DRAFT

MINUTES OF MEETING NUMBER FOUR HUNDRED AND SEVENTY ONE OF THE BOARD OF GOVERNORS OF ALGONQUIN COLLEGE WHICH WAS HELD ON MONDAY, APRIL 9, 2012, AT 5:00 P.M. IN THE STAFF DINING LOUNGE, WOODROFFE CAMPUS

Present	Michael Dunlop, Chair	Regrets	Eric Agyemang
	Doug Orendorff, Vice Chair		Louis Lamontagne
	Denise Amyot (teleconference)		
	Jeanine Chiasson		
	Lynne Clark	Vice Presidents:	Gerry Barker, Human Resources
	Pauline Edmonds		Kent MacDonald, Academic
	Barbara Farber		Joy McKinnon, Business Development
	Robert Gillett, President		Duane McNair, Administration
	Doreen Hume		Deborah Rowan-Legg, Student Services
	Kathyrn Leroux		
	James McIntosh	Recording Secretary	Anna Cobus
	John Owens		
	Andrew Pridham		
	Mark Sutcliffe		

Observers
Nouran Abdellah, Algonquin Times
Jo-Ann Aubut, Acting Dean, Academic Development
Fred Blackstein
Claude Brulé, Dean, Faculty of Technology and Trades
Jennifer Daly-Cyr, Acting Director , Strategic Programs & Services Planning Project
Cathy Dempsey, Director, Finance & Administrative Services
Dave Donaldson, Dean, School of Business
Karen Foster, Director, Ancillary Services
Barbara Foulds, Acting Dean, Faculty of Health, Public Safety & Community Studies
Robyn Heaton, Chair, Media Studies
Mark Hoddenbagh, Director, Applied Research and Innovation
Murray Kyte, Acting Dean, Algonquin College Heritage Institute
Russ Mills, Dean, Faculty of Arts, Media and Design
Mischek Mwaba, Chair, Mechanical & Transportation Studies
Kathryn Moore, Registrar
Doug Ouderkirk, Director, Academic Operations & Planning
Brenda Rothwell, Executive Director, Foundation
Claire Snasdell-Taylor, Chair, Career & Academic Access Centre
Mike Sparling, Director, Information, Institutional Research and Technology Services
Laura Stanbra, Director, Student Support Services
Jack Wilson, Professor, Police & Public Safety Institute
Doug Wotherspoon, Executive Director, Advancement

The Chair called the meeting to order at 5:03 p.m.

12-18 CONFLICT OF INTEREST DECLARATION

None.

12-19 APPROVAL OF THE PREVIOUS MINUTES

RESOLUTION

MOVED & SECONDED – Clark and Leroux

That the minutes of March 12, 2012, be approved as presented.

12-20 BUSINESS ARISING

None.

12-21 PRESENTATIONS

PROGRAM LIFE CYCLE

Kent MacDonald introduced Jo-Ann Aubut, Acting Dean, Academic Development, and Doug Ouderkirk, Director, Academic Operations, who presented information in response to the recent information requests from the Board regarding the program life cycle (program approvals, suspension, cancellations), as well as a methodology for reporting on the status of new program approvals. Three charts were presented for consideration. The first chart outlined the required approval levels for each program credential. The second chart provided a tracking methodology for providing the Board with updates on the status of new programs. The third chart provided a map outlining the Minister's Binding Policy Directive on program suspension and cancellation, as well as College Policy AA30: Program Suspension. A recommendation was tabled that the Board of Governors approve the continuation of the present model of program approvals, suspensions and cancellations and the addition (for information purposes) of administration decisions regarding College Certificates, expanded campus offerings and Collaborative Degree Offerings. It was agreed that the recommendation would be referred to the Governance Committee for further consideration at its meeting of April 16, 2012.

Questions/Comments:

- *Governor Leroux: Is there any difference in how we manage program offerings in comparison to other Colleges?* Each College has its own practice; however, many have the same practice in bringing forward credentials for approval and other College certificates, etc., for information. There are no substantive differences.

