

## APPROVED

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MINUTES OF MEETING NUMBER FOUR HUNDRED AND NINETY SIX OF THE BOARD OF GOVERNORS OF ALGONQUIN COLLEGE, HELD ON **MONDAY, APRIL 11, 2016 AT 4:00 PM**, IN CA105 IN THE ACCE BUILDING, WOODROFFE CAMPUS.

Present:	Kathryn Leroux, Chair Pam Auchterlonie Shubham Bawa Fred Blackstein Jim Brockbank Nancy Cheng Lynne Clark Shellee Fournier Sherryl Fraser Stephen Heckbert Cheryl Jensen, President Dr. Jim Robblee Kelly Sample Mark Sutcliffe Michael Waters	Regrets:	Peter Nadeau Michael Tremblay
		Senior Management:	Claude Brulé, Academic Mark Fares, Digital Technologies & Innovation Cathy Frederick, Human Resources Duane McNair, Finance & Administration Laura Stanbra, Student Services Scott Anderson, Communications, Marketing & External Relations
		Recorder:	Suzannah DiMarco

Observers: A list of observers is provided in Appendix A.

### **1. CONSTITUTION OF THE MEETING**

Chair Leroux constituted the meeting at 4:05 pm.

#### **Celebrating Success – Algonquin College Cyber Security Day**

M. Fares, Vice President Digital Technologies and Innovation, introduced C. Delmage, Senior Manager Information Security and Data Privacy, who presented on the Cyber Security conference held at Algonquin College on February 24<sup>th</sup> and 25<sup>th</sup>, 2016. The conference included a trade show, recruiting job fair, cyber security start-up showcase and technical demonstrations. Dustin White, Business Program student and project manager for Cyber Security Day, and Sandra Street, student in the Cyber Security program, briefed members on their respective roles in planning the conference and on the day itself, and the resulting opportunities. Governors congratulated the students and management on the successful event.

#### **Board Education – Strategic Plan Overview & Activity**

S. Anderson, Executive Director Communications, Marketing and External Relations, briefed members on the Strategic Planning process to date, and provided an overview of the framework and strategic foundations that have been key in developing the Strategic Plan's themes and goals. Discussion occurred regarding the central theme of being "learner driven" and how that could translate into a

personalized learning experience for students. Governors noted that industry is being challenged to personalize products and services to meet consumers' higher expectations. The theme of customized education and dream development is consistent with the results of the internal and external focus groups that were held by the Hazelton Group in Fall 2015. Governors concurred that a "one size fits all" model of programs and services no longer meets client expectations, and that this focus would provide Algonquin College with opportunities to lead in the field. Members were advised that a new draft Strategic Plan is being developed and will be forwarded for feedback in May. Final approval of the Strategic Plan will be requested at the June 13, 2016 Board meeting.

## **2. CONFLICT OF INTEREST DECLARATION**

Members were asked to declare conflicts of interest with items on the agenda. Governor Heckbert indicated a potential conflict of interest because of a current grievance, however this was deemed not to be a conflict with any items on the Board Agenda. No other potential or actual conflicts of interest were declared.

## **3. APPROVAL OF THE CONSENT AGENDA**

Chair Leroux asked whether any Governor wished to remove an item from the consent agenda. No items were removed.

### **RESOLUTION**

**MOVED & SECONDED P. Auchterlonie & M. Waters**

**THAT the Board of Governors approves the Consent Agenda items.**

**CARRIED.**

### **3.1 Minutes of the February 8, 2016 Board of Governors meeting**

#### **RESOLUTION**

**THAT the Board of Governors approves the Minutes of the meeting of February 8, 2016.**

### **3.2 Executive Committee Report**

Chair Leroux provided a verbal update to members.

### **3.3 Academic & Student Affairs Committee Report**

Governor Brockbank, Chair of the Academic & Student Affairs Committee provided a verbal report on the meeting that was held on March 24, 2016. The program review process and the enrolment update report were highlighted.

