys also indicated high percentage of respondents, ranging from 65-85%, being satisfied or very satisfied with services provided (maintenance and front desk), cleanliness of the building and their suites, the Residence Life program and quality of their common spaces.

- Over 50% of the respondents in the 2013 as well as the 2014 move in survey stated that they were dissatisfied or very dissatisfied with the Wi-Fi network in Residence. The same question is posed in the 2013 move out survey and 66% percent of the respondents expressed they were dissatisfied or very dissatisfied with the Wi-Fi network in Residence. As Wi-Fi has been a top complaint for the past 5 years both from students as well as hotel guests, the College, via Ancillary Services, will invest \$378K in summer 2015 for ITS to improve the network. We are confident that this will help meet the needs of our students in their personal, social and academic pursuits and will positively impact our summer hotel operation.

QUALITY

There have been considerable improvements over the past 2 years in the areas of Maintenance, Housekeeping/Cleanliness, Customer Service and the Residence Life program. The new beds and mattresses installed in 2014 contributed significantly to both student/family and hotel guest satisfaction.

Albeit a relatively new complex, the Residence suffers high wear and tear, and thus is in need of improvements and ongoing maintenance. This will continue to be a main focus in the coming years as we improve amenities, upgrade mechanical equipment and ensure that structural maintenance is constant.

COMMUNITY STANDARDS (RULES)

The 2013-14 Residence Life approach was very judicially directed. This led to great dissatisfaction with the rules and the severity of sanctions. The number of evictions was between 15 and 20 during the 2013-14 seasons, which includes voluntary withdrawals by residents who would have been evicted otherwise.

Having taken into account the results of the 2013-14 surveys, including the comments left by the respondents, the Residence Life team, in collaboration with Security Services and Student Support Services decided to review the approach taken in prevention and intervention. The 2014-15 approach has evolved considerably through the new Residence Life Manager and her direction. It has led to fewer evictions (2). Also, more intentional conversations with an educational approach and referrals to and use of several support mechanisms/services found within the College has led to a more involved community of helpers resulting in less eviction and more thoughtful outcomes.

Residence Summary Financial Data - Fiscal Years 2012-13 to 2014-15 Inclusive

	Fiscal Year		
	2012-2013 Actuals*	2013-2014 Actuals**	2014-2015 Q2 Projection***
Revenues			
Academic Residence Fees	6,330,970	6,776,672	7,036,038
Summer Academic Fees	202,584	228,907	225,571
Summer Hotel Revenue	1,249,010	799,857	1,162,092
Other Revenues	779,588	900,676	601,963
Total Revenues	8,562,153	8,706,112	9,025,664
Expenses			
Operating Expenses	4,308,207	5,014,043	4,755,949
Interest on Long Term Debt	2,623,235	2,555,952	2,445,173
Total Expenses	6,931,442	7,569,995	7,201,122
Net Income	1,630,711	1,136,116	1,824,542
Less: Long Term Debt Principal Payments	1,518,220	1,619,423	1,727,395
Less: Contribution to Reserves	505,000	500,000	500,000
Net Contribution	- 392,509	- 983,307	- 402,853

*Data includes cost centres 270H, 270S and 173R

**Campus Living Centres took over management in May 2013

***Based on Q2 Budget Projection (fiscal year still in progress)

MINUTES OF MEETING NUMBER FOUR HUNDRED AND NINETY OF THE BOARD OF GOVERNORS OF ALGONQUIN COLLEGE, HELD ON **MONDAY, FEBRUARY 2, 2015 AT 5:00 PM**, IN CA105 ACCE BUILDING, WOODROFFE CAMPUS.

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

Observers

- Brent Brownlee, Director, Ancillary Services
- Kathy Conlon, Office Assistant, President's Office
- Cathy Dempsey, Director Finance & Administration
- Dave Donaldson, Dean, School of Business
- Peter Fortura, Executive Director (Acting) Academic Operations & Planning
- Michael Gawargy, Director, Information Technology Services
- Robyn Heaton, Dean, Faculty of Media and Design
- Mark Hoddenbagh, Executive Director (Acting) Partnerships & Applied Research
- Chris Janzen, Dean, Faculty of Technology & Trades
- Daniel Kelly, Professor Applied Science & Environmental Technology
- Chris Lowrey, Algonquin Times
- Glenn MacDougall, Director, Learning & Teaching Services
- Jeff Macnab, Registrar
- Diane McCutcheon, Director Labour Relations
- Tracy McDougall, Executive Assistant to the President
- Joe Ranieri, Director, Business Development
- Shelley Styles, Director, Student Services
- John Tattersall, Director, Physical Resources
- Claire Tortolo, Coordinator (Acting), Language Institute
- Jane Trakalo, Chair, Community Studies

1. CONSTITUTION OF THE MEETING

Chair McIntosh constituted the meeting at 5:00 pm. The Algonquin College DevelopMENTOR Team was welcomed to the meeting. Governors congratulated the Team on winning an award from the International Partnership Network.

2. CONFLICT OF INTEREST DECLARATION

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

3. APPROVAL OF THE CONSENT AGENDA

Chair McIntosh asked whether any Governor wished to remove an item from the Consent Agenda, for discussion. No items were removed from the Consent Agenda.

RESOLUTION

MOVED & SECONDED Dr. Robblee & L. Clark

THAT the Board of Governors approves all Consent Agenda items.

CARRIED.

3.1 Minutes of the December 8, 2014 Board Meeting

RESOLUTION

THAT the Board of Governors approves the Minutes of the regular and In Camera December 8, 2014 meeting as presented.

3.2 Academic & Student Affairs Committee (ASAC) Report

Program Proposal – Bookkeeping and Accounting Practices (OCC)

RESOLUTION

THAT the Board of Governors approves the Bookkeeping and Accounting Practices, Ontario College Certificate program effective Winter 2016 and seek validation of the program title and outcomes from the Credential Validation Service and approval for funding from the Ministry of Training, Colleges and Universities.

3.3 Governance Committee Report

1) Guideline to Access Professional Development

RESOLUTION

THAT the Board of Governors approves the Guideline to Access Professional Development.

2) Governor Candidate Application Form

RESOLUTION

THAT the Board of Governors approves the Candidate Application Form.

New Governor Skills Matrix

RESOLUTION

THAT the Board of Governors approves the Governor Skills Matrix.

3) BGI-04 Role of the Chair

RESOLUTION

THAT the Board of Governors approves the governance policy BGI-04 Role of the Chair.

3.4 3rd Quarter 2014/2015 Business Plan Update

RESOLUTION

THAT the Board of Governors accepts the 3rd Quarter 2014/2015 Business Plan Update as presented.

3.5 3rd Quarter 2014/2015 Financial Projections

RESOLUTION

That the Board of Governors approves the 3rd Quarter 2014/2015 Financial Projections.

4. BUSINESS ARISING

4.1 International Update

D. Wotherspoon, Vice President International and Strategic Priorities referred members to the report included in their packages. Members were briefed on the status of the Jazan Campus and on progress at the Kuwait Campus.

Kuwait Campus

Members were advised that Management is cautiously optimistic that the opening of the Kuwait Campus will occur on August 31, 2015. All capital equipment has been purchased and the Executive Team is in the process of hiring staff and faculty. Recruitment campaigns are slated to launch in April.

Jazan Campus

President Jensen and Vice President Stanbra visited the Jazan campus from January 9 – 16, 2015 and participated in an employee luncheon, a spouses' reception and an inaugural meeting of the Community Advisory Committee. Despite continued challenges with recruitment of course-ready students, attendance, progression and retention, the focus remains on achieving the business plan goals. Representatives of College of Excellence (COE) have offered their support and their desire to see Algonquin successful in Jazan. There have been initial discussions with COE regarding a female campus in Jazan and the possibility of offering degree programs in the future. Of note, 95% of AC-Jazan graduates are fully employed and it is apparent that the College has the support of the surrounding business community. The report was approved by consensus. Management is asked to provide a financial update to the Board at the April 13, 2015 meeting.

5. DECISION ITEMS & REPORTS

5.1 2015/2016 Fees Schedules

L. Stanbra introduced J. Macnab, Registrar who briefed members on the Fees Schedules for the 2015/2016 academic year. As background, members were advised that in 2013-14, and until 2016-17, the Ministry has capped tuition increases at an over-all maximum of three percent. Prior to that and including 2012-2013 the maximum allowable over-all increase was capped at five percent. The proposed fees schedules included in member's packages have been developed in accordance with the Tuition Fee Framework Guidelines for Colleges of Applied Arts and Technology 2013-14 to 2016-17 (issued April 2013) and the College's Tuition and Fee Strategy. Consultation with Academic Areas, Apprenticeship, Academic Operations Office, International Education Centre and the Student Association also took place in development of the 2015-16 Fees Schedules.

The overall domestic tuition fee increase of 2.97% is recommended, the same rate of increase as last year. The premium on international fees will not increase this year and members were advised that Algonquin College's international fees put us in the top third across Ontario, keeping us at the higher end of fees but still competitive in the market. Members noted a rise in compulsory ancillary fees of 39% as a result of the student referendum on the OC Transpo U-Pass that produced an overwhelming 83% "yes" vote in favour of the U-Pass. Members asked Management to monitor students who may face an additional financial burden due to the increase in compulsory ancillary fees this year and provide them with mitigation strategies that would be of help to this student population.

RESOLUTION

MOVED & SECONDED F. Blackstein & N. Cheng

THAT the Board of Governors approves the Fees Schedules as presented, for the 2015-2016 academic year in accordance with current Ministry policy.

CARRIED.

5.2 2017/2022 Strategic Planning Process Guiding Principles

D. Wotherspoon referred members to the materials included in the package. During the Board of Governors Retreat that was held earlier in the day, facilitator Don Lenihan, Senior Associate, Policy and Engagement at Canada 2020 led a discussion on the value of guiding principles to the strategic planning process. The discussion resulted in the Board of Governors selecting a set of principles to guide the 2017/2022 strategic planning process. This 18-month effort will include high levels of stakeholder engagement which will be guided by the Board's guiding principles of being:

- ✓ Mission-driven;
- ✓ Aspirational; and
- ✓ Inspirational.

RESOLUTION

MOVED & SECONDED J. Brockbank & Dr. J. Robblee

THAT the Board of Governors approves the Strategic Planning Process Principles developed at the Board Retreat to guide the development of the 2017-2022 Algonquin College Strategic Plan.

CARRIED.

5.3 2015/2016 Business Plan & Budget

D. McNair referred members to the materials included in their packages. The draft 2015/2016 Business Plan aims to deliver on the College's 5-year Strategic Plan amid a fast changing environment. Shifting demographics, shrinking funding and rising expectations are placing significant pressures on all postsecondary institutions in Ontario and across the country. This plan addresses key areas such as graduation and retention rates, program quality, degree and graduate certificate enrolments, student and alumni satisfaction, automation and process improvement, and the need to grow alternative revenues.

In 2013, the Board of Governors agreed that the Budget would be approved annually in February in order to ensure that projects that align with the Business Plan could begin in the first quarter of

the fiscal year. In compliance with both Board of Governors Financial Management Policy and Ministry of Training Colleges and Universities Business Plan Operating Procedure directive, the 2015/16 Annual Budget returns a net surplus of \$1,487,558, maintains a positive accumulated surplus balance and the College's commitment to balancing government funded activities with expenses. Of note, deferred maintenance continues to be a concern for the College, as it is for most other colleges across Ontario. A strategy with a list of priorities is being developed to address the most pressing needs. The Board complimented Management on the efficient and detailed review of this budget and business plan which was completed during the Board of Governors' Retreat held earlier today and immediately prior to the Board meeting. At this Retreat, Management fielded a number of questions in preparation for the Board motion to approve both documents at the Board meeting. Members were provided with advance notice regarding the 2016/2017 Pro Forma that includes the plan to draw down \$10 million dollars during the fiscal year for expected capital expenses. This plan is compliant with MTCU directives.

RESOLUTION**MOVED & SECONDED P. Nadeau & S. Fraser****THAT the Board of Governors approves the 2015/2016 Annual Business Plan as presented.****CARRIED.****RESOLUTION****MOVED & SECONDED N. Cheng & J. Brockbank****THAT the Board of Governors approves the 2015/2016 Annual Budget with a projected positive net contribution of \$1.5 million.****CARRIED.****RESOLUTION****MOVED & SECONDED N. Cheng & F. Blackstein****THAT the Board of Governors approves the use of up to \$6.7 million in internally restricted funds for the following items: enterprise resource planning solution for Human Resources, Payroll and Finance, various facilities renewal upgrades, Ancillary Services upgrades to the residence and point-of-sale system and for estimated 2014/15 strategic investment budget carryovers.****CARRIED.****5.4 Entrepreneurial Opportunity**

C. Brulé briefed members on an opportunity to partner with Kivuto, a software and digital goods distribution company, Pearson Canada, Nelson Education on the development of an end-to-end eReader solution and eTextbook deployment system that will be made available to educational institutions in Canada and the US. President Jensen thanked C. Brulé, D. McNair and G. MacDougall for working on the initiative and getting it to this point.

RESOLUTION**MOVED & SECONDED M. Waters & K. Sample****THAT the Board of Governors approves a \$450,000 cash investment in a new joint venture company (currently labelled "NewCo") that would also be owned by Kivuto Solutions Inc., Nelson Education and**

**Pearson Canada with the objective to develop an end-to-end eReader solution for the delivery of digital textbooks to students at Algonquin College and other interested educational institutions.
CARRIED.**

6 INFORMATION ITEMS

The reports included in member's packages were accepted by consensus. Members expressed their appreciation for the President's and Chair's reports being included in the meeting packages. Members also expressed their appreciation for the newly formatted Management Summary Report which is more reader-friendly and accessible. Of note, an Enrolment Report will be added to meeting packages in due course.

6.1 Board of Governors Winter Key Messages

6.2 Report from the Board Chair

6.3 Report from the President

6.4 Management Summary Report

The Management Summary report for the Winter 2014/2015 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 6:40 pm.

Jim McIntosh, Vice Chair

Suzannah DiMarco, Recorder

MEMO

DATE: April 13, 2015

TO: Board of Governors

FROM: Academic & Student Affairs Committee (ASAC)

SUBJECT: ASAC Report to the Board from the meeting of March 26, 2015

For supporting documentation for agenda items, please visit the Board's SharePoint site; choose the ASAC meeting folder – March 26, 2015 meeting materials.

A. ITEMS REQUIRING BOARD OF GOVERNORS' APPROVAL
Program Review

a) Title Change – Mobile and Social Media Management program

RESOLUTION

MOVED M. Sutcliffe & J. McIntosh

THAT the Academic and Student Affairs Committee recommends to the Board of Governors the approval of the program title change from Mobile and Social Media Management to Digital Communication Management effective Fall 2015 and subsequently validation of the program title from the Credential Validation Service.

