

**APPROVED**

**BOARD OF GOVERNORS MEETING MINUTES**

MINUTES OF THE MEETING NUMBER FIVE HUNDRED AND TWELVE OF THE BOARD OF GOVERNORS OF ALGONQUIN COLLEGE, HELD ON MONDAY, APRIL 15, 2019 AT 4:00 PM, IN ROOM T102 A&B, OTTAWA CAMPUS.

<p><b><u>Present:</u></b>                  Peter Nadeau, Board Chair                  Cheryl Jensen, President                  Audrey Claire Lawrence                  Cyril McKelvie                  Enrico DeFrancesco                  Gail Beck                  Jay McLaren                  Jeff Darwin                  Jim Robblee                  Krisha Stanton                  Michael Waters                  Valerie Sayah                  Wayne Johnson</p> <p><b><u>Regrets:</u></b>                  Jim Brockbank, Board Vice Chair                  Kelly Sample                  Shubham Paudel                  Steve Barkhouse                  Laura Stanbra, Vice President, Student Services</p> <p><b><u>Recorder:</u></b>                  Victoria Tiqui-Sanford, Board Assistant</p>	<p><b><u>Algonquin College Executive Team:</u></b>                  Claude Brulé, Senior Vice President, Academic                  Diane McCutcheon, Acting Vice President, Human Resources                  Doug Wotherspoon, Vice President, Innovation &amp; Strategy                  Duane McNair, Vice President, Finance &amp; Administration                  Ron Deganadus McLester, Executive Director, Truth, Reconciliation, Indigenization                  Tracy McDougall, Director, President’s Office</p> <p><b><u>Presenters:</u></b>                  Jessica House, Manager, Business Process Review, Innovation and Strategy                  Ernest Mulvey, Director, International Education Centre                  Paul Gardner, Senior Manager, Special Projects</p> <p><b><u>Changemaker Awards:</u></b>  <u>Alumni/Students:</u>                  Josiah Hartwig                  Maureen MacMillan                  Fiona Liedtke                  Holly Gleason                  Shania Keuhl                  Connie Poupore, Professor, Business, Technology and Outdoor Training                  Jamie Bramburger, Acting Dean, Pembroke Campus</p>
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**WELCOME REMARKS**

Board Chair P. Nadeau welcomed members and guests to the meeting at 4:02 p.m.

**0. CELEBRATING STUDENT SUCCESS – CHANGEMAKER AWARD: Community Champions for Social Issues (Office Administration-Executive Program, Pembroke Campus)**

C. Brulé, Senior Vice President, Academic, provided members with an overview of the Community Champions for Social Issues, Office Administration-Executive Program, Pembroke Campus. C. Brulé introduced Connie Poupore, Professor, Business, Technology and Outdoor Training, and Jamie Bramburger, Acting Dean, Pembroke Campus. Five students and alumni from the Office Administration-

Executive Program were present to accept the honour: Josiah Hartwig, Maureen MacMillan, Fiona Liedtke, Holly Gleason and Shania Keuhl. The students work included:

- **Coldest Night of the Year:** February 23 marked the third consecutive year that the Office Administration-Executive Program was invited to support this community fundraising initiative in Pembroke.
- **Project Hope for the Homeless in Renfrew County:** Launched in 2018, this student-led initiative supports putting an end to homelessness in Renfrew County in partnership with The Grind Pembroke.
- **Raise a Red Flag:** This student-led initiative is driven by a passion for mental health. Students from the program have partnered with the Robbie Dean Family Counselling Centre.

Board Chair, P. Nadeau, Academic and Student Affairs Committee Chair, J. McLaren, and President and CEO, C. Jensen presented the students with the Changemaker awards.

### **1. CONSTITUTION OF THE MEETING & APPROVAL OF THE AGENDA**

Board Chair P. Nadeau constituted the meeting at 4:15 p.m. and asked whether any Governors wished to remove or add an item to the agenda. No items were removed or added.

#### **RESOLUTION**

**MOVED & SECONDED: A. Lawrence & M. Waters**

**THAT** the Board of Governors approves the meeting agenda of April 15, 2019.

**CARRIED.**

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

Board Chair P. Nadeau asked members to declare any conflicts of interest with items on the agenda. There were no conflicts of interest declared.