### **Program Approval - Action Sports Park Development, Ontario College Certificate**

#### **RESOLUTION**

**THAT the Board of Governors approves the Action Sports Park Development, Ontario College Certificate program effective Fall 2017.**

**CARRIED.**

3.4 Audit & Risk Management Committee

Governor Cheng, Chair of the Audit & Risk Management Committee provided a verbal report on the meetings that were held on February 25<sup>th</sup> and March 31<sup>st</sup>, 2016.

Endowment Fund – Investment Policy Review

**RESOLUTION**

**THAT the Board of Governors approves the following amendments to the Algonquin College Endowment Funds Statement of Investment Policies and Goals:**

- a) Establish a Target Rate of Return of 5.6% over a five-year rolling average of market value;**
- b) Include BBB Rated Bonds as a permitted investment; and**
- c) Adjust the Asset Mix Policy as follows:  
Increase Cash or Cash equivalents Benchmark Target from 0% to 3% (Range 0% - 20%)  
Decrease Global Equities Benchmark Target from 43% to 40% (Range 30% - 50%);**
- d) Amend the names of the benchmark indices for Fixed Income and Cash & Cash Equivalents to reflect the current brand names of the indices, as presented.**

**CARRIED.**

3.5 Governance Committee Report

Governor Clark, on behalf of Governor Nadeau, Chair of the Governance Committee provided a verbal report on the meeting that was held on March 7, 2016.

- 1) Appointment of new Governors  
This item will be addressed separately under item 5.1 of the Board Agenda.
- 2) Governor Re-Appointments

**RESOLUTION**

**THAT the Board of Governors approves the re-appointment of Governor Michael Waters, Governor Jim Brockbank and Governor Peter Nadeau to three-year terms respectively, beginning September 1, 2016.**

**CARRIED.**

- 3) Policy BGI-01 Responsibilities of the Board – Compliance Report

**RESOLUTION**

**THAT the Board of Governors approves the Compliance Report for policy BGI-01 Responsibilities of the Board as presented.**

**CARRIED.**

- 4) Terms of Reference – Executive Committee

**RESOLUTION**

**THAT the Board of Governors approves the revised Executive Committee Terms of Reference as presented.  
CARRIED.**

3.6 Foundation Board Report

Governor Clark, Foundation Board representative, provided members with an update on the Foundation Board activities.

**4. BUSINESS ARISING**

4.1 Healthy Living Education Update

C. Brulé, Senior Vice President, Academic, provided an update on the Healthy Living Education initiative. Significant efforts have been undertaken in the development of a business case and an advocacy strategy in support of the project. The Healthy Living Education President's Advisory Panel, co-chaired by President Jensen and Governor Dr. Robblee, held its inaugural meeting on March 8, 2016 in the Algonquin College Smart Apartment. The President's Advisory Panel members provided valuable feedback to management regarding the Healthy Living Education strategy, and offered suggestions for moving forward with academic programming, and with the project in general. Dr. Robblee noted the robust feedback, valuable advice and support that the President's Advisory Panel members provided. The report was accepted for information.

President Jensen advised Governors of the federal government's call for proposals for Postsecondary Institutions Strategic Investment funds. Members were advised that the College has a dedicated team developing a proposal that will be submitted to the federal government on May 9<sup>th</sup>, that focuses on innovation, entrepreneurship and creating learning environments for indigenous learners. Projects must be substantially completed by April 30<sup>th</sup>, 2018. A discussion occurred regarding the impact of this proposal versus the Healthy Living Education project planning that is well underway. Members discussed various other funding sources, for example the Green Capital Initiative Fund, that would allow the College to access funding for the Healthy Living Education Initiative. Management will keep the Board updated regarding developments for both initiatives. The report was accepted for information.

4.2 International Update

President Jensen provided a verbal update on International. Onshore Post-secondary Education Programs surpassed targets for 2015-2016, with enrolments of 1,592 FTEs this past year, a 16% overall increase, including a 24% increase in Level 1 students. From the three targeted countries, increases were seen as follows; India, up by 25%, China, up by 22%, and Nigeria, up by 1%.

Members were advised that C. Jensen and D. Wotherspoon are traveling to Kuwait and Jazan in late April, 2016. A briefing on the trip will be provided at the June 13<sup>th</sup> Board meeting.