CARRIED.

b) Aircraft Maintenance Technician, Ontario College Diploma

RESOLUTION

MOVED S. Fraser & M. Sutcliffe

THAT the Academic and Student Affairs Committee recommends to the Board of Governors the acceptance of the report on the progress made towards acquiring the capital equipment necessary for the Aircraft Maintenance Technician, Ontario College Diploma program and that the Board approve the launch of the program of study for the 2015 Fall semester, pending MTCU funding approval.

CARRIED.

MEMO

B. ITEMS THE COMMITTEE HAS REVIEWED – FOR INFORMATION TO THE BOARD

- a) Change of Delivery Option – Bachelor of Information Technology - Information Resources Management (BIT-IRM) program
- b) Draft ASAC Work Plan 2015/2016
- c) Guidelines for Program Suspension Presentations
- d) New College Policy “Sexual Assault and Sexual Violence”. Please refer to Appendix A of the report.

SA16**Sexual Assault / Sexual Violence**

Classification:	Student Affairs
Responsible Authority:	Vice President Student Services
Executive Sponsor:	Vice President Finance and Administration
Approval Authority:	President's Council
Date First Approved:	New
Date Last Reviewed:	2015-03-25
Mandatory Review Date:	2016-03-25

PURPOSE

Algonquin College values civility, diversity, dignity, equality, and freedom for all members of the College community. Algonquin College is committed to maintaining a healthy and safe learning, living, social, recreational and working environment. We are committed to maintaining a campus free of discrimination and harassment, and strive to foster an atmosphere of healthy attitudes and behaviours towards sexuality, sex and gender roles. The College will not tolerate behaviour that contributes to a hostile and inequitable learning and working environment. We take seriously our commitment to supporting those who experience sexual assault/sexual violence, and we work diligently on campus and with community partners on programs, policies and resources to ensure that our campus remains free from sexual assault/sexual violence.

All members of the Algonquin College community have a right to work study and socialize in an environment that is free from any form of sexual assault/sexual violence. This document sets out our policy and response protocol to sexual assault/sexual violence. It ensures that the rights of those who experience sexual assault/sexual violence are respected, that the College has a process of investigation that protects the rights of individuals and holds individuals who have committed an act of sexual assault/sexual violence accountable.

This policy has been developed as part of a provincial initiative, coordinated by Colleges Ontario in 2015, to ensure a consistent approach to sexual assault / sexual violence across all Ontario Colleges.

SCOPE

This policy applies to all members of the College Community, including students, employees of the College, staff of the Students' Association, contractors, clients, volunteers and visitors to the College.

It is recognized that the College has other policies in place that pertain to sexual assault/sexual violence, such as Student Conduct (SA07) and Employee Code of Conduct (HR18). This policy is not intended to supersede or interfere with any other College policy or prevailing laws.

DEFINITIONS & RELEVANT TERMS

Word/Term	Definition
Sexual assault	A criminal offence under the <i>Criminal Code</i> of Canada. Sexual assault is any type of unwanted sexual act done by one person to another that violates the sexual integrity of the victim and involves a range of behaviours from unwanted touching to penetration.
Sexual violence	A broad term that describes any violence, physical or psychological, carried out through sexual means or by targeting sexuality. This violence takes different forms including sexual abuse and sexual assault. Sexual violence may be characterized by a broad range of behaviours that involve the use of force, threats, or control towards a person, which makes that person feel uncomfortable, distressed, frightened, threatened, or that is carried out in circumstances in which the person has not freely agreed, consented to, or is incapable of consenting to.
College Community	Includes all students, employees of the College, staff of the Students' Association, contractors, clients, volunteers and visitors to the College.
Employee	For the purposes of this policy, employee includes full-time employees and part-time employees, including bargaining unit members, management and non-unionized employees.
Student	Any person who is currently enrolled in a course or program at Algonquin College, or is in the process of enrolling in a course or program or who were enrolled in a course or program when an alleged incident(s) occurred.
College Official	Any College employee who is duly authorized and empowered to carry out official College business / processes / functions / activities on behalf of the College and is acting, within this context, in the name of the College.
Consent	<p>The voluntary and explicit agreement to engage in the sexual activity in question. It is the act of willingly agreeing to engage in specific sexual behaviour, and requires that a person is able to freely choose between two options: yes and no. This means that there must be an understandable exchange of affirmative words which indicates a willingness to participate in mutually agreed upon sexual activity. It is also imperative that everyone understands the following:</p> <ul style="list-style-type: none"> • Silence or non-communication must never be interpreted as consent and a person in a state of diminished judgment cannot consent. • A person is incapable of giving consent if asleep, unconscious or otherwise unable to communicate. • A person who has been threatened or coerced (i.e. is not agreeing voluntarily) into engaging in the sexual activity is not consenting to it in a willing and informed fashion. • A person who is drugged is unable to consent. • A person's ability to give consent may be compromised when under the influence of alcohol and/or drugs.

- A person may be unable to give consent if they have a mental disability preventing them from fully understanding the sexual acts. The fact that consent was given in the past to a sexual or dating relationship does not mean that consent is deemed to exist for any future sexual activity.
- A person can withdraw consent at any time during the course of a sexual encounter.
- A person is incapable of giving consent to a person in a position of trust, power or authority, such as, a faculty member initiating a relationship with a student who they teach, an administrator in a relationship with anyone who reports to that position.
- Consent cannot be given on behalf of another person.

It is the responsibility of the initiator of sexual activity to ensure clear and affirmative responses are communicated at all stages of sexual engagement. It is also the initiator's responsibility to know if the person they are engaging with sexually is a minor.

Note: For information purposes only, the Criminal Code defines "consent" as follows: The voluntary agreement to engage in the sexual activity in question. No consent is obtained, where;

- a) the agreement is expressed by the words or conduct of a person other than the complainant;
- b) the complainant is incapable of consenting to the activity;
- c) the accused induces the complainant to engage in the activity by abusing a position of trust, power or authority;
- d) the complainant expresses, by words or conduct, a lack of agreement to engage in the activity; or
- e) the complainant, having consented to engage in sexual activity, expresses, by words or conduct, a lack of agreement to continue to engage in the activity.

The terms below are provided to enhance the context of the references to sexual violence, regardless whether they are used or further defined in this policy.

Acquaintance sexual assault	Sexual contact that is forced, manipulated, or coerced by a partner, friend or acquaintance.
Age of consent for sexual activity	The age at which a person can legally consent to sexual activity. In Canada, children under 12 can never legally consent to sexual acts. Sixteen is the legal age of consent for sexual acts. There are variations on the age of consent for adolescents who are close in age between the ages of 12 and 16. Twelve and 13 year-olds can consent to have sex with other youth who are less than 2 years older than themselves. Youth who are 14 and 15 years old may consent to sexual involvement that is mutual with a person who is less than 5 years older. Youths 16 and 17 years old may legally consent to sexual acts with someone who is not in a

position of trust or authority.

- Coercion** In the context of sexual assault/sexual violence, coercion is unreasonable and persistent pressure for sexual activity. Coercion is the use of emotional manipulation, blackmail, threats to family or friends, or the promise of rewards or special treatment, to persuade someone to do something they do not wish to do, such as being sexual or performing particular sexual acts.
- Drug-facilitated sexual assault** The use of alcohol and/or drugs (prescription or non-prescription) by a perpetrator to control, overpower or subdue a survivor for purposes of sexual assault.
- Stalking** A form of criminal harassment prohibited by the *Criminal Code* of Canada. It involves behaviours that occur on more than one occasion and which collectively instill fear in the survivor or threaten the survivor/target's safety or mental health. Stalking can also include threats of harm to the target's friends and/or family. These behaviours include, but are not limited to non-consensual communications (face to face, phone, email, social media); threatening or obscene gestures; surveillance; sending unsolicited gifts; "creeping" via social media/cyber-stalking; and uttering threats.
- Survivor** Some who have experienced sexual assault/sexual violence may choose to identify as a survivor. Individuals might be more familiar with the term "victim". We use the term survivor throughout this policy where relevant because some who have experienced sexual assault believe they have overcome the violent experience and do not wish to identify with the victimization. It is the prerogative of the person who has experienced these circumstances to determine how they wish to identify.

POLICY

Sexual assault and sexual violence are unacceptable and will not be tolerated. We are committed to challenging and preventing sexual assault/sexual violence and creating a safe space for anyone in our College community who has experienced sexual assault/sexual violence. The College is expected to be a safe and positive space where members of the College community feel able to work, learn and express themselves in an environment free from sexual assault/sexual violence.

All reported incidents of sexual assault/sexual violence will be investigated in a manner that ensures due process. It is this policy's intention to make individuals feel comfortable about making a report in good faith about sexual assault/sexual violence that they have experienced or witnessed.

We recognize that sexual assault/sexual violence can occur between individuals regardless of sexual orientation, gender, gender identity or relationship status as articulated in the Ontario Human Rights Code. We also recognize that individuals who have experienced sexual assault/sexual violence may experience emotional, academic or other difficulties.

We are committed to:

1. assisting those who have experienced sexual assault/sexual violence by providing choices, including detailed information and support, such as provision of and/or referral to counselling and medical care, information about legal options, and appropriate academic and other accommodation;
2. ensuring that the right to dignity and respect is protected throughout the process of disclosure, investigation and institutional response;
3. addressing harmful attitudes and behaviours (e.g., adhering to myths of sexual assault/sexual violence) that reinforce that the person who experienced sexual assault/sexual violence is somehow to blame for what happened;
4. treating individuals who disclose sexual assault/sexual violence with compassion recognizing that they are the final decision-makers about their own best interests;
5. ensuring that on-campus (internal) investigation procedures are available in the case of sexual assault/sexual violence, even when the individual chooses not to make a report to the police;
6. engaging in appropriate procedures for investigation and adjudication of a complaint, which are in accordance with College policies, standards and applicable collective agreements, and that ensure fairness and due process;
7. ensuring coordination and communication among the various departments who are most likely to be involved in the response to sexual assault/sexual violence on campus;
8. engaging in public education and prevention activities;
9. providing information to the College community about our sexual assault/sexual violence policies and protocols;
10. providing appropriate education and training to the College community about responding to the disclosure of sexual assault/sexual violence;
11. contributing to the creation of a campus atmosphere in which sexual assault/sexual violence is not tolerated; and,
12. monitoring and updating our policies and protocols to ensure that they remain effective and in line with other existing policies and best practices.

PROCEDURE

Action**Responsibility****1. Reporting**

In all instances of an emergency, contact the emergency number according to the emergency procedures for your campus.

Woodroffe Campus: ext.5000 / 911 Perth Campus: 911 Pembroke Campus: 911

**All Members of
the College
Community**

- a) Report incidents of sexual assault/sexual violence they witness or have knowledge of, or they have reason to believe has occurred or may occur. Members who have experienced sexual assault/sexual violence are encouraged to come forward to report the incident as soon as they

Action**Responsibility**

are able to do so.

- b) Persons in a position of authority, including persons directing the activities of others, shall take immediate action to respond to or to prevent sexual assault/sexual violence from occurring.
- c) Persons who are not students or employees are encouraged to report incidents to a College Official or Security Services.

- d) Students are encouraged to report incidents or seek information and guidance from the Student Support Services - Student Distress Line at the numbers below. The Student Distress Line staff will assist by providing relevant support, resources and options.

Students

Woodroffe Campus: (613) 727-4723 ext. 7300

Perth Campus: (613) 267-2859 ext. 7300 - information and guidance can also be sought from Counselling Services, Room 111, (613) 267-2859 (x5610) or Health Services, Room 111, (613) 267-2859 (x6546).

Pembroke Campus: (613) 735-4700 ext. 7300 - information and guidance can also be sought from the campus counselor at 613-735-4700 ext. 2840 or campus nurse at 613-735-4700 ext. 2748

- e) Employees should report incidents or seek information and guidance from Security Services. Security Services will take an initial report and will assist by providing information about relevant support, resources and options.

Employees

Woodroffe Campus: (613) 727-4723 ext. 5010

Perth Campus: (613) 267-2859 ext. 5010 - information and guidance can also be sought from the Administrative Office (room 119) through either of the Dean 613-267-2859 x5622 or the Manager of Administrative Services, 613-267-2859 x5600.

Pembroke Campus: Security Services at 613-735-4700 ext. 2739 will take an initial report and will assist by providing information about relevant support, resources and options.

2. Where a College official becomes aware of incidents of sexual assault/sexual violence by a member of the College community or against a member of the College community, they will take measures in accordance with Appendix 1 to ensure the reporter is supported and ensure appropriate reporting is carried out in accordance with the wishes of the reporter.

College Officials

3. Where College officials become aware of incidents of sexual assault/sexual violence by a member of the College community or against a member of the College community, which occur on or off College property and that pose a risk to the safety of members of the College community, the College official shall take all reasonable steps to ensure the safety of the College community.

College Officials

SUPPORTING DOCUMENTATION

Appendix 1 - Sexual Assault and Sexual Violence Guidelines and Protocol

Appendix 2 – Dispelling the Myths and Misconceptions About Sexual Assault (source: “Developing a Response to Sexual Violence: A Resources Guide for Ontario’s Colleges and Universities”: January, 2013

Appendix 3 – Sexual Assault Centres (Ontario)

RELATED POLICIES

HR18 Employee Code of Conduct

HR21 Staff / Student Personal Relationships

HR22 Respectful Workplace

HS03 Workplace Violence Prevention

SA02 Ombudsman

SA07 Student Conduct

RELATED MATERIALS

None

Sexual Assault and Sexual Violence Guidelines and Protocol

1. Complaint Process and Investigations

A complaint of sexual assault/sexual violence can be filed under this Policy by any member of the College community.

The College will seek to achieve procedural fairness in dealing with all complaints. As such, no sanction and/or disciplinary action will be taken against a person or group without their knowledge where there is an alleged breach of this Policy. Respondents will be given reasonable notice, with full detail of the allegations and provided with an opportunity to answer to the allegations made against them.

1.1. Right to Withdraw a Complaint

A complainant has the right to withdraw a complaint at any stage of the process. However, the College may continue to act on the issue identified in the complaint in order to comply with its obligation under this Policy and/or its legal obligations.

1.2. Protection from Reprisals, Retaliation or Threats:

No person shall threaten to retaliate, retaliate or engage in reprisals against a complainant or other individual for:

- having pursued rights, participated in an investigation or been associated with any person who has pursued rights under this Policy or any related federal or provincial legislation

Anyone engaged in such conduct may be subject to sanctions and/or discipline.

1.3. Unsubstantiated or Vexatious Complaints

If a person, in good faith, discloses or files a sexual assault/sexual violence complaint that is not supported by evidence gathered during an investigation, that complaint will be dismissed.

However, disclosures or complaints that are found following investigation to be frivolous, vexatious or bad faith complaints, that is, are made to purposely annoy, embarrass or harm the respondent, may result in sanctions and/or discipline against the complainant.

2. Confidentiality

Confidentiality is particularly important to those who have disclosed sexual assault/sexual violence. The confidentiality of all persons involved in a report of sexual assault/sexual violence or in subsequent disciplinary proceedings must be strictly observed, and the College does its best to respect the confidentiality of all persons, including the complainant, respondent, and witnesses.