### **3. APPROVAL OF PREVIOUS MEETING MINUTES AND THE CONSENT AGENDA**

#### **3.1 Minutes of the Board of Governors' meeting of February 25, 2019**

Approval of the Board of Governors Meeting minutes of February 25, 2019.

#### **RESOLUTION**

**MOVED & SECONDED: J. McLaren & V. Sayah**

**THAT** the Board of Governors approves the February 25, 2019 meeting minutes.

**CARRIED.**

#### **3.2 Board Executive Committee Report**

Board Chair P. Nadeau provided a verbal report from the Executive Committee meeting held on February 11, 2019.

Members accepted this report for information.

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

Governor J. McLaren, Chair, Academic and Student Affairs Committee provided members with information from the Academic and Student Affairs Committee meeting held on March 21, 2019.

Enrolment updates were highlighted in the report. Members accepted this report for information. Board of Governors approvals were requested for the following:

**3.3.1 Cooperative Education Option: Office Administration – Executive, Ontario College Diploma RESOLUTION**

**MOVED & SECONDED: J. McLaren & J. Robblee**

**THAT** the Board of Governors approves the cooperative education delivery option for the Office Administration - Executive, Ontario College Diploma program, effective Fall 2019.

**CARRIED.**

**3.3.2 Cooperative Education Option: Business - Marketing, Ontario College Diploma RESOLUTION**

**MOVED & SECONDED: J. McLaren & K. Stanton**

**THAT** the Board of Governors approves the cooperative education delivery option for the Business – Marketing, Ontario College Diploma program, effective Fall 2019.

**CARRIED.**

C. Jensen verbally provided members and observers with an update on Enrolments for Fall 2019. The College is trending very well on International enrolments which will help to mitigate any potential domestic shortfalls. Algonquin College is currently in the lead for domestic confirmations among large colleges.

**3.4 Governance Committee Report**

Governor J. Robblee, Chair, Governance Committee provided members with information from the Governance Committee meeting held on March 21, 2019. Members accepted this report for information. Board of Governors approvals were requested for the following:

**3.4.1 Audit and Risk Management Terms of Reference – Revised**

**RESOLUTION**

**MOVED & SECONDED: J. Robblee & A. Lawrence**

**THAT** the Board of Governors approves the revised Audit and Risk Management Committee Terms of Reference.

**CARRIED.**

**3.4.2 Governor Reappointments**

**RESOLUTION**

**MOVED & SECONDED: J. Robblee & P. Nadeau**

**THAT** the Governance Committee recommends approval of the reappointment of Governor Jay McLaren to the Board of Governors for a second three-year term of office, effective September 1, 2019.

**CARRIED.**

**3.5 Foundation Report**

Governor J. Darwin, Board of Governors representative to the Foundation Board of Directors provided members with an update on the Foundation activities.

Members accepted this report for information.

## **4. BUSINESS ARISING FROM THE MINUTES**

### **4.1 Healthy Living Education Initiative**

The report provided members with an update on the Healthy Living Education initiative. In early 2018, the partnership with the Perley and Rideau Veterans Health Centre was expanded to examine a potential of a building project on the Ottawa Campus that would include seniors apartments, long-term care beds, and an academic learning space. The partnership between the College, the Perley and Rideau Veterans Health Centre and Ottawa Community Housing brings a revised vision to build an Aging in Place facility that helps meet the goals of the Provincial Government.

Members accepted this update for information.

## **5. NEW BUSINESS**

### **5.1 Fourteen-Week Term Model**

The report provided members with an update on the implementation of the 14-Week Term Model effective Fall 2019. In 2017-2018, the Algonquin College Students' Association advocated for a one-week mid-term breaks in each term as an initiative under their number one priority of "An Algonquin College community that prioritizes the health, safety and well-being of its members."

The long-term impact of the 14-Week Term Model will include improvement to student retention and success, optimization of the use of facilities and services by moving more activity into the Summer term, and optimization of full-time faculty productivity. Further reports will be provided to the Board of Governors through the Academic and Student Affairs Committee, as required.

Members accepted this report for information.