- *Governor Leroux: Will tracking information be provided on new programs until they become sustainable?* On new programs, information could be provided for a period of 3 years, or until a program becomes sustainable.
- *Governor Leroux: What is the expectation for a program to reach its sustainability?* From a financial perspective, we incur expenses when a new program is launched until the full funding is flowed 3 years down the road; however, for internal costing purposes, the full grant value is assumed and a one year program is expected to make a contribution by year two. The other indicator is quality and it too is closely monitored.
- *Kent MacDonald indicated that the template could be extended to report on all programs until they become sustainable.*
- *Governor Edmonds: Inquired as to whether the report could include program quality as well as financial metrics.* It was responded that both the financial and quality metrics could be included; however, a draft template will be shared with the Board prior to commencing the process.
- *Governor Owens: Indicated that the document is very useful and helps to answer questions.*
- *Governor Owens: Inquired as to why the Bachelor of Building Science program has not yet been approved.* The program has been referred to the Minister for consideration. Colleges Ontario has raised a concern that there is far too long a delay with the Ministry. Governor Owens offered to send a letter from the Ottawa Construction Association if it would be helpful.

12-22 <u>DECISION ITEMS AND REPORTS</u>

In early 2012, the International Education Centre (IEC), in collaboration with the Academic Area, proposed the creation of additional Ontario College Graduate Certificate (OCGC) programs designed for international student recruitment. The proposal was based on IEC's knowledge of the international market and evidenced by enrolment data available from the Ontario College Application Service that 35.3% of students enrolled in OCGC programs in fall, 2011 were international students. To achieve international enrolment targets for 2012-13, the development of the following two programs was expedited to meet international marketing events scheduled for late April in India.

<u>PROGRAM PROPOSAL: HUMAN RESOURCES MANAGEMENT</u>

Dave Donaldson, Dean of the School of Business, presented a proposal to offer a one year graduate certificate program in the field of Human Resources Management. The program is delivered over two semesters in a variety of course formats including classroom, lab and online. Qualified students also complete an unpaid work placement at the end of the program. The curriculum focuses on building HR knowledge needed to attract, select and retain the best employees. In addition, the program provides the foundational knowledge required to act as a strategic partner to any organization and provides a background in finance and accounting, organizational behaviour, labour economics and employment law. Graduates may find employment as an HR generalist or business partner in many for profit and non-profit organizations such as hi-tech, manufacturing and retail. Graduates may also find employment by specializing in occupational health and safety, recruitment and selection, training and development, industrial relations or compensation.

The implementation of this program reflects the strategic directions of the College including the commitment to digital learning with 37% online, alternative delivery, leveraging of our relationships with business and industry, and meeting the needs of students and the community both domestically and abroad.

Questions/Comments:

- *Governor Amyot: Where does the concept of employee engagement fit into the curriculum?* It would be a component in the HR Management and HR Planning courses, and would also be a theme throughout the entire program.

- *Once the program receives approval, an application will be made for the CHRP designation.*

- *Governor Amyot: Why are there so few hours of field placement, and why do students have a choice between field placement and career planning?* The expectation is that students will be working while taking the course; however, if students do not have the necessary skill set or GPA to take placement, an alternative option is provided.

- *Governor Amyot: Why are there so few hours of field placement in this program in comparison to the Marketing Management program?* The Marketing Management field placement is based on students working with a firm to build a company marketing plan, whereas the HR placement will be time spent in an HR capacity.

- *Governor Dunlop: Is it correct that if the hours could be augmented students would be more experienced entering the field?* Yes, however, the program is based on, and is not dissimilar to, other graduate certificates in the province.

- *Governor Leroux: Does the College establish operating costs similar to common area costs in commercial leases, based on program support requirements?* For the purposes of the cash flow, only incremental costs for teaching and consumables, etc. are reviewed. Overhead and other costs are accounted for in the program costing.