However, confidentiality cannot be assured in the following circumstances:

- an individual is at imminent risk of self-harm;
- an individual is at imminent risk of harming another; and/or

- there are reasonable grounds to believe that others in the College or wider community may be at risk of harm.

In such circumstances, information may be shared with only the necessary services to prevent harm.

Where the College becomes aware of an allegation of sexual assault/sexual violence by a member of the College community against another member of the College community, the College may also have an obligation to take steps to ensure that the matter is dealt with in order to comply with the College's legal obligation and/or its policies to investigate such allegations.

3. If You Have Experienced Sexual Assault/Sexual Violence

Anyone who has experienced sexual assault/sexual violence has the right to:

- confidentiality and to be treated with dignity and respect;
- be listened to without judgement and have their disclosure accepted as true;
- be informed about on- and off-campus services and resources;
- decide whether or not to access available services and to choose those services they feel will be most beneficial;
- decide whether to report to campus security and/or local police;
- have an on-campus investigation with the institution's full cooperation;
- have a safety plan; and
- have reasonable and necessary actions taken to prevent further unwanted contact with the alleged perpetrator(s).

4. Support Options Available to You

In all instances of an emergency, contact the emergency number for your campus according to the emergency procedures.

Woodroffe Campus: ext.5000 / 911 Perth Campus: 911 Pembroke Campus: 911

Otherwise, if you have experienced sexual assault/sexual violence and are seeking information or guidance, please call Student Support Services - Student Distress Line at: ext. 7300 and we will assist you by connecting you to relevant support, resources and options.

It is often difficult to disclose and report incidents of sexual assault/sexual violence. It is entirely up to you if you choose to report the incident; however, we strongly encourage you to do so. A number of other resources are available to you including:

- Security Services ext. 5010
- Counseling Services ext. 7200
- Health Services ext. 7222

Information about these resources is available below; or you can use this link to go directly to the resources <http://www.algonquincollege.com/counselling/sexual-violence-and-relationship-abuse/>

5. If You Would like to File a Formal Complaint

The College services listed above can also assist you with filing a complaint. If the alleged perpetrator is another member of the College community, you may file a complaint under this Policy.

Individuals who have experienced sexual assault/sexual violence may also wish to press charges under the Criminal Code. These College services can also assist you with contacting the local Police. Individuals who have experienced sexual assault/sexual violence may also wish to exercise their rights to contact the Police at any time to press charges under the *Criminal Code*.

6. What to Do if You Become Aware of an Incident of Sexual Assault/Sexual Violence

Becoming aware of an incident of sexual assault/sexual violence includes situations where you have witnessed an incident and circumstances where an incident has been disclosed to you.

If you witness sexual assault/sexual violence please contact Security Services at ext. 5010 who can assist you by providing relevant support, resources and options.

A number of other resources are available to you, including:

- Counseling Services
- Student Support Services
- Health Services

A person may choose to confide in someone about an act of sexual assault/sexual violence, such as a student, instructor, teaching assistant, coach, or staff from Residence, Health Services, Counselling or Security. An individual who has experienced sexual assault/sexual violence may also disclose to employees when seeking support and/or academic accommodation. A supportive response involves:

- listening without judgement and accepting the disclosure as true;
- communicating that sexual assault/sexual violence is never the responsibility of the survivor;
- helping the individual identify and/or access available on- or off-campus services, including emergency medical care and counselling;
- respecting the individual's right to choose the services they feel are most appropriate and to decide whether to report to the police or College authorities.
- recognizing that disclosing can be traumatic and an individual's ability to recall the events may be limited;
- respecting the individual's choices as to what and how much they disclose about their experience; and
- making every effort to respect confidentiality and anonymity.

If disclosure is made to an employee by a student seeking support or academic accommodation, the employee should refer the student to Student Support Services and work with Student Support Services to ensure that the student receives all appropriate supports, which may include academic and other accommodations.

If a member of the College Community becomes aware of an allegation of sexual assault/sexual violence against another member of the College Community, the member of the College Community is required

to report the alleged incident immediately, respecting the individual's rights from above. The matter will be addressed in accordance with the confidentiality provisions outlined above.

7. Communicating with Individuals who have Experienced Sexual Assault/Sexual Violence

Sensitive and timely communication with individuals who have experienced sexual assault/sexual violence is a central part of the College's first response to sexual assault/sexual violence. To facilitate communication, the College will:

- Ensure that employees in the designated departments, who are knowledgeable about sexual violence, are responsible for advocacy on campus on behalf of employees, students or any other member of the College community who have experienced sexual violence;
- Ensure designated employees respond in a prompt, compassionate, and personalized fashion; and
- Ensure that the person who has experienced sexual assault/sexual violence and the respondent are provided with reasonable updates about the status of the College's investigation of the incident when such investigations are undertaken.

8. Roles and Responsibilities of the College Community

While everyone on campus has a role to play in responding to incidents of sexual assault/sexual violence, some campus members will have specific responsibilities which might include:

- Provision of awareness and safety strategies related to sexual assault/sexual violence and promotion of a culture of safety, support and openness that diminishes sexual aggression and survivor blaming;
- On-campus supports to provide psychological and emotional support, assistance with safety planning and referrals to other services, including medical services;
- The responsibility of faculty, staff and administrators to facilitate academic accommodations and other academic needs of those who have experienced sexual assault/sexual violence, e.g., extensions on assignments, continuing studies from home, and dropping courses;
- The responsibility of Residence staff to facilitate safe living arrangements to the best of our abilities;
- The responsibility of Human Resources to assist with any incidents relating to employees; and
- The responsibility of Security to assist with investigations and gathering evidence, to implement measures to reduce sexual assault/sexual violence on campus, and to collaborate with local police where appropriate.

9. How Will the College Respond to a Report of Sexual Assault/sexual violence?

Where a complaint of sexual assault/sexual violence has been reported to the College, the College will exercise care to protect and respect the rights and confidentiality of both the complainant and the respondent. The College understands that individuals who have experienced sexual assault/sexual violence may wish to control whether and how their experience will be dealt with by the police and/or the College. In most circumstances, the person will retain this control. However, in certain

circumstances, the College may be required to initiate an internal investigation and/or inform the police of the need for a criminal investigation, even without the survivor's consent, if the College believes that the safety of other members of the College community is at risk. The confidentiality and anonymity of the person(s) affected will be made a priority in these circumstances.

A report of sexual assault/sexual violence may also be referred to the police, or to other community resources at the complainant's request, where the persons involved are not members of the College community or in circumstances where the College is unable to initiate an internal investigation under this Policy.

A. Where the Respondent is a Student

Sexual assault/sexual violence is a violation of policy [SA07 "Student Conduct"](#). It is considered a serious offence and will be addressed in a manner which is consistent with other serious offences. Please see SA07 for more details regarding disciplinary process.

B. Where the Respondent is an employee

Sexual assault/sexual violence may be a violation of policies [HR18 "Employee Code of Conduct"](#), [HR21 "Staff/Student Personal Relationships"](#), [HR22 "Respectful Workplace"](#) or [HS03 "Workplace Violence Prevention"](#). Allegations against employees will be addressed in accordance with the procedures set out in this Policy, and in any applicable collective agreement, and/or other College policies. If the complaint is sustained following an investigation, the College will decide on the appropriate disciplinary actions consistent with any applicable collective agreement and/or policies regarding discipline.

C. Where the Respondent is not a Student or Employee

Contractors, suppliers, volunteers or visitors who attend on campus will be subject to complaints if they engage in prohibited conduct. Where a complaint against the respondent is substantiated, the College will take appropriate action.

All contractual relationships entered into by the College will be governed by a standard contract compliance clause stating that contractors must comply with College policies, including co-operating in investigations. Breach of the clause may result in penalties, cancellation, or other sanctions.

D. Multiple Proceedings

Where criminal and/or civil proceedings are commenced in respect of the allegations of sexual assault/sexual violence, the College shall conduct its own independent investigation into such allegations, and will make its own determination in accordance with its policies and procedures. Where there is an ongoing criminal investigation, the College will cooperate with the local police.

10. Other Resources and Supports Available to You

Counseling Services – Sexual Violence & Relationship Abuse

<http://www.algonquincollege.com/counselling/sexual-violence-and-relationship-abuse/>

Health Services

<http://www.algonquincollege.com/healthservices/wellness/>

Security Services – Women's Safety Awareness

<http://www.algonquincollege.com/safety-security-services/womens-safety-awareness-home/>

Security Services – Safer Community Resources

<http://www.algonquincollege.com/safety-security-services/security-services-home/safer-community-resources/>

Community Sexual Assault/Sexual Violence Resources

If you are in immediate danger, call 911

Ottawa: If you have been impacted by sexual assault/sexual violence or relationship abuse, talk to someone. The Ottawa community offers many resources, including:

[Ottawa Police: Partner Assault Section](#)

[Ottawa Coalition to End Violence Against Women](#)

[Ottawa Victim Services](#)

[The Sexual Assault Network](#)

[Wabano Centre for Aboriginal Health](#)

Lanark County: Lanark County Sexual Assault / Domestic Violence Care and Treatment Centres found at <http://www.sacc.to/gylb/satc/CentreID=35.htm>

Emergency Service: 24 hours, 7 days a week. Emergency response to all victims of sexual assault/abuse and domestic violence. Information and referrals to social work support and other community agencies.

Lanark County Interval House: 1-800-267-7946

End Abuse in Lanark <http://endabuseinlanark.ca/>

Lanark County Police Service:

Lanark County O.P.P.: (613) 267-2626 / (613) 257-5610

Smiths Falls Police Service: (613) 283-0357

Pembroke:

Woman's Sexual Assault Centre of Renfrew County 1-800-663-3060

Ontario:

[Ontario 24/7 Assaulted Women's Hotline:](#)

1-866-863-0511 (TTY: 1-866-863-7868)

Text on your cellphone: #SAFE (#7233) (Bell, Fido, Rogers, TELUS)

[Good2Talk 24/7 Ontario Student Helpline:](#)

1-866-925-5454

[211 Ontario](#)

You can call 211 as a helpline or use the online database of Ontario's community and social services. 211 is answered and updated by highly-trained specialists.

11. Related Policies, Procedures and Protocols

- HR18 Employee Code of Conduct
- HR21 Staff / Student Personal Relationships
- HR22 Respectful Workplace
- HS03 Workplace Violence Prevention
- SA02 Ombudsman
- SA07 Student Conduct

SA16: Appendix 2

Dispelling the Myths and Misconceptions About Sexual Assault

Use of the term “Rape” in the context of Sexual Violence

This policy refers to the offence of sexual assault to align with the current offence contained in the Criminal Code. The word “rape” is no longer used in criminal statutes in Canada. The term was replaced many years ago to acknowledge that sexual violence is not about sex but is about acts of psychological and physical violence. The term “sexual assault” provides a much broader definition and criminalizes unwanted behaviour such as touching and kissing as well as unwanted oral sex and vaginal and anal intercourse. Although the term no longer has a legal meaning in Canada, the term rape is still commonly used.

Source: “Developing a Response to Sexual Violence: A Resources Guide for Ontario’s Colleges and Universities”: January, 2013

Myths	Facts
It wasn't rape, so it wasn't sexual violence.	Sexual assault and sexual violence encompasses a broad range of unwanted sexual activity. Any unwanted sexual contact is considered to be sexual violence. A survivor can be severely affected by all forms of sexual violence, including unwanted fondling, rubbing, kissing, or other sexual acts. Many forms of sexual violence involve no physical contact, such as stalking or distributing intimate visual recordings. All of these acts are serious and can be damaging.
Sexual assault can't happen to me or anyone I know.	Sexual assault can and does happen to anyone. People of all socioeconomic and ethnic backgrounds are victims of sexual assault, but the vast majority of sexual assaults happen to women and girls. Young women, Aboriginal women and women with disabilities are at greater risk of experiencing sexual assault.
Sexual assault is most often committed by strangers.	Someone known to the victim, including acquaintances, dating partners, and common-law or married partners, commit approximately 75 per cent of sexual assaults.
Sexual assault is most likely to happen outside in dark, dangerous places.	The majority of sexual assaults happen in private spaces like a residence or private home.
If an individual doesn't report to the police, it wasn't sexual assault.	Just because a victim doesn't report the assault doesn't mean it didn't happen. Fewer than one in ten victims report the crime to the police.
It's not a big deal to have sex with someone while they are drunk, stoned or passed out.	If a person is unconscious or incapable of consenting due to the use of alcohol or drugs, they cannot legally give consent. Without consent, it is sexual assault.
If the person chose to drink or use drugs, then it isn't considered sexual assault.	This is a prominent misconception about sexual assault. No one can consent while drunk or incapacitated.

Myths	Facts
<p>If the victim didn't scream or fight back, it probably wasn't sexual assault.</p> <p>If the victim does not fight back, the sexual assault is their fault.</p>	<p>When an individual is sexually assaulted they may become paralysed with fear and be unable to fight back. The person may be fearful that if they struggle, the perpetrator will become more violent.</p>
<p>If you didn't say no, it must be your fault.</p>	<p>People who commit sexual assault/abuse are trying to gain power and control over their victim. They want to make it extremely difficult, if not impossible, for their victim to say no. A person does not need to actually say the word "no" to make it clear that they did not want to participate. The focus in consent is on hearing a "yes".</p>
<p>If a woman isn't crying or visibly upset, it probably wasn't a serious sexual assault.</p>	<p>Every woman responds to the trauma of sexual assault differently. She may cry or she may be calm. She may be silent or very angry. Her behaviour is not an indicator of her experience. It is important not to judge a woman by how she responds to the assault.</p>
<p>If someone does not have obvious physical injuries, like cuts or bruises, they probably were not sexually assaulted.</p>	<p>Lack of physical injury does not mean that a person wasn't sexually assaulted. An offender may use threats, weapons, or other coercive actions that do not leave physical marks. The person may have been unconscious or been otherwise incapacitated.</p>
<p>If it really happened, the victim would be able to easily recount all the facts in the proper order.</p>	<p>Shock, fear, embarrassment and distress can all impair memory. Many survivors attempt to minimize or forget the details of the assault as a way of coping with trauma. Memory loss is common when alcohol and/or drugs are involved.</p>
<p>Individuals lie and make up stories about being sexually assaulted; and most reports of sexual assault turn out to be false.</p>	<p>According to Statistics Canada, fewer than one in 10 sexual assault victims report the crime to the police. Approximately 2% of sexual assault reports are false.</p> <p>The number of false reports for sexual assault is very low. Sexual assault carries such a stigma that many people prefer not to report.</p>
<p>Persons with disabilities don't get sexually assaulted.</p>	<p>Individuals with disabilities are at a high risk of experiencing sexual violence or assault. Those who live with activity limitations are over two times more likely to be victims of sexual assault than those who are able-bodied.</p>
<p>A spouse or significant other cannot sexually assault their partner.</p>	<p>Sexual assault can occur in a married or other intimate partner relationship. The truth is, sexual assault occurs ANY TIME there is not consent for sexual activity of any kind. Being in a relationship does not exclude the possibility of, or justify, sexual assault. A person has the right to say "no" at ANY point.</p>
<p>People who are sexually assaulted "ask for it" by their provocative behaviour or dress.</p>	<p>This statement couldn't be more hurtful or wrong. Nobody deserves to be sexually assaulted. Someone has deliberately chosen to be violent toward someone else; to not get consent. Nobody asks to be assaulted. Ever. No mode of dress, no amount of alcohol or drugs ingested, no matter what the relationship is between the survivor and the perpetrator or what the survivor's occupation is, sexual assault is</p>

Myths	Facts
	always wrong.
Sexual assault only happens to women	Not true. The majority of sexual assaults are committed against women by men, but people of all genders, from all backgrounds have been/can be assaulted.
Sexual abuse of males is rare.	According to Statistics Canada, six per cent of males 15 or over reported that they had experienced sexual victimization. Sexual assault/abuse occurs in every economic, ethnic, age and social group.
If you got aroused or got an erection or ejaculated you must have enjoyed it.	It is normal for your body to react to physical stimulation. Just because you became physically aroused does not mean that you liked it, or wanted it or consented in any way. If you experienced some physical pleasure, this does not take away the fact that sexual abuse happened or the effects or feelings of abuse.