## **6. DECISION ITEMS & REPORTS**

### **6.1 New Governor Appointments 2019-2020**

Governor J. Robblee referred members to the New Governor Appointments 2019-2020. The selection Committee interviewed six exceptional candidates. At the March 21 Governance Committee meeting, the Committee recommended the appointment of Ikram Zouari and James McCracken for a three-year term of office effective September 1, 2019. Three of the remaining candidates were recommended for a new category, "Governors in Waiting" as three positions on the Board will become vacant in 2020. To avoid the risk of losing excellent candidates and also the additional costs of advertising and interviewing in 2020, the Nominating Committee discussed the formation of a category called Governors in Waiting. This allows qualified candidates to be appointed and attend meetings as observers during the year prior to their term. The recommended appointments are as follows:

- Governors-elect Ikram Zouari and James McCracken effective September 1, 2019.
- Utilizing a new category of Governors in Waiting: Rodney Wilson, John Weerdenburg, and Yusuf Khan effective September 1, 2019.

### **RESOLUTION**

**MOVED & SECONDED: J. Robblee & V. Sayah**

**THAT** the Board of Governors approves the appointments of Ikram Zouari and James McCracken to the Board of Governors for a three year term of office, effective September 1, 2019,

**And**

**THAT** the Board of Governors approve a new appointment category called Governor in Waiting,

**And**

**THAT** the Board of Governors approves the appointments of Rodney Wilson, John Weerdenburg, and Yusuf Khan as Governors in Waiting effective September 1, 2019.

**CARRIED.**

Questions from members were answered.

## **7. ITEMS FOR INFORMATION**

### **7.1 Lean Management Plan – The AC Way**

D. Wotherspoon, Vice President, Innovation and Strategy welcomed and introduced the Lean Management team. Jessica House, Manager, Business Process Review, Innovation and Strategy presented the Lean Management Plan, The AC Way. The presentation provided members with an update on the College's efforts and activities on Lean methodologies for daily continuous improvement. In 2017-2018, a broader understanding of lean management concepts led the College to draft its first Lean Management Plan, calling for:

- The training of senior leaders in the use of A3 Plan Do Study Adjust problem solving;
- The establishment of goals for Willingness to Recommend using the Net Promoter Score framework;
- The establishment of goals for process improvements and value stream maps; and
- The initial development of model lean teams in two departments. The chosen departments were International and Applied Research, Innovation and Entrepreneurship.

The AC Way generates highly engaged and satisfied learners, service excellence, and long-term College sustainability through innovation and creativity. This is accomplished using three guiding directions: Lead By Example, Learn By Doing and Thrive Through Creativity. By the end of the fiscal year 2019-2020, the AC Way efforts will be expanded across the College based on lessons learned. A status report will be provided at December 16, 2019 Board of Governors meeting.

Questions from members were answered.

Members accepted this report for information.

### **7.2 Algonquin College International Education Strategic Plan Refresh**

D. Wotherspoon provided a brief overview of the International Education Strategic Plan Refresh and introduced Ernest Mulvey to present the Algonquin College International Education Strategic Plan Refresh. The presentation provided members with an update on the development of a refreshed Algonquin College International Strategic Plan. Algonquin College has experienced significant growth in international education activities over the past several years. Like other Ontario colleges and Canadian post-secondary institutions, student mobility remains an area demanding attention and strategic effort to grow.

The increase in international education at Algonquin College has translated directly into higher year-over-year net contributions to College revenues, projected to reach \$47.5 million in the 2021–2022

fiscal year. As international enrolment continues to grow, student services as well as training and support for staff and faculty are essential. Going forward, two key, interrelated questions are:

- how to provide compelling, competitive international education offerings, and
- how to build the necessary internal capacity to support them.

The research and consultation completed has led the Advisory Committee to propose an enhanced international strategy with the guiding purpose of “developing and empowering globally minded learners with the skills and experience to build sustainable, diverse communities”. The plan has three strategic goals:

- Exceptional personalized, digitally-connected, experiential experience;
- Sustainable growth; and
- Global citizenship.

By the year 2022, the plan will reach its goals and measures.

Questions from members were answered.

Members accepted this report for information.

### **7.3 Summary Report of the Student Voices on Sexual Violence Provincial Survey**

The Memo provided members with a Summary Report of the Student Voices on Sexual Violence Provincial Survey. In March 2015, the province of Ontario launched an action plan to stop sexual violence and harassment against women across the province. As part of this plan, all Ontario Colleges collaborated in the development of a common Sexual Assault and Sexual Violence Policy – SA16 at Algonquin College. In February and March of 2018, over 746,000 full time post-secondary students in Ontario were invited to participate in the provincial Student Voices on Sexual Violence Survey. Over 160,000 students participated in the survey, or 16.3 % of Ontario’s college students. A summary report of the Student Voices on Sexual Violence survey was released on March 19, 2019 by the Ministry of Training, Colleges and Universities.