**5. DECISION ITEMS & REPORTS**

5.1 Appointment of New Governors for 2016/2017

Governor Clark referred members to the materials in their packages and provided a briefing on the recruitment campaign that was completed in the Pembroke region during February and

March. After a focused advertising campaign, candidate interviews were held on March 10, 2016. The results of the interviews were considered by the Governance Committee and as a result, a recommendation is being made for the appointment of Mr. Jay McLaren to the Board of Governors.

**RESOLUTION**

**MOVED & SECONDED J. Brockbank & N. Cheng**

**THAT the Board of Governors approves the appointment of Jay McLaren to the Board of Governors for a three-year term, effective September 1, 2016.**

**CARRIED.**

5.2 Enterprise Resource Planning Update (Project Fusion)

M. Fares introduced J. Bryan, Project Manager for Project Fusion who provided members with a status update. Early planning and team training on the Workday product began in December, 2015 and January, 2016. Planning activities started with Meteorix in January.. A joint project team was established and orientation of all project management processes were part of the project priorities, to ensure a disciplined approach to implementation is applied. A key focus for the team has been the development of a change management strategy accompanied by an engagement and communication plan, as well as a well-developed training approach. A Board working group met with members of the Project Fusion team on March 3<sup>rd</sup> to review data residency issues and risk identification and mitigation strategies associated with Project Fusion. Members of the Board working group acknowledged the planning that had occurred, and noted that they were satisfied with the rigor and due diligence being applied to the Project. In conclusion, members were advised that a benefits measurement framework would be submitted to the Board for information. The report was accepted for information.

**6. ITEMS FOR INFORMATION**

Members were referred to the items for information included in their materials.

6.1 Board of Governors Spring 2016 Key Messages

The report was accepted for information.

6.2 Board Chair's Report

The report was accepted for information.

6.3 President's Report

The report was accepted for information.

6.4 Management Summary

The report was accepted for information.

**7. IN CAMERA**

An in camera session was held at the close of the regular meeting.

**8. MEETING ADJOURNMENT**

There being no further business, the regular meeting was adjourned at 6:00 pm.

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**IN CAMERA SESSION**

**RESOLUTION**

**MOVED & SECONDED J. Brockbank & M. Waters**

**THAT the Board of Governors move to an in camera session for the purposes of discussing procurement negotiations.**

**CARRIED.**

The in camera session ended at 6:50 pm.

**MEETING ADJOURNMENT**

There being no further business, the meeting was adjourned at 6:55 pm.

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Kathryn Leroux, Chair

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Suzannah DiMarco, Recorder

## **APPENDIX A**

### **Observers:**

Jo-Ann Aubut, Dean, Academic Development  
Jill Bryan, Senior Project Manager, Project Fusion  
Brent Brownlee, Director, Ancillary Services  
Craig Delmage, Senior Manager, Information Security  
Cathy Dempsey, Director Finance & Administration  
Amy Desjardins, Executive Director, Algonquin College Foundation  
Barbara Foulds, Dean, Faculty of Health, Public Safety and Community Studies  
Jean-Guy Fréchette, Associate Director, Government and Stakeholder Relations  
Michael Gawargy, Director, Information Technology Services  
Mark Hoddenbagh, Executive Director, Partnerships & Applied Research  
Cristina Holguin-Pando, Director, Partnerships, Applied Research, Innovation and Entrepreneurship  
Eric Hollebhone, Director, Marketing and Recruitment  
Christopher Janzen, Dean, Faculty of Technology & Trades  
Daniel Kelly, Professor, Faculty of Technology  
Jim Kyte, Dean, School of Hospitality and Tourism  
George Langill, Healthcare Consultant  
Jacquie Millar, The Citizen reporter  
Tracy McDougall, Executive Assistant to the President  
Krista Pearson, Registrar  
Andrew Pridham, Chair, Information & Communications Technology  
Todd Schonewille, Director, Physical Resources  
Shelley Styles, Director, Student Services  
Claire Tortolo, Acting Coordinator, ESL International, Language Institute  
Jane Trakalo, Chair, Community Studies  
Dustin White, Student, School of Business