SA16: Appendix 3

Sexual Assault Centres (Ontario)

(Information provided by the Ontario Coalition of Rape Crisis Centres)

<i>Region in Ontario</i>	<i>Sexual Assault Centre</i>	<i>24-hr Crisis Line</i>	<i>Office Phone</i>
Algoma (Sault Ste. Marie)	Women In Crisis Algoma	1-877-759-1230	705-759-1230
Belleville-Quinte	Sexual Assault Centre for Quinte & District	1-877-544-6424	613-967-6300
Brant	Sexual Assault Centre of Brant	519-751-3471	519-751-1164
Bruce County	Women's House Serving Bruce and Grey: Sexual Assault Services	1-866-578-5566	519-372-1113
Chatham-Kent	Chatham-Kent Sexual Assault Crisis Centre	519-354-8688	519-354-8908
Cornwall	Sexual Assault Support Services for Women, Cornwall	English: 613-932-1603 French: 613-932-1705	613-932-1755
East Algoma (Elliot Lake)	Counselling Centre of East Algoma	1-800-721-0077	705-848-2585
Guelph-Wellington	Guelph-Wellington Women in Crisis	519-836-5710 1-800-265-7233	519-836-1110
Halton (Oakville)	Sexual Assault & Violence Intervention Services of Halton	905-875-1555	906-825-3622
Hamilton	Sexual Assault Centre Hamilton & Area (SACHA)	905-525-4162	905-525-4573
Kawartha (Peterborough & Area)	Kawartha Sexual Assault Centre	705-741-0260	705-748-5901
Kenora	Kenora Sexual Assault Centre	807-468-7233 1-800- 565-6161	807-468-7958
Kingston	Sexual Assault Centre Kingston	613-544-6424 1-877-544-6424	613-545-0762
Waterloo	Sexual Assault Support Centre of Waterloo Region	519-741-8633	519-571-0121
London-Middlesex	Sexual Assault Centre London	519-438-2272 1-877-529-2272	519-439-0844
Muskoka	Athena's Sexual Assault Counselling & Advocacy Centre	705-737-2008 1-800-987-0799	705-737-2884
Niagara	Niagara Region Sexual Assault Centre	905-682-4584	905-682-7258
Nipissing	Amelia Rising Sexual Assault Centre of Nipissing	705-476-3355	705-840-2403
Oshawa-Durham	Oshawa-Durham Rape Crisis Centre	905-668-9200	905-444-9672
Ottawa SASC	Sexual Assault Support Centre of Ottawa	613-234-2266	613-725-2160
Ottawa RCC	Ottawa Rape Crisis Centre	613-562-2333	613-562-2334
Peel	Hope 24/7: Sexual Assault Centre of Peel	1-800-810-0180	905-792-0821
Renfrew	Women's Sexual Assault Centre of Renfrew County	1-800-663-3060	613-735 – 5551

Sarnia-Lambton	Sexual Assault Survivors' Centre Sarnia-Lambton	519-337-3320	519-337-3154
Sudbury	Voices for Women Sudbury		705-523-7100 ext. 2647
Thunder Bay	Thunder Bay Sexual Abuse & Sexual Assault Counselling & Crisis Centre	807-344-4502	807-345-0894
Timmins	Timmins and Area Women in Crisis	1-877-268-8380	705-268-8381
Toronto	Multicultural Women Against Rape/Toronto Rape Crisis Centre	(416) 597-8808	416-597-1171
Windsor-Essex York	Sexual Assault Crisis Centre of Essex County Women's Support Network of York Region	519-253-9667 1-800-263-6734 905-895-7313	519-253-3100 905-895-3646

MEMO

DATE: April 13, 2015
TO: Board of Governors
FROM: Audit & Risk Management Committee
SUBJECT: ARM Committee meetings of March 2 & April 2, 2015

A. ITEMS THE COMMITTEE HAS APPROVED – FOR BOARD APPROVAL

B. ITEMS THE COMMITTEE HAS APPROVED – FOR INFORMATION TO THE BOARD

2015/2016 Risk-Based Internal Audit 5-Year Plan

RESOLUTION

MOVED & SECONDED by: J. Robblee & M. Waters

THAT the Audit & Risk Management Committee approve the updated 2015/2016 Risk-Based Internal Audit 5-Year Plan and direct Management to undertake an internal audit of Human Resource Management for 2015/2016.

CARRIED.

C. INFORMATION ITEMS PRESENTED TO ARM COMMITTEE

- ✓ Enterprise Risk Management Report - the report provides an updated risk profile in a new reporting format – please refer to Appendix 1 of this report.
- ✓ Update on AC-Jazan Saudi Arabia Risk Registry
- ✓ Endowment Fund Investment Report
- ✓ Endowment Fund Investment Policy Review
- ✓ 2014/2015 Audit Plan – Interim Audit Update
- ✓ Update on 2014/2015 Internal Audit – International Offshore Programs
- ✓ 2014/2015 Quarterly Financial Results (3rd Quarter)
- ✓ Risk Universe with Assessment Scores

**2015 Corporate Risk Profile
High Risks - By Risk Group**

Appendix 1

Risk Group	Risk Group Owner Area	Specific Risk Category	Specific Risk Name	Rounded Risk Score	Specific Risk Definition
Business Process & Automation	Finance & Administration	Financial	Business Productivity	11	The risk that innovation and improvements to business processes are not effective in optimizing business productivity.
		Strategic	Automated Services	15	The risk that the College has limited capacity to complete significant automation projects in a timely manner.
Financial Sustainability and Enrolment	Finance & Administration / Academic Services	Financial	Financial Sustainability	13	The risk of an inability to secure sufficient capital and/or seek out alternative revenue sources to reduce dependency on government funding.
		Strategic	Enrolment Targets	11	The risk that enrolment targets across all programs are not satisfactorily met or are based on unrealistic or incomplete assumptions.
Human Resources Strategy	Human Resources	Operational & Hazard	Change Readiness	12	The risk that employees are unable to implement process and program/service improvements quickly enough to keep pace with changes in the marketplace.
		Operational & Hazard	Knowledge Management	13	The risk that knowledge management practices are insufficient/inappropriate in order to support informed decision making and otherwise maintain the corporate memory of the College.
		Operational & Hazard	Labour Relations	12	The risk that poor relations or changes occur within the work environment that lead to conflicts involving labor unions, thereby disrupting normal operations.
		Operational & Hazard	Performance Management	12	The risk that individual performance is not adequately measured/captured or performance evaluation is imbalanced or not aligned with the College's strategies and objectives.
		Strategic	Innovation	11	The risk that current management models and initiatives do not adequately foster a culture of innovation and entrepreneurship within the staff.
		Strategic	Succession Planning	13	The risk that the College fails to identify and develop key personnel for succession planning purposes and does not effectively plan for resignations and retirements.
		International	International Strategy	11	The risk of not meeting the recommendations of the International Education Strategic Plan.
IT Infrastructure	Finance & Administration	Operational & Hazard	Information Reliability	11	The risk of limited reliability in data or the quality and consistency of information for decision-making, both within and external to the College.
		Strategic	IT Efficiency	14	The risk that IT systems are not properly implemented to create operational efficiencies or increase automation.
		Strategic	IT Infrastructure	12	The risk of inadequate information technology (e.g. hardware, networks, software, people and processes) to effectively support requirements and maintain the College's competitive advantage.
		Strategic	IT Investments	11	The risk that investment in IT systems is conducted in a manner that is not aligned with goals, sustainable, cost-effective or well-controlled.
Physical Infrastructure & Academic Equipment	Finance & Administration	Strategic	Physical Infrastructure	13	The risk of inadequate infrastructure (e.g. lecture rooms, residences) and academic equipment to effectively support the current and future requirements of the College in a controlled, cost-effective and efficient manner.

<p>High Risk (11-18) Requires escalation to VP and ARM; should be constantly monitored and reviewed every 6 months.</p>	<p>Critical Risk (19-25) Requires escalation to VP, ARM and BOG responsible for risk management oversight; should be constantly monitored and reviewed</p>
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MEMO

DATE: April 13, 2015

TO: Board of Governors

FROM: Governor Nadeau, Chair, Governance Committee

SUBJECT: Governance Committee meeting of March 10, 2015

A. ITEMS REQUIRING BOARD OF GOVERNORS APPROVAL

- 1) Governor Reappointments
Please refer to Appendix A.

RESOLUTION

MOVED & SECONDED J. McIntosh & J. Brockbank

THAT the Governance Committee recommends to the Board the reappointment of Governor Clark to a 2-year term and Governor Cheng to a 3-year term of office.

CARRIED.

1 Abstention – Governor L. Clark

- 2) Board Officer and Committee Memberships

Please refer to Appendix B for the list of Board Officers and Committee memberships.

RESOLUTION

MOVED & SECONDED P. Auchterlonie & J. McIntosh

THAT the Governance Committee recommends to the Board of Governors the slate of Board Officer positions and committee memberships for September 1, 2015 to August 31, 2016.

CARRIED.

- 3) Appointment of New Governors

This item will be addressed separately under item 5.1 of the Board Agenda.

B. ITEMS THE COMMITTEE HAS REVIEWED AND ACTIONED – FOR INFORMATION TO THE BOARD

- 1) Lieutenant Governor in Council (LGIC) Submission

Governance Committee was briefed on the Lieutenant Governor in Council application that was submitted to the Public Appointments Secretariat on behalf of Dr. James Robblee. The Board Office awaits notification of Dr. Robblee's appointment as LGIC to our Board.

MEMO

2) Upcoming Professional Development Opportunities

The Committee were briefed on the Colleges Ontario Risk Management session in April and the CiCan Conference in Winnipeg at the end of May.

3) Governor Candidate Recruitment Timelines and Interview Questions


Governance Committee reviewed the recruitment and interview timelines associated with filling the vacancies that will occur in August, 2015 and review the interview process and questions.

4) Board Evaluation Survey Results

Governance Committee reviewed the Board Evaluation Survey results. Please refer to Appendix C. It is proposed that the report be reviewed in greater detail at the September Board Retreat.

5) Governance Policy BGI-01 Responsibilities of the Board

Governance Committee reviewed the compliance report for 2014/2015. Please refer to Appendix D.


 President/Board of Governors	
Presentation to:	Board of Governors
Subject:	Governor Re-appointments
Date:	April 13, 2015
Presenter:	Peter Nadeau, Chair, Governance Committee

RECOMMENDATION:

THAT the Governance Committee recommends to the Board of Governors the re-appointment of Governor Lynne Clark to a 2-year term of office and Governor Nancy Cheng to a 3-year term of office.

PURPOSE:

The Governance Committee acts as the Nomination Committee for vacancies on the Board and to ensure Governors' terms of office are aligned with Algonquin College's By-Laws. Governors whose terms of office are coming to an end are approached to ask if they wish to continue on the Board. Both Governor Clark and Governor Cheng expressed their desire to be re-elected for terms that would take them to the 6-year maximum term.

 President/Board of Governors	
Presentation to:	Board of Governors
Subject:	Board Officer & Committee Membership Appointments 2015-2016
Date:	April 13, 2015
Presenter:	Peter Nadeau, Chair, Governance Committee

RECOMMENDATION

THAT the Governance Committee recommends to the Board of Governors the appointment of Officers of the Board and membership on Board Committees with terms beginning September 1, 2015 to August 31, 2016.

OFFICERS OF THE BOARD 2015/2016

Chair	Kathryn Leroux
Vice Chair	Mark Sutcliffe
Chair, Audit & Risk Management Committee	Nancy Cheng
Chair, Governance Committee	Peter Nadeau
Chair, Academic & Student Affairs Committee	James Brockbank

EXECUTIVE COMMITTEE

Chair	Kathryn Leroux
Vice Chair	Mark Sutcliffe
Chair, Audit & Risk Management Committee	Nancy Cheng
Chair, Governance Committee	Peter Nadeau
Chair, Academic & Student Affairs Committee	James Brockbank

AUDIT & RISK MANAGEMENT COMMITTEE

Chair	Nancy Cheng
Chair of the Board	Kathryn Leroux
President	Cheryl Jensen
External Members	Kelly Sample
	Fred Blackstein
	Michael Waters

GOVERNANCE COMMITTEE

Chair	Peter Nadeau
Chair of the Board	Kathryn Leroux
President	Cheryl Jensen
Governors	Lynne Clark
	Support representative - Pam Auchterlonie
	New Governor

ACADEMIC & STUDENT AFFAIRS COMMITTEE

Chair

Chair of the Board

President

VP Academic

VP Student Services

Governors

James Brockbank

Kathryn Leroux

Cheryl Jensen

Claude Brulé

Laura Stanbra

New Governor

Faculty representative

Administration representative Sherryl Fraser

Student Governor

FOUNDATION REPRESENTATIVE

Lynne Clark

2014/2015 Board Evaluation Summary Report

1. The Board understands the mandate of Algonquin College. **Average Score 9.3**
2. The responsibilities of the Board and Management are clearly delineated and adhered to. **8.9**
3. The Board establishes clear objectives and annual work plans for itself. **8.5**
4. The Board is appropriately involved in establishing strategy for Algonquin College. **8.8**
5. The Board ensures that strategy is translated into an annual business plan, operating and capital budgets and metrics. **8.8**
6. The Board monitors business performance against the business goals set with Management. **8.1**
7. The Board sets performance objectives effectively with the CEO. **7.9**
8. The Board effectively evaluates the CEO's performance. **7.6**
9. The Board understands the nature and extent of risks faced by Algonquin College. **8.1**
10. The Board understands the policies and procedures Algonquin College has in place to identify, monitor and manage risk. **8.2**
11. The Board understands the programs that are in place at Algonquin College. **7.5**
12. The Board knows the individuals on the Senior Management Team and is appropriately involved in succession planning. **7.8**
13. The Board demonstrates leadership in "living" the code of conduct. **8.1**
14. The Board's mandate and work plan are reviewed annually. **All scored Yes**
15. I am satisfied with the performance and information from each of the Board's committees. **All scored Yes**
16. The information I receive allows me to monitor results, identify areas of concern and understand important issues. **8.5**
17. I have adequate access to Senior Management outside of Board and Committee meetings. **8.7**
18. Governors have adequate access to Senior Management outside of Board and Committee meetings. **8.8**
19. The Board's goals, expectations and concerns are clearly and openly communicated with Management. **8.5**