Members accepted this report for information.

### **7.4 Tuition and Ancillary Fee Binding Policy Directive Update**

The Memo provided members with an update on the Tuition and Ancillary Fees Minister’s Binding Policy Directive released by the Minister of Training, Colleges and Universities’ on March 29, 2019. There are no proposed changes to fees. The four fees that have been identified as non-essential and available for student opt-out include: Student Experience – Community and Leadership Programs, Student Clubs, Campus Life – Social Activities, and Students’ Association Membership. The proposed Ancillary Fee Classification Framework complies with the new Binding Policy Directives on Tuition and Ancillary Fees as released by the Ministry of Training, Colleges and Universities on March 29, 2019 and in effect September 1, 2019.

Members accepted this update for information.

### **7.5 Report from the Board Chair**

Highlights from the report included:

- The 2019 Spring Board of Governors Retreat (March 23, 2019) focused on The World of Work in 2030.
- Results of the New Governor Recruitment Campaign.

- Board Performance annual evaluation of the Board, and the Governor Self-appraisal process.

Members accepted this report for information.

### **7.6 Report from the President**

Highlights of the report included:

- College Day on April 1 with activities at Queen's Park included the annual meetings between Members of Provincial Parliament, College Presidents, and Board Chairs.
- Employment Ontario - David Fulford, Vice President, Research and Policy at Colleges Ontario, provided an update on the government's restructuring of Employment Ontario services.
- The AC Way - Algonquin College staff continue to use lean methodologies to instill a culture of continuous improvement, employee engagement and respect for people at the College. Huddle Boards are visible at all campuses and are used for daily and weekly huddles.

Members accepted this report for information.

### **7.7 Management Summary Report**

Members accepted this report for information.

### **7.8 2018-2019 Board of Governors Workplan**

Board Chair P. Nadeau referred members to 2018-2019 Board of Governors Workplan and asked whether they had any changes to be made. There were no changes.

## **8. UPCOMING EVENTS**

Board Chair P. Nadeau provided highlights of upcoming events.

The regular meeting adjourned at 5:32 p.m. and observers exited the meeting.

## **9. IN CAMERA**

### **RESOLUTION**

**MOVED & SECONDED: J. Robblee & J. Darwin**

**THAT** the Board of Governors moves into an In Camera session.

**CARRIED.**

An In Camera session was held beginning at 5:47 p.m.

### **RESOLUTION**

**MOVED & SECONDED: M. Waters & J. Darwin**

**THAT** the Board of Governors moves out of the In Camera session.

**CARRIED.**

The In Camera session adjourned at 6:22 p.m.

Management exited the meeting at 6:22 p.m.

## **10. MEETING WITHOUT MANAGEMENT**

The meeting without management was held beginning 6:23 p.m.

**11. MEETING ADJOURNMENT**

There being no further business, the meeting was adjourned at 6:30 p.m.



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Peter Nadeau, Chair



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Victoria Tiqui-Sanford, Recorder



## **APPENDIX A: Observers:**

Barb Foulds, Dean, Faculty of Health Public Safety and Community Studies  
Ben Bridgstock, Director, Student Services  
Chris Carroll, Communications  
Chris Hahn, Dean, Perth Campus  
Chris Janzen, Dean, Dean, Faculty of Technology and Trades  
Dave Donaldson, Dean, School of Business  
Elizabeth Tyrie, Business Improvement Coach, Business Improvement Office  
Gordon Stewart, Business Improvement Coach, Business Improvement Office  
Jamie Bramburger, Acting Dean, Pembroke Campus  
John Tattersall, Interim Director, Physical Resources  
Krista Pearson, Registrar  
Lois Pollock, Chief Digital Officer, Innovation and Strategy  
Maggie Cusson, Dean, Academic Development  
Mark Leduc, Executive Director, Academic Operations and Planning  
Michael Qaqish, Support Services Officer, President's Office  
Patrick Devey, Dean, Centre For Online and Continuing Learning  
Peggy Austen, Acting Director, Foundation  
Richard Hagemeyer, Part-Time Professor, Information and Communications Technology  
Robyn Heaton, Dean, Faculty, Arts, Media and Design, Academic Services  
Ruth Dunley, Communications Officer, Public Relations  
Suzannah DiMarco, Process Improvement Consultant