20. The Board is proactive in providing guidance and strategic input to Management. **7.9**
21. The Board holds Management accountable for results and meeting its commitments. **8.2**
22. Management communicates with the Board in an open, candid and timely manner. **7.7**
23. Management is sufficiently responsive to questions and issues raised by the Board. **8.5**
24. I am satisfied with the Board's current involvement in the identification of candidates for governor positions. **8.8**
25. I am satisfied with the process of orientation of new Governors. **8.3**
26. I am satisfied with opportunities for governor education at Algonquin College. **8.7**
27. I am satisfied with the frequency, content and outcomes of in camera meetings for Governors. **8.9**
28. I receive adequate feedback as a Governor about my contribution to Algonquin College. **7.8**
29. The Chair ensures that the Board agenda contains items of relevance to Governors. **9.2**
30. The Chair ensures that Governors have the information they need to ask the right questions and make informed decisions. **9.0**
31. The Chair runs Board meetings in an orderly and efficient manner. **9.7**
32. The Chair encourages Governors to ask questions and express their views at Board meetings. **9.8**
33. The Chair allocates sufficient time during Board meetings to discuss each item fully. **9.3**
34. The Chair ensures that the Board comes to decisions once agenda items have been discussed. **9.6**
35. The Chair ensures that Governors are kept informed of the progress Algonquin College is making in implementing strategic and operating plans. **9.0**
36. The Chair ensures that Governors ' concerns are conveyed to Management. **9.5**

In my view, the most significant achievement of the Board over the past year has been:

#	Response
1.	Evaluating risk and grappling with some of the big decisions about International ventures and other business opportunities.
2.	Recruitment of the new President.
3.	Oversight of foreign operations.
4.	Hiring the new President.
5.	The establishment and progression of the Academic & Student Affairs Committee (ASAC).
6.	Launching the process for the next Strategic Plan.
7.	Development of the sub-committee to allow for more in-depth review of issues and then an opportunity to give a high level overview to the Board members that the due diligence has been done.
8.	Hiring of the new President.
9.	The ACCE Building
10.	Further refinement of ASAC's responsibilities.

In my view, the most important thing the Board could do to improve its effectiveness is:

#	Response
1.	Manage our time better to spend as much time as possible on the areas where we can best fulfill our mandate and add strategic value.
2.	Boiling down the information presented to the Board.
3.	Increase access to information/metrics, etc. perhaps using the college's B.I. system.
4.	Streamline and speed up Governor Orientation.
5.	Establish a Strategic Initiatives Committee to develop investment criteria and review and evaluate strategic investment opportunities presented by Management.

- | |
|--|
| 6. Have streamlined materials that allow for more focused review and discussion. |
| 7. Better understanding of the challenges faced by senior Management. |
| 8. Consider an extra meeting during peak activity periods. |

BGI-01 Responsibilities of the Board**As of: March 4, 2015**

Policy BGI-01 Responsibilities of the Board of Governors states: “The Governance Committee shall report on Board compliance with all Board responsibilities by reporting to the Board any deficiencies on an annual basis.” This table was developed from the list of Board responsibilities listed in each of the key Board source documents – By-Laws, terms of reference and governance policies.

Source Document	Responsibility	Compliance	Comments
Bylaw 5	Summary of the Advisory Committee Annual Reports	Yes	Summary was submitted to the Board as part of the ASAC Committee Report – October 14, 2014.
Executive Committee Terms of Reference	Conduct the President’s annual performance on the attainment of corporate goals and outcomes and compensation review (1-3)	Yes	To be completed for 2014/2015 in June, 2015.
Audit and Risk Management Committee, Terms of Reference	Risk Management/Internal Controls The Board should ensure that appropriate practices are implemented to identify and manage risk including appropriate monitoring and reporting (BG1-01, 2.2)	Yes	ARM Cmt reviews corporate risk profile in February and April. Update on risks and management action in October, February, April and June. Updated risk report to be submitted by ARM Committee to the Board April 13, 2015.
	Review the annual draft financial statements	Yes	ARM Committee in May, 2015 Board in June, 2015.
	Evaluate the Audit and Risk Management Committee’s performance	Pending	Board Chair may initiate the evaluation of all Board Committees after June, 2015.
Governance Committee Terms of Ref	To be responsible for the annual nomination of the Chair and Vice Chair	Yes	Governance Committee to recommend to the Board April 13, 2015.
BG I-01 Responsibilities of the Board of Governors	The Board shall establish governance structures to enable the achievement of expected institutional outcomes with clear lines of communication and internal accountability (1-1)	Yes	In support of this, new Academic & Student Affairs Committee initiated in March, 2014.

BGI-01 Responsibilities of the Board

As of: March 4, 2015

Source Document	Responsibility	Compliance	Comments
	The Board shall assess periodically ... the attainment of College mission and strategic plan (1-2)	Yes	Quarterly Business Plan updates are submitted to the Board. Board annually reviews KPI results and final results of Business Plan, based on Strategic Plan in June, 2015.
	The Board shall review, amend, and approve the College's annual business plan, budget, and annual report that support the strategic plan (1-4)	Yes	Board approved February 2, 2015.
	The Board shall assess periodically the effectiveness of the Board with respect to governance, accountability and the attainment of College mission and strategic plan. (1-5)	Yes	Board completed Evaluation Survey and Self-Assessment in Feb-March, 2015. Results to the Board in April, 2015.
	The Board shall take corrective action, as necessary, where expected outcomes or quality of performance are not achieved (1-6)	Currently not required	
	<p>The Board shall approve all programs of instruction that a college will offer, suspend or cancel.</p> <p>The Board shall ensure that programs of instruction are developed and implemented consistent with provincial standards where they exist (1-7)</p>	Yes	The Program Review Committee (PRC) ensures all programs of instruction are developed and implemented consistent with provincial standards where they exist. This occurs prior to programs being submitted to the Board for approval. The Credential Validation Service (CVS) only validates programs that are in compliance with the Minister's Binding Policy Directive Framework for Programs of Instruction and in adherence with Program Provincial Standards where they exist. Such credentials can only be conferred by the College once CVS validation has been received. Academic & Student Affairs Committee has a well-defined process for the review of new, existing and suspended programs of instruction.

BGI-01 Responsibilities of the Board

As of: March 4, 2015

Source Document	Responsibility	Compliance	Comments
	The Board shall approve the creation of a wholly owned subsidiary corporation, including a college foundation, if required (1-8)	Currently not required	
	The Board should ensure that proven methods for program development and review occur (2-1)	Yes	The Program Review Committee (PRC) has a mature and well documented program development and approval process. Program Quality Review (PQR) status updates are provided to ASAC then the Board annually, in late Fall.
	The Board should ensure that regular reports on the operational and financial situation of the College are completed, including reports on the progress the College is making towards meeting the strategic plan and on performance measures against benchmarks. The Board should also ensure that necessary audit systems are in place (2-3)	Yes	Quarterly progress reports against annual Business Plan are provided to the Board in October 2014, February, April and June, 2015. Performance against the Strategic Plan will be included in the College's Annual Report. Completed through the ARM Committee, any deficiencies are reported to the Board.
	The Board should use an established process for recruitment, delegation of accountability for College operations, and performance review and compensation of the President (2-4).	Yes	A performance evaluation framework is in place.
	The Board should ensure that the College's communications with students, business, community stakeholders, and the Ministry is ongoing and effective (2-5)	Pending	The College's total communication efforts to be summarized in the Annual Report. June, 2015.
	The Board should ensure that the college operates in accordance with legal and regulatory requirements (2-6)	Yes	Quarterly remittance declarations presented to the Board identify compliance with legal and regulatory requirements. Statement to be added to the College's Annual Report.

BGI-01 Responsibilities of the Board

As of: March 4, 2015

Source Document	Responsibility	Compliance	Comments
	<p>The Board should ensure that ongoing review and development of academic programs uses proven methods that involve stakeholders in an effective and meaningful way (2-7)</p> <p>The Board should ensure the College's commitment to quality education and service excellence including continuous improvement (2-8)</p>	Yes	<p>All Programs have Advisory Committees in place in accordance with College policy AA01: Advisory Committees. Advisory Committee Summary Report is submitted to the Board annually in the Fall. The Ontario Colleges Quality Assurance Service-Program Quality Assurance Process Audit conducted in April 2011 affirmed the College's processes by awarding the highest rating of "mature" quality assurance practices for all quality criteria.</p>
	<p>The Board should ensure that the College's applied research activities have appropriate accountability for research funds and appropriate processes for research outcomes, including commercialization (2-9)</p>	Yes	<p>Reports are submitted to all granting and funding agencies, as per contractual obligations including timeline and audit requirements.</p>
<p>BG I-02 Appointment/ Reappointment Of External Governors</p>	<p>Governance Committee to bring recommendations for appointments or reappointments of external governors for approval.</p>	Yes	<p>Governance Committee to submit recommendations to the Board at April 13, 2015 Board meeting.</p>
<p>BG I-03 Communication with the Board of Governors</p>		Yes	
<p>BG I-04 Responsibilities of the Board Chair</p>		Yes	

BGI-01 Responsibilities of the Board

As of: March 4, 2015

Source Document	Responsibility	Compliance	Comments
BG II-01 Programs of Instruction	The Board shall be informed of joint college university programs and new apprenticeship programs	Pending	ASAC will submit to the Board information regarding joint college/university programs and new apprenticeship programs.
	The Board shall approve program suspensions	Yes	Academic & Student Affairs Committee has a well-defined process for the review of new, existing and suspended programs of instruction.
BG II -02 Financial Management	At the end of each fiscal year, the President shall present to the Board for approval a report on the achievements of the operational outcomes of that year's Business Plan and the audited financial statements.	Yes	Occurs annually, June 8, 2015 Board meeting.
	The Board's annual report shall be submitted	Yes	Occurs annually, June 8, 2015 Board meeting.
	Integrated College Development Plan	Deficiency	Presented the ICDP working plan at September 2014 Board Retreat. ICDP and Master Plan will be submitted to the Board in June, 2015.



President/Board of Governors

Presentation to:	Board of Governors
Subject:	TD Canada Trust Corporate Resolution
Date:	April 13, 2015
Presenters:	Duane McNair, Vice-President, Finance and Administration

RECOMMENDATION:

THAT the Board of Governors grants approval to College management to sign the TD Canada Trust Corporate Resolution to initiate the transition of banking services from Bank of Montreal to TD Canada Trust. Management will not transfer funds or initiate banking services with TD Canada Trust until required approvals are obtained from the Minister of Finance as per Section 28 of the Financial Administration Act.

PURPOSE:

To allow College management to initiate the process to transfer funds, establish credit facilities and banking services with TD Canada Trust.

BACKGROUND/CONTEXT/DISCUSSION

In 2014, Algonquin College participated in a public tendering process to procure banking services for Ontario colleges. This public tender process was facilitated by the Ontario Education Collaborative Marketplace (OECM). Algonquin College, Durham College, Fanshawe College and Lambton College led the procurement process with OECM.

TD Canada Trust, CIBC and Bank of Montreal submitted proposals. TD Canada Trust was awarded the agreement and Algonquin has been working with TD representatives on a transition plan.

As per Section 28 of the Ontario Financial Administration Act, Algonquin is required to submit an application to the Ministry of Training Colleges and Universities and the Ministry of Finance to seek approval to establish standard credit facilities with TD Bank (eg. overdraft protection, operating line of credit). Management will present the resolution to seek Board approval to

submit this application under Section 28 at the Board of Governors' Meeting in June. The application package is currently being completed.

This April 13th resolution will allow management to initiate the preparation of documentation with TD to set up accounts and processes in advance of transferring funds and initiating banking services with TD. It is anticipated that Algonquin will 'go live' with TD Canada Trust bank later this summer, following approval from the Minister of Finance.



TD Canada Trust
Corporate Resolution

Resolution of the Directors of THE ALGONQUIN COLLEGE OF APPLIED ARTS AND TECHNOLOGY. (the Corporation)

carrying on business under the name of ALGONQUIN COLLEGE (the Business Name)

Whereas it is in the interest of the Corporation to enter into arrangements for the provision of accounts for the deposit and withdrawal of funds, credit facilities and other financial services with The Toronto-Dominion Bank, TD Mortgage Corporation, TD Pacific Mortgage Corporation and The Canada Trust Company (collectively, the "Bank") and to provide security and agreements therefore;

Be it resolved that:

- 1. The Corporation is authorized to: (a) open, maintain and operate one or more accounts with the Bank and to do all things in relation thereto; (b) enter into credit agreements from time to time with the Bank using the Bank's standard forms and to borrow money from the Bank pursuant to the credit facilities described in such agreements subject to Ontario Ministry of Finance approval; and (c) enter into further arrangements for the provision of financial services with the Bank.
2. The Corporation is authorized and directed to create, execute and deliver in favour of the Bank; (a) the Bank's standard documentation for the opening and operation of accounts for each account opened; (b) the credit agreements referred to above and any additional agreements described in such credit agreements subject to Ontario Ministry of Finance approval; and (c) such further instruments and agreements as may be reasonably required to carry out the agreements described herein; and by doing so, to bind the Corporation and create the security set out in such agreements.
3. In accordance with any restrictions set out below, the officers, directors and employees of the Corporation listed hereafter as signing officers are hereby authorized for and on behalf of the Corporation to execute and deliver all of the documents and instruments described in paragraph 2, and any others that may be reasonably required from time to time to carry out the transactions contemplated, subject to such amendments as the authorized representatives may approve, such approval to be conclusively evidenced by the execution of the said documents or instruments. In accordance with any restrictions set out below, such persons are also authorized to conduct all aspects of the Corporation's banking relationship with the Bank and, notwithstanding the generality of the foregoing,: (i) to give the Bank instructions and perform transactions on behalf of the Corporation in connection with the ongoing operation of the accounts, credit facilities and other financial services contemplated by this resolution; and (ii) to authorize any person or persons to do any one or more of the following: (1) to receive from the Bank any (a) cash or securities, (b) bills of exchange (including cheques), promissory notes, orders for payment of money, securities, coupons, clearing items or other value items, and other instruments (each of which individually called an "Instrument") or (c) other property, or to give instructions to the Bank for the delivery or other transfer of any such cash, securities, Instruments or other property to any party named in those instructions; (2) to deposit with, negotiate or transfer to the Bank, for the credit of the Corporation, cash or any security, Instrument or other property, endorsed (by rubber stamp or otherwise) with the Corporation's Business name; and (3) to settle the Corporation's accounts with the Bank and to receive from the Bank, and provide receipt of, statements, passbooks, debit vouchers and any other items (including paid and unpaid cheques). The Bank is entitled to rely on such documents, Instruments, instructions and transactions as duly and validly authorized and binding on the Corporation. The Bank does not need to make any further inquiry into the authority of the authorized representatives to bind the Corporation.

Signing Officers

Name: CLAUDE BRULE Title: VICE PRESIDENT ACADEMIC
Name: DUANE MCNAIR Title: VICE PRESIDENT FINANCE & ADMINISTRATION
Name: CATHY DEMPSEY Title: DIRECTOR FINANCE & ADMINISTRATIVE SERVICES
Name: GRANT PERRY Title: MANAGER FINANCIAL SERVICES
Name: CHERYL JENSEN DOUGLAS WOTHERSPOON Title: LAURA STANBRA
Title: PRESIDENT VICE PRESIDENT INTERNATIONAL & STRATEGIC PRIORITIES Title: VICE PRESIDENT STUDENT SERVICES

Signing Officer Requirements/Restrictions

Record the signing requirements for the account, using titles where possible, e.g. "any one to sign", "the President to sign alone", the President and the Secretary to sign together.

ANY TWO TO SIGN

Certified a true copy of a Resolution passed by the Board of Directors of the said Corporation at a meeting duly called and regularly held on the ___ day of ___, and recorded in the minute book, and now in full force and effect and unamended.

Dated this ___ day of ___, 20___

X _____ X _____

Note: This form must be signed by any two of the corporation's titled officers, e.g. President, Secretary, Treasurer, Vice-President.

Note: In order to change the signing officers set out above:

- (i) if the signing officers have been designated by name, a new Corporate Resolution is required.
(ii) if the signing officers have been designated by title, a letter of direction from the Corporation is required.

ALGONQUIN COLLEGE

President/Board of Governors

Presentation to:	Board of Governors
Subject:	International Update
Date:	March 27, 2015
Presenter:	Doug Wotherspoon, Vice President, International, Communications and Strategic Priorities

RECOMMENDATION:

THAT the Board of Governors receives this report for information.

PURPOSE:

To provide the Board of Governors with an update on the College's offshore international efforts.

BACKGROUND/CONTEXT/DISCUSSION

Kuwait

Good progress continues and the College is on-track to secure permission to operate by the Private Universities Council in May and welcome its first students in August 2015.



Jazan

We continue to make steady progress in Jazan. Perhaps most promising is Colleges of Excellence willingness to discuss a new contract paradigm based on lessons learned over the past year. Discussions will continue with COE over the course of the coming month and updated at the June meeting of the Board. The following is a collection of updates that will provide you a glimpse of both the progress and challenges.

Regional Economic Development

Jazan continues to see announcements that suggest the region is a high priority for the government and country. Most of the investment revolves around the Jazan Economic City, a \$100 billion project that at capacity will employ 500,000 people, which is being built to the north of the City. <https://www.youtube.com/watch?v=GXVEbbtZkt4>

Some recent announcements include;

- [Jazan to host key naval base](#)
- [Jazan Economic City to become key contributor to Saudi economy](#)
- [42 global firms pledge to invest in Jazan](#)
- [New Jazan refinery complex to start up in 2017](#)
- [Jeddah-Jazan train link to spur growth](#)
- [500 business leaders assemble for Jazan economic summit](#)
- [Saudi Arabia's Jazan Development Puts Job Creation for Youth on Front Burner](#)

Security

The changing geopolitical situation in the region has triggered an increase in vigilance. While life in Jazan for intent and purpose unchanged, the College has used recent events to heighten awareness of its security policies and test existing operational and emergency plans. Additional efforts have been put in place to raise awareness and increase security. These include the;

- closing one entrance in order better manage campus access,
- installing entry barriers that require the slowing down of traffic entering the campus,
- limiting vehicle access to campus to those with an approved parking passes,
- requesting additional security support from CoE and TVTC,
- distributing employee and student identity cards,
- liaising with Embassy of Canada personnel and Kingdom security officials,
- testing of the College's alert notification tools,
- updating emergency contact lists, and
- communicating daily with employees to ensure effective two-way communications.

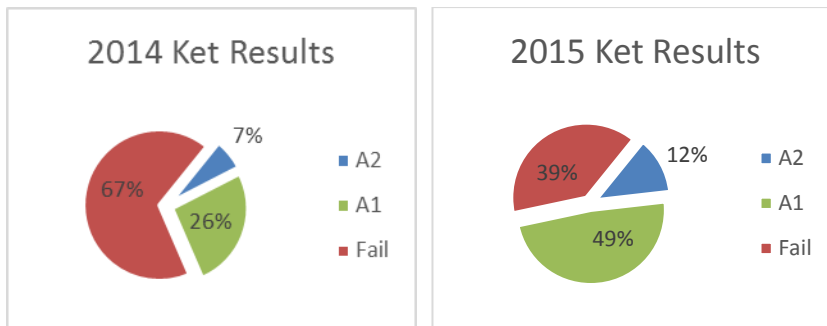
Peer Tutoring

We continue to make progress academically. Through the impressive work of Fred Imad, one of our most enthusiastic and innovative faculty, we developed and launched a peer tutoring program where academically gifted students are paid to tutor and mentor those students facing challenges. To date, 100 students have signed up for the program and 10 high achieving students have been trained to be an effective mentor. Weekly attendance has held steady in the program at 95% per week.



English Program Pass Rate

I am pleased to report that following the most recent testing of students on English proficiency; AC-Jazan improved year-over-year results significantly, jumping from a 33% pass rate to a 61% pass rate. The Cambridge English exam, also known as the [Key English Test](#), is a required exam administered to all students in the Colleges of Excellence system. There is considerable room for improvement still to be made but the results show progress at improving our systems and approaches.



Financials

There is no change to our current financial projections. Mitigation strategies presented to the Board at the December meeting seem to be having a positive impact. These include;

- Continued focus on attendance and enrolments – Trimester 3 enrolments were budgeted for. Current enrolment projections see us welcoming 90-100 new students.

- Further cost containment – Current projections have us lowering expenses by approximately \$300-500,000 under budget.
- Maximizing the employment bonus – With 100% employment of our graduates we have invoiced for 100% of our employment bonus.
- Increasing corporate training revenues – A shift in focus was communicated to the Board in February, moving us away from chasing corporate training sales toward securing student sponsorship agreements. Currently, we have identified an opportunity to train 2,500 Ministry employees in English and vocational training subject to government approval. In addition, we have 8 companies willing to provide student scholarships subject to government approval.
- Securing at least a “good” quality assessment ranking on our annual Saudi Skills Standards Review with a stretch target of “outstanding” – A college lead was appointed in March to coordinate efforts across the college to prepare for the review. The SSS Review is scheduled for April 6-9.
- Lobbying for changes to the current contract – Negotiations are progressing well and are expected to generate some changes in advance of our annual year end in August.

A full financial update will be provided to the Board at the June meeting.



President/Board of Governors

Presentation to:	Board of Governors
Subject:	Strategic Plan Guiding Principles
Date:	April 13, 2015
Presenter:	Doug Wotherspoon, Vice President, International, Communications and Strategic Priorities

RECOMMENDATION:

THAT the Board of Governors approves the proposed definitions for the nine Strategic Plan Guiding Principles:

1. *Mission-driven* – Designed to advance the College’s mission, vision and values.
2. *Aspirational* – Accommodating new ideas and new ways of doing things unconstrained by traditional thinking, while respecting identified needs and the resources available.
3. *Inspirational* – Seeking not only to direct people’s actions, but to inspire them to act.
4. *Inclusive* – Actively seeking participation at every step in the planning process, and providing adequate and appropriate ways for stakeholders to articulate their thoughts and ideas.
5. *Transparent* – Ensuring the community is regularly updated and has a clear understanding of the process, how priorities are set, and decisions made.
6. *Accountable* – Providing clear performance metrics capable of assessing how well the College, units and individuals are progressing at reaching their goals.
7. *Evidence-based* – Decision-making that incorporates relevant evidence and analysis.
8. *Sustainable* – Financially, socially and environmentally sustainable.
9. *Integrated* – Avoiding the duplication of work and aligning its efforts with other College engagement efforts, projects, and timelines.

PURPOSE:

The Guiding Principles are to provide clarity to the College community of the Board of Governors expectations surrounding the 2017-22 Strategic Plan.

BACKGROUND/CONTEXT/DISCUSSION

At the February 2015 meeting, the Board of Governors approved 9 guiding principles aimed to direct the College in the development of the new strategic plan and requested that President’s Council return to the April meeting of the Board with language that would help define each of the principles.



President/Board of Governors

Presentation to:	Board of Governors
Subject:	Entrepreneurial Opportunity – Update on Investment in eReader Joint Venture
Date:	April 13, 2015
Presenters:	Duane McNair, Vice-President, Finance and Administration Claude Brule, Senior Vice-President, Academic

RECOMMENDATION:

THAT the Board of Governors receives this update on the College’s investment and participation in an eReader Joint Venture for information.

PURPOSE:

The purpose of this report is to provide the Board of Governors with an update on the activities undertaken on the eReader joint venture with Kivuto, Pearson Canada and Nelson Education.

BACKGROUND/CONTEXT/DISCUSSION

The College continues to work with Kivuto to develop the eReader solution. Key milestones achieved to date:

- The NewCo eReader application is now in beta testing with all four partners and is expected to be piloted with the Spring Semester level one intakes across several program areas.
- Algonquin Publisher Asset Library (PAL) and text adoption system is currently being tested internally, with a planned launch date of May 2015.
- Pearson and Nelson will be co-hosting an information session chaired by Algonquin College for all GTA colleges at the Pearson head office in Toronto on April 23, 2015.
- Pearson and Nelson have both signed a Memorandum of Understanding indicating their level of participation in the partnership.

With the Board of Governors' approval to invest \$450,000 in the new joint venture company ("NewCo") that is developing and marketing the eReader solution, the College contracted Deloitte and legal counsel to advise on the optimal option to invest. Three options to invest were offered by Kivuto to the other three partners. After assessing each of the three options, Algonquin has elected to invest \$450,000 in an equity ownership arrangement. Algonquin will own 9% of NewCo's common shares (after two capital calls of \$3 million and \$2 million) and have a seat on the Board of Directors.

The shareholders' agreement is currently being negotiated and expected to be completed and signed by the end of April.



President/Board of Governors

Presentation to:	Board of Governors
Subject:	Governor Candidates for election to the Board of Governors
Date:	April 13, 2015
Presenter:	Peter Nadeau, Chair, Governance Committee

RECOMMENDATION:

THAT the Board of Governors approves the appointment of Shellee Evans for a 3-year term and Michael Tremblay for a 3-year term to the Board of Governors as of September 1, 2015.

PURPOSE:

Every year, the Board's Governance Committee recommends the slate of new Governors for election to the Board with terms beginning September 1.

BACKGROUND:

Governance Committee, as described in its Terms of Reference acts as the Nomination Committee to fill vacancies on the Board. This year, there are two vacancies resulting from the completion of Chair Jim McIntosh's term of office and a vacancy on our Board. During February and March the Committee reviewed the Skills Profile and developed selection criteria based on the skills matrix for the nomination of new Governors. An open and transparent recruitment and interview process was completed with the result being the recommendation of the preferred candidates. Please refer to the attached biographies for Shellee Evans and Michael Tremblay.

Shellee Evans
Director, Community Services
Town of Perth

As the Director of Community Services for the Town of Perth, Shellee supports the community's ability to remain healthy and vibrant, ensuring its capacity to attract and retain a knowledgeable and skilled workforce. Shellee's portfolio includes the management of Parks & Recreation, Heritage, Economic Development, Tourism, Property Management, and Corporate Communications. As the 2004 Eastern Ontario Economic Development Officer of the Year, Shellee's passion for the field of Community Development is evidenced by her spearheading the creation of the Business Accreditation Program between Algonquin College and the Perth and District Chamber of Commerce. She currently administers the Town's Community Grants Program to various groups that demonstrate development of environmental, social and cultural programs. Shellee holds a professional designation in Economic Development awarded by the Economic Developers Association of Canada (EDAC) and is currently completing the Certified Municipal Officer (CMO) program through the Association of Municipal Managers, Clerks and Treasurers of Ontario (AMCTO).

Mike Tremblay
Vice President, Public Sector
Microsoft Canada Co.



Mike Tremblay joined Microsoft Canada as the Vice President of Public Sector in April 2007. Mike and his team are responsible for working with public sector customers and partners to bring valuable and relevant technology solutions to market. Mike leads all of Microsoft Canada's public sector activities including sales to Federal, Provincial and Municipal governments, as well as to the Healthcare and Education sectors.

Mike has 31 years of sales, marketing, operations and general management experience, with significant experience serving public sector clients. Prior to joining Microsoft, Mike worked for SAP Canada, where he successfully served as Senior Vice President, Public Services, managing all aspects of the Canadian Public Sector market. Mike has also held senior executive positions with Fujitsu Consulting, JDS Uniphase, EDS Systemhouse and Digital Equipment Corporation - principally across Canadian, American and Latin American markets.



President/Board of Governors

Presentation to:	Board of Governors
Subject:	Healthy Living Education (HLE) Project Update
Date:	April 13, 2015
Presenter:	Claude Brulé, Senior Vice President Academic

RECOMMENDATION:

THAT the Board of Governors accepts the presentation and offers feedback on the information and documents presented.

PURPOSE:

To provide the Board of Governors with an update on the Healthy Living Education (HLE) project progress to date. The goal is to have a ‘shovel ready’ advocacy document ready for endorsement by the Board at its June 8, 2015 meeting.

BACKGROUND:

The Healthy Living Education Initiative

The concept for the HLE project was first introduced formally to the Board in 2013, culminating in a request for funding approval to launch Phase one, the repatriation of the activities (Esthetician, Hair Styling) from Confederation High School to the North West corner of A building at the Woodroffe Campus and the integration of the Massage Therapy program in that cluster. Phase one was concluded in Sep 2014.

The opportunities for action continue to be predicated on key factors such as:

- Demographic shift – an aging population with multiple chronic health problems that are taxing a system that is not integrated;
- Increasing health care costs that are unsustainable;

- Shift to community-based and home-based care, as recently emphasized by Ontario Premier's appointment of a Special Advisor and focus on community hubs as part of vision for Ontario; and
- More focus on promotion and prevention, as well as the relationship between nutrition and health and wellness.

The Healthy Living Education Vision

Algonquin College's HLE initiative will create a high profile and compelling community-integrated learning and innovation hub with a mission to help Canadians live healthier lives. Responding to the provincial, national and international health reform agenda to meet growing demographic pressures and quality of care priorities for health care delivery, the HLE will address the skills and capacity needs of Ontario's and in particular, Ottawa and the Valley's Health, Wellness and Long-Term Care sectors.

The Healthy Living Education initiative will:

- Create a **community learning and innovation hub** where services and student learning connect through on-campus learning enterprises, businesses and organizations that provide services which promote healthy living;
- Align curriculum and create new programs to **meet capacity gaps** in the health care, wellness and long-term care workforce;
- **Prepare graduates with flexible skill sets and inter-professional learning experiences** that prepare them to work collaboratively with other healthcare providers in offering patients **the right care, at the right time, in the right place**; and
- Accelerate the translation of health care, wellness, and long-term care innovations to market through **applied research**.

Elements of the Healthy Living Education Initiative

The HLE initiative will redevelop and expand existing space in a prominent location at the intersection of Woodroffe and Navaho Streets at Algonquin College's main Woodroffe Campus. From this outward-looking and prominent site, the HLE's learning and innovation enterprise will both welcome the community to campus, and reach out to the Ottawa region.

This initiative stands as a unique collaboration among college schools to offer an integrated spectrum of wellness programming that cuts across sectors. Enhanced and new programs in health sciences, community services, food & nutrition, digital health and paramedic education will provide students with a continuum of learning and professional development opportunities ranging from study and practicum to workplace experiences.

Community members, including college staff and students, will be able to access on-site health services and businesses that promote healthy living.

As a 'integrated community learning and innovation hub', HLE will provide real-world environments for applied research, testing and bringing innovations in health care, wellness, and long-term care service provision and product development to market.

The HLE will bring together the following elements to create a critical mass of mutually-supporting activities and facilities:

- Pan-college wellness programs;
- Specialty simulation centre for Eastern Ontario;
- Learning enterprises;
- Co-located businesses & partners; and
- Innovation incubator.

Since January 2015, the following benchmarks have been completed:

- Identification of academic programming (existing and new) and projected enrolments in a new build;



- Activity profile/plan complete and submitted to Educational Consulting Services (ECS);
- First iteration of the Business Case;
- Exploration of alternate financing models;
- First architectural renderings with feedback;
- Development of a draft stakeholder map as part of the communications and advocacy strategy; and
- Discussions with community partners of potential business partnerships.

Algonquin College – Spring Key Messages

Recent Success Stories

- President Cheryl Jensen recently presented to the Ottawa Chamber of Commerce's March Eggs n' Icons event. During her widely praised speech, Cheryl spoke about [the need to make Ottawa the entrepreneurship capital of Canada](#).
- Algonquin College and Carleton University [signed a Memorandum of Understanding](#) aimed at improving collaboration between the two institutions and announced 28 new articulation agreements that will make it easier for students to transfer between both schools in the areas ranging from business to museum studies.
- The Pembroke campus played host to Rex Murphy's Cross Country Checkup in March. Rex [focused his conversation on higher education](#), and Algonquin College shone on the national stage with help from Rex.
- The College was once again named a [Top Employer in the National Capital Region](#). CTV Ottawa News anchor Carol Anne Meehan helped make the announcement to staff in early February. A key focus of the award was the learning opportunities available to staff.
- Algonquin College is the first Canadian PSE institution to participate in a [LinkedIn](#) pilot project that will allow students and alumni to quickly post their educational information to the social-networking site. The initiative is intended to improve students' and graduates' employability.

In the Community

- Public Relations students are working on a fundraising and awareness campaign in support of the John Howard Society. They were inspired to support this particular cause by [one of their classmates](#), who turned his life around with help from JHS.
- Culinary students lent their talents to a number of charitable events recently, including [A Taste for Hope](#) in support of the Shepherds of Good Hope, and the [Blue and Green Soiree](#) in support of those suffering from kidney disease.
- For the third year in a row, Algonquin College beat all other post-secondary institutions across the country in funds raised for Spread the Net, a charity which supports the purchase of bed nets for African families. The College community [raised over \\$13,000](#) and was featured on CBC's *The Mercer Report* on March 31.

In the News

Sexual assault policy – Algonquin's response

- Colleges Ontario coordinated a province-wide effort to draft a new policy regarding sexual assault on college campuses. Algonquin College's policy was released March 31. The effort was a result of an action plan developed by Premier Kathleen Wynne aimed at enhancing support for victims of sexual violence.

Part-time academic pay

- President Jensen is proactively addressing this issue through a Task Force that will report back to the College community in June. The participation and interest this has generated has been encouraging and significant.
- The issues faced by part-timer professors in the college system, and teaching assistants and adjunct professors at universities, are distinct, though equally worthy of discussion. We look forward to the continued conversations about this topic through the President's Task Force.

Privacy breaches in postsecondary

- Privacy breaches are becoming more and more common, and some of the breaches affecting the Ontario college system have been worrying. Though our breaches have been smaller, we feel any accidental or improper disclosure of student or client information is serious.
- We are confident we are making improvements and, most importantly, we are catching our breaches. We are also sharing our knowledge on this topic, as we did last fall with our first ever Cyber Security Day conference.

**Report from the Chair
Board of Governors Meeting
April 13, 2015**

Board of Governor Elections 2015

The call for internal Governor candidates has gone out to the College community. The Academic Governor representative and the Student Governor representative positions are both up for election and candidates have until April 9 to put their names forward. The election will occur on April 22 and 23, 2015.

Governance Committee – Candidate Recruitment Drive

A special thanks to our Governance Committee members for their time and efforts in reviewing and ranking over 45 candidate applications. Interviews occurred on April 2 for 6 preferred candidates with the aim of electing two new Governors in time for the June Board meeting.

Strategic Planning – Talk by Colleges Ontario’s President and CEO Linda Franklin

Governors are encouraged to attend the Strategic Planning event on Wednesday, April 15 from 8:00 – 10:00 am where special guest Linda Franklin, President and CEO of Colleges Ontario will speak on the state of College Education.

Colleges Ontario 2015 Higher Education Summit

The 2015 Higher Education Summit will be held in Toronto on November 15 and 16. Among other guest speakers, celebrated Paralympic athlete Rick Hansen will be the keynote speaker. The College Centre for Board Excellence will be hosting their Governor Orientation Session prior to the conference on November 14, 2015. Governors are asked to complete the Professional Development application form found on the Board’s SharePoint site and submit to the Board office as soon as possible.

Correspondence

There was no Board correspondence since the last Board meeting.

On the Table

Two items are on the table this evening, the latest issue of the Faculty Union’s newsletter “Local Lines” and a Remittance Declaration for your information.

Spring Convocation Ceremonies

For everyone’s calendars, the Spring convocation ceremonies will be held in Pembroke on June 5 at 2:30 pm, in Perth on June 11 at 7:00 pm, and in Ottawa on June 22, 23, 24, 2015. The Board Office will remind Governors of the dates closer to the time.

President’s Year-End Dinner

Please note that the President will host a Dinner for the Board of Governors to mark the end of the academic year on Monday, June 15, 2015, location to be confirmed. Governors are encouraged to invite their spouse/partner or a guest. Please mark your calendars.

**Report from the President
Board of Governors Meeting
April 13, 2015**

Algonquin College voted top Ottawa Postsecondary Institution

The Ottawa-based Faces Magazine held its annual awards recently with voters naming Algonquin College the top College/University in Ottawa. Accepting on behalf of the College were Shelley Styles, Director, Student Support Services and four Student Association Directors including President Christina Miller and Vice President Mackenzie Campbell.

Pembroke – Cross Country Check-Up

Popular CBC radio and television personality Rex Murphy brought his national radio call-in talk show to the Pembroke Campus in March. "Cross Country Check-up" was aired on March 1 and focused on the trend of university graduates enrolling in colleges to find work in their field of study. The discussion focussed on the benefits of college education with respect to the looming skills shortage in Canada. President Jensen and Governor Blackstein were on the panel and other faculty, staff and students participated in the live studio audience.

The Ottawa Mission

On February 20, approximately 20 employees joined students and faculty members in the School of Hospitality and Tourism to prepare over 300 meals for the Ottawa Mission. This provided Algonquin with a great opportunity to give back to the local community.

Launch of myAC

March 30 saw the launch of a new employee portal aimed at improving communications at Algonquin College. Following the 2012 Employee Engagement Survey, a team began working on a portal as a replacement for the employee news website that staff felt had become outdated. The team worked collaboratively with users and advisors to develop the new myAC. After a successful pilot launch of myAC in Fall 2014, it was rolled out to the entire college community.

Ottawa Chamber of Commerce's Eggs N'Icons

President Jensen spoke at the Ottawa Chamber of Commerce's "Eggs n' Icons" event on the topic of Innovation and Entrepreneurship. The breakfast hosts a guest speaker and attracts business leaders and professionals from across the National Capital Region and is an opportunity for like-minded individuals to network and stay informed.

Strategic Plan Launch – Ottawa, Perth and Pembroke Events

The launch of the Strategic Planning Process was held on March 19 at the Ottawa campus and on March 31 at the Perth campus, with a Pembroke campus event scheduled in May. In the first of many opportunities to have their say, employees at the Ottawa and Perth campuses had the opportunity to participate in interactive sessions to help identify the issues and directions the College needs to address in the next Strategic Plan. Thank you to Governors Auchterlonie, Fraser, Clark and Sample who were able to participate in these sessions.

The AC Market

With support from the College's Innovation Funding, the Ottawa campus launched the first ACMarket on March 24 and 26 that allowed student entrepreneurs to promote and sell their

**Report from the President
Board of Governors Meeting
April 13, 2015**

products and services. This is a new concept for Algonquin and one that will benefit students by engaging with the AC community, receiving feedback for their products and services and entering the marketplace right here on campus.

We Day 2015

Algonquin College was once again a proud sponsor of national We Day in Ottawa, providing over 70 students and staff volunteers for the April 1 event. We Day is an annual series of stadium-sized events bringing together over 200,000 students and teachers with world-renowned leaders and performers to celebrate the power of youth to create positive change. Youth can't buy a ticket to We Day, they earn it through service and through their commitment to the year-long We Act service learning program. With the help of We Act program resources, they bring their commitments to life through their participating in We Day.

Spread the Net - Algonquin College Wins Again

Algonquin College is the 2014/15 post-secondary winner of the annual Spread the Net Challenge raising the most money to buy bed nets for African families. Students from the Firefighter program, the AC Spa and Police Foundations were featured on a segment of the Rick Mercer Show that was aired on April 1. Congratulations are offered to students who raised over \$13,000 towards this worthy cause.

Update from Committee of Presidents (COP) meeting on March 23, 2015

Colleges Ontario's Strategic Plan and Business Plan

The Presidents reviewed a designed version of Colleges Ontario's upcoming strategic plan for 2015-18, along with the business plan that will support the directions in the strategic plan. While the strategic plan has traditionally been an internal document, the new plan for 2015-18 will be publicly released in late April. Based on the decisions from the Presidents' strategic retreat last fall, the plan includes a vision, mission and values for the sector, along with five strategic directions:

- Developing a new generation of innovators.
- Investing in learning and teaching excellence.
- Providing the right training and credentials for tomorrow's workforce.
- Increasing opportunities for student access and success.
- Providing strong community leadership.

The Presidents provided feedback on the content, which will be incorporated into the final version of the plan. The Presidents also provided feedback on Colleges Ontario's business plan, which will continue to be an internal document.

**Report from the President
Board of Governors Meeting
April 13, 2015**

Provincial review of post-secondary credentials

Marie-Lison Fougère, now the interim Deputy Minister at the Ministry of Training, Colleges and Universities, provided an update on the work done by consultants to assess post-secondary credentials in Ontario. The government appointed consultants last year to examine whether Ontario has an appropriate mix of post-secondary credentials to ensure graduates will have successful outcomes in the workforce. While the draft report is still being reviewed by government, Ms. Fougère shared some of the areas that the consultants explored, including the employment rates for post-secondary graduates and related issues about salary levels and whether graduates are finding employment in their fields. She said it is clear in the report that people with post-secondary education do better in the job market than people who only have a high school education. The consultants' work included reviewing proposals from Ontario's colleges to expand the range of degree programs at colleges. This would include approving a broader range of four-year degree programs at colleges and allowing colleges to offer three-year degrees in career-specific areas. No date has been set for the release of the consultants' report.

Funding Formula Reviews

Fanshawe College President Emeritus Howard Rundle and consultant David Trick met with the Presidents to have an initial discussion about the options for colleges in discussions with the provincial government about the funding formula for colleges. Dr. Rundle is leading a special task force of retired college executives with many years of experience to explore changes the sector may wish to pursue for the distribution of provincial funding to ensure that all colleges are treated fairly. He said it will be a difficult discussion in a period of fiscal restraint. The Ontario government is planning to change the funding formula for both colleges and universities and has started with a review of the universities' formula.

For Algonquin College to deliver on its Mission and Vision we have 4 Strategic Pillars and 12 supporting goals. These commitments guide our strategic priorities and budget process.

Strategic Pillars

Reporting Timeframe: *January 14, 2015 to March 16, 2015*

APPLIED LEARNING & TRAINING

Goal 1: Deliver an exemplary applied education and training experience

Goal 2: Create a unique suite of programs, products and services geared to meet the needs and expectations of our clients and students

Goal 3: Leverage technology to enhance the educational experience

Goal 4: Provide opportunities for every full-time student to have a work experience outside of the classroom

Summary Report from:

- ✓ Finance & Administration
- ✓ International, Communications & Strategic Priorities
- ✓ Student Services
- ✓ Academic

Activity:

- The first draft of the Information Technology Services Strategy was presented to the College Technologies Committee. This strategy continues to be refined and is integrated into the process of developing the College’s Digital Strategy, which will be presented to the Board of Governors on June 8, 2015.
- The College has achieved the following service availability: Internet access at 100%; Wireless connectivity at 100%; Core Network connectivity at 99.87%.
- A “Students at Risk” reporting package was deployed using our Business Intelligence portal, to identify potential students at risk and prompt pre-emptive action to help support student success.
- In March Safety, Security & Emergency Management conducted the first enhanced training and drills surrounding the “Lockdown” concept. The need for such training and drills as part of a transitional strategy to improve emergency preparedness over the next year was identified as a key lesson from the October 22, 2014 incident on Parliament Hill. This first training and drill combination was successfully conducted for the occupants of G Building, following two one-hour training sessions with the same audience. A full lockdown implementation report will be presented to President’s Council for approval in May.
- The International Education Centre received 40 student applications and eight Faculty-led applications for its International Integrated Learning Bursary. In November, a total of 11 scholarships totalling \$14,000 were awarded to those who wished to study or work abroad. The balance of the funds (\$36,000) will be disbursed for activities in Spring/Summer 2015. The integration of the new Saudi Skill Standards into the existing Algonquin College-Jazan Diploma programs is underway. This will allow for the distribution of both Saudi Arabia certificates and Algonquin College MTCU approved diplomas. Colleges of Excellence (CoE) had requested this integration as part of a Kingdom-wide effort to create multiple pathways.

Preliminary Enrolment Report

- As at the March 1, 2015 audit date, overall student enrolment for the Winter 2015 term stood at 16,373, or 98% of the budgeted target, which is 335 students below approved enrolment projection of 16,708. Full-time domestic student registration was 544 students or 3.5% below approved projection. The Winter 2015 full-time international student enrolment figure of 1,296 represents a 19% increase over the approved projection (1,087). These latest figures indicate an overall 1.9% fiscal year enrolment growth against a planned growth of 3.7%. The Strategic Enrolment Management Sub-Committee continues to meet weekly to monitor enrolment trends and to further employ recruitment and retention initiatives to prevent further attrition in student enrolment. Further enrolment report details can be found at: http://intraweb.ottawa.ad.algonquincollege.com/departments/registrar/statistics/registration_stat/Summary/2015W/2015-03-01.pdf
- As at March 16, 2015, the Ontario Application Centre System (OCAS) statistics for the 2015 Fall Term indicate that, for College Choices (i.e. number of individual applicants to Algonquin College), Non-Secondary School applicants are up 2.1% from last year, Secondary School applicants are down 6.2% with an overall decrease in applicants of 2.1%. Province wide, the variances are -0.6%, -5.0% and -3.0% respectively.
- As at March 16, 2015, for Confirmations, our Non-Secondary School confirmations are up 7.2% from last year, Secondary School confirmations are up 0.9%, and overall, we show an increase of 4.4%. Province wide, the variances are 2.6%, -0.3% and 1.2% respectively.
- Algonquin is currently ahead in the business goal of 2% above the system average in applications received for Spring 2015 with 1,116 Applications received to date, 18.2% growth over the same period as last year. Currently, applications received are 12.3% above the system average on March 16, continuing a strong trend of out-pacing the system.
- The College is behind in the business goal of 2% above the system average in applications received for Fall 2015 with 30,091 Applications received to date. As of March 16, the College is up 1.3% in non-direct applicants and -5.9% in direct applicants. Combined, this yielded a net drop of -2.4% when compared to the same period to last year's cycle. 78.3% of expected volume of applications have been received this cycle to date (2014 cycle received 38,271 by end of term). Currently, Algonquin is 0.8% above the system average on March 16, with a small growth trend, maintaining a lead over the system average. NOTE: the OCAS system is down -3,162 distinct people or -2.5% in terms of overall number of people applying from the same period as last year. As a comparison of scale, this represents a small college being removed from the system.
- Funding approval was granted from the Ministry of Training, Colleges and Universities, Postsecondary Accountability Branch on March 6 for the Bachelor of Early Learning and Community Development degree program. The program is scheduled to launch in Fall 2017.
- The grand opening of the Algonquin College Salon, Spa and Boutique (Phase One of the Healthy Living Education initiative) was held on March 6.

	<ul style="list-style-type: none"> • Water and Waste Water Technician students, who have been working with SRO Tech Corporation, have developed a patentable wastewater treatment process. SRO states “SRO’s work with Algonquin thus far has been tremendously rewarding and successful, leading to a patentable process to more economically and successfully harvest the algae produced by our process.” • The Business Intelligence System Infrastructure program and the work performed by the students at the Children’s Hospital of Eastern Ontario (CHEO) were featured in the Ottawa Business Journal. The details can be found at the following website: http://issuu.com/greatrivermedia/docs/ottawa_business_journal_20150302 • Staff in the Academic Development department facilitated two articulation agreements with Endicott College (Massachusetts, United States) which give graduates of two Algonquin Business diploma programs direct entry into Year three of a Bachelor’s degree and a fast-track MBA option to complete in an additional nine months. • Staff in the Academic Development department facilitated the signing ceremony for 27 articulation agreements for various programs with Carleton University and a general collaborative MOU between the two institutions.
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STUDENT & CLIENT SUCCESS
 Goal 5: Deliver exceptional service to our diverse student and client populations
 Goal 6: Leverage technology to automate and modernize our business processes, fostering an environment of continuous improvement

<p>Summary Report from:</p> <ul style="list-style-type: none"> ✓ Finance & Administration ✓ International, Communications & Strategic Priorities ✓ Academic 	<p>Activity:</p> <ul style="list-style-type: none"> • The automation of the Student Internal and External Course Exemption process was completed. This automated process will significantly reduce course exemption processing time to five to seven business days from the current four to six weeks. • External reporting requirements for the Language Institute were automated using our Business Intelligence capability resulting in labour savings in excess of 725 hours per year. • Staff in the Customer Relationship Management department provided marketing support for the new Kuwait campus. The marketing collateral was designed in such a way as to be able to be repurposed for any International campus. • Staff in the Hospitality program hosted skills camps for 80 Grade 9 and 10 students from four school boards in February. The students participated in a two-day hands-on workshop highlighting hospitality skills. It is the fifth year that this activity has taken place as part of the College’s School College Work Initiative. • On February 26th Labour Market Ottawa hosted the first annual Building Connections event for Ottawa service providers at the College. • The Day of Dialogue II was held in February. It is part of the Community Collaboration Initiative grant from the Ministry of Training, Colleges and Universities which supports the College’s efforts to provide information and feedback to Aboriginal communities through strategic sharing events.
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EMPOWERED PEOPLE

<p>Goal 7: Attract, develop and retain employees who have the knowledge and skills to be fully contributing members of the College</p> <p>Goal 8: Create and foster an environment in which the College's model of leadership competencies and behaviours is supported</p>	
<p>Summary Report from:</p> <ul style="list-style-type: none"> ✓ Human Resources ✓ Finance & Administration ✓ International, Communications & Strategic Priorities ✓ Academic 	<p>Activity:</p> <ul style="list-style-type: none"> • On February 27th staff in Human Resources and Health Services hosted a luncheon with Dr. Corey Keyes. Dr. Keyes presented his "Flourishing" model to Algonquin employees. This model attempts to better understand resilience, prevention of mental illness, and informs the growing healthcare approach called "Predictive Health". This approach monitors the presence of positive physical and mental health in individuals and develops and applies responses in an effort to correct early losses and maintain health. • On March 12th and 13th representatives from the CAAT Pension Plan were on campus. The representatives presented a retirement planning session and two part-time pension information sessions. These sessions were live streamed and are available for viewing on the Human Resources website. • Staff in Human Resources, in partnership with staff in Student Services hosted two "Paws 4 Stress" sessions; one on February 23rd at the Ottawa Campus and one on February 26th at the Perth Campus. • Five Management Academy workshops were offered to 76 Administrative employees. The Service Excellence program had 19 participants this term which included three Algonquin Residence staff. • A New Hire Orientation annual appreciation luncheon for college Administrative and Support Staff mentors was held. The 2014 program resulted in 17 new Administrative and 40 Support Staff connections. • The following professional development workshops were available to all employees: <ul style="list-style-type: none"> • Accessible MS Word Documents • Polling Tools for Decision Making! • Autism & The First Year Student • The International Student • In-Class Applied Research Projects • Albert's Fundamental Rubric Workshop 101 • How to Maximize your Grade Center • Setting up your Quizzes & Tests with Blackboard • Creating your Teaching Portfolio...Digitally! • Plagiarism Prevention • Effective Conflict Resolution and Conflict Management Strategies in the Classroom • In February a survey for Support Staff was completed asking them to identify workshops they would like to see available to them in the Spring/Summer session. • The College New Hire Orientation "Welcome" video was completed with The Soshal Group. • The Centre for Organizational Learning won the College Christmas Power-down Challenge and was invited to a congratulatory

	<p>lunch hosted by the Chairs of the College Sustainable Committee.</p> <ul style="list-style-type: none"> • The Responsibility Center Management model was finalized using the F2014/15 budget year and updated with 2015-16 budget numbers for presentation to stakeholders. The Business process mapping of current budget process is complete. • The Annual Business Plan and Budget Town Hall was attended by more than 250 employees and over 209 employees participated online. President Jensen provided an update on her Listening Tour; Doug Wotherspoon provided an overview of the 2015-16 Business Plan; and Duane McNair presented the highlights of the 2015-16 Budget. Following these presentations, special guest Carol Anne Meehan (CJOH News Anchor) surprised the crowd and announced Algonquin was named as a National Capital Top 25 Employer for the second year in a row. • More than 85 Pembroke Campus Faculty, staff and administrators have been trained in Mental Health First Aid.
<p>FINANCIAL SUSTAINABILITY</p> <p>Goal 9: Align our funded operational expenditures with provincial funding Goal 10: Expand non-funded opportunities to increase revenue Goal 11: Leverage strategic business partnerships to meet the capital needs of the College Goal 12: Create the technological foundation to align with the digital direction</p>	
<p>Summary Report from:</p> <ul style="list-style-type: none"> ✓ Finance & Administration ✓ International, Communications & Strategic Priorities ✓ Student Services ✓ Academic 	<p>Activity:</p> <ul style="list-style-type: none"> • Project Fusion is the transformation of business processes and systems for Human Resources, Payroll and Finance. The team has completed documenting Human Resources and Finance current state business processes and future state processes; developed a change management strategy; created a College-wide transformation network; completed the data migration plan; met with numerous other Higher Education institutions to discuss their deployments; re-evaluated market vendors and solutions; and continued to prepare the Request for Proposals. <p><u>International On-shore</u></p> <ul style="list-style-type: none"> • English for Academic Purposes: 678 students were enrolled in two intakes of Winter 2015 International English for Academic Purposes. This represents a seven percent increase over Winter 2014 enrolment. • Post-Secondary: As of January 19, 2015 (Day-10) 1,302 International students were registered for Winter 2015 (19% above target). Overall enrolment is 8% above target (1,373 FTEs over 1,265). • Sens Night January 29 – One hundred guests joined International Education Centre staff on January 29th for Algonquin College’s International night in the Founders’ Suite at Canadian Tire Place for a Senators game. The night featured information on our overseas campuses and show-cased our student ambassadors who help with the orientation and mentoring of Algonquin’s International students and facilitated networking with like-minded partners involved in international activities. • The opening of the Kuwait campus remains on schedule for August 2015. • From April 1, 2014 to February 28, 2015*, \$445,377* was received in endowment funds (-22% variance from same date 2013 due to receipt of an unexpected Planned Gift received). A new endowed Paramedics Program scholarship was established by

	<p>an anonymous donor. \$646,643 was received in non-endowed annual awards (23% variance from previous year). \$820,142 was disbursed in bursaries, scholarships and awards (13% variance from previous year).</p> <ul style="list-style-type: none"> • From April 1, 2014 to February 28, 2015*, \$697,735* was received in major gifts (cash and new major gift pledges) and gifts-in-kind (93% of goal). \$683,274 was received in building campaign funds for Perth and Ottawa (91% of goal). • The Pembroke Campus held its capital campaign touchdown ceremony and donor wall unveiling on February 20th. The event was well attended and broadcast by Cogeco Community Television. • The Pembroke Campus has secured a \$255,000 contract through Service Canada for a Career Focus program. The program will support 20 recent Algonquin College graduates with securing employment within their field and pays the entire minimum wage for a six month full-time employment experience. • Algonquin and Canadore Colleges received Colleges Ontario funding approval of \$44,000 to develop and deliver a college-based online credential for apprentice/journeypersons to develop supervisory, management and entrepreneurial skills. • Algonquin has received Ministry funding approval for development/refresh of 10 courses as part of Round Two of the Shared Online Course Development Fund. The funding is \$579,000. • George Brown College has signed a three-year contract with Algonquin for the provision of the Course Outline Mapping and Management System (COMMS). • Applied Research and Innovation staff have been advised that the NSERC Innovation Enhancement Grant for the “Construction Research Center” (\$2.3 million over 5 years) was approved. • The Partnerships and Applied Research’s Crown Ward portfolio received a \$25,000 contract from the Ministry of Education. This funding will support the Crown Ward championship team to train schools and partners on the protocol for supporting these students in the transition stages of their education. <p><i>* Information for this time period from internal records only and not from official Financial Statements.</i></p>
<p>Student & Employee Successes:</p> <ul style="list-style-type: none"> ✓ International, Communications & Strategic Priorities ✓ Academic 	<ul style="list-style-type: none"> • Eight press releases were distributed in January and February. Among the significant media stories were the following: <ul style="list-style-type: none"> • Individuals charged with terrorism related offenses. The College’s response was to reinforce the need to build a caring and inclusive community that is welcoming of diverse viewpoints, with strong guidelines to keep extremism out. Doug Wotherspoon, Vice President, International, Communications, and Strategic Priorities also stressed that the College works hand-in-hand with law enforcement. • The Construction Research Centre, located in ACCE, was officially launched on January 30. <i>Ottawa Business Journal</i> • The College was once again named a Top 25 Employer in the National Capital Region. • From a social media perspective, the College continues to lead the system in followers on Twitter, reaching the milestone of over twenty thousand followers. Our engagement rate is higher than all other colleges on Facebook. • Language Institute Professors Dmitri Priven and Iryna Kozlova published an article on teaching training in 3D environments in <i>Language Learning and Technology</i>.

	<ul style="list-style-type: none"> • Language Institute Professor Lina Alhassan published her research project in the prestigious <i>Journal of English for Academic Purposes</i>. • Michael Robinson, Journalism student and former editor of the Algonquin Times, recently received a News Writing Award and Journalist of the Year from the Canadian University Press. • Sandra Gibbons, Coordinator of the Kitchen and Bath Design program was a judge for the Canadian Decorators Association (CDECA) design awards. • The Child and Youth Worker students held nine community events to raise funds and awareness for Big Brothers/Big Sisters, The Ottawa Boys and Girls Club, and Project TEMBO (Tanzania Education Micro-business opportunities). The students raised over \$12,000. • The Social Service Worker (Ottawa) students held six community events in March to raise funds for the Syd Ford Social Service Worker bursary fund as well as community organizations such as Carleton Heights, St. Mary's, Bethany Hope Centre, Youville Centre, Pink Triangle Services, Children's Mental Health and Guide Dogs for Children with Autism. The students raised over \$10,000. • Cindy Koon, student, Developmental Services Worker, was the recipient of the Kay Samson Scholarship Award from the Ontario Association on Developmental Disabilities. • Lisa Woodkte, Professor Medical Radiation Technology, was one of five educators from Canada to be selected to attend the July 2015 ASRT Leadership Academy for Educator's taking place in New Mexico. • Restaurant International is proud to announce its partnership with Bottleworks, an Operation Come Home enterprise that employs at-risk youth to assist with bottle collection at local restaurants, hotels, condominiums and other locations and provides them with access to social services support. • Event Managements students held over 12 fundraising events in March. To date, they have raised over \$750,000 towards their \$1,000,000 goal for the Children's Wish Foundation. • In February, Chef Cory Haskins and two Culinary students participated in the Battle of Ontario competition held at Niagara College. Mandy DeGeit and Da Song received a bronze medal. • Jamie Bramburger, Manager Community and Student Affairs, Pembroke Campus, received the Community Ambassador of the Year Award from the upper Ottawa Valley Chamber of Commerce. • General Arts & Science hosted their Big Hit Bursary Dance in February which raised \$5,500 for the bursary endowment fund that was created for their students.
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