RESOLUTION

MOVED AND SECONDED – Owens and Leroux

That the Board of Governors approve the Human Resources Management Ontario College Graduate Certificate program effective Fall 2012 and seek validation of the program title and outcomes from the Credentials Validation Service and approval for funding from the Ministry of Training, Colleges and Universities.

MARKETING MANAGEMENT

Dave Donaldson, Dean of the School of Business, presented a proposal to offer a one year Marketing Management Ontario Graduate Certificate Program. Using a variety of learning formats including classroom, lab, online and field study, this program is delivered over two 15-week semesters. Students complete a consulting field placement to develop a marketing plan and strategy for a Canadian or international organization where students apply their learning and best

practices in real world situations. Among other topics, students develop a critical understanding of the competitive and customer-oriented demands of a business, its product and service operations as well as marketing processes and resources. Students acquire creative, procedural and critical marketing expertise to generate, implement and evaluate marketing programs satisfying customer requirements.

Students may find employment as a marketing professional in a wide range of national, international, profit and non-profit organizations in industries such as hi-tech, manufacturing, services and retail. The implementation of this program reflects the strategic directions of the College including the commitment to digital learning with 28% online, alternative delivery, leveraging of relationships with business and industry, and meeting the needs of students and the community both domestically and abroad.

Questions/Comments:

- *Governor Edmonds: Is the 120 hours of field placement in a block or do students visit an employer for a number of hours each week during the semester? Are students working on a project under the direct supervision of a potential employer and how much faculty input is there?* Students will work together in teams for an employer looking for a solution to a specific problem. The field placement takes place over the span of the second semester and is most definitely under the close supervision of a faculty member.
- *Governor Orendorff: Are there different advisory committees for international programs?* No, advisory committees exist for both the Marketing Management and Human Resources programs and both provided their unanimous support to move forward with these Ontario Graduate Certificate programs.

RESOLUTION

MOVED AND SECONDED – Leroux and Amyot

That the Board of Governors approve the Marketing Management Ontario College Graduate Certificate program effective Fall 2012 and seek validation of the program title and outcomes from the Credentials Validation Service and approval for funding from the Ministry of Training, Colleges and Universities.

STRATEGIC PLAN UPDATE 2012-2017

Doug Wotherspoon presented an update on the development of the Strategic Plan. Since the December 12th version of the plan was presented to the Board of Governors, additional feedback was sought and incorporated into the revised plan, which was also updated to align with the Budget, Business Plan and Digital College Strategy. An overview of the mission, vision, values and four pillars of Applied Education and Training, Student and Client Success, Empowered People, and Financial Sustainability were provided, along with the goal statements under each of the four pillars. It was recognized that goals #6 and #12 require further refinement as well as a broadening of the measurements for goal #11 to ensure it encompasses all College activity.

The President added that no direction has been received from the Government on the possible implications of the Drummond Report or the tuition and funding policies; therefore, adjustments may be required once this information is received.

The full Strategic Plan can be viewed online at http://www2.algonquincollege.com/vision-2020/.

Questions/Comments:

- *Governor Edmonds: Indicated that she is a big supporter of goal #4, providing work experience opportunities, and inquired as to the interpretation of the goal and how broad or narrow it is.* It was noted that not only is co-op experience included in the definition, but so too are other types of work and community experiences. This is a dialogue that the academic sector is currently engaging itself in. The intent of the goal is to expose students to the community and workplace through a variety of methods which also include service learning and applied research.
- *Governor Leroux: Suggested that something more representative than the KPI benchmark for client satisfaction would be beneficial.* The College cannot change the KPI survey methodology as it is mandated by the Ministry; however, some type of outreach could be done to educate and encourage local employers to participate in the KPI surveys when they are contacted. The Chair observed that this is something that Administration should consider and report back to the Board.
- *Governor Orendorff: Stated that the overall vision of the Strategic Plan is superb and that the formal vision statement will move the College forward. He also noted that there are variations of the Board Chair and President's message within the Plan which are dramatic, strong and impressive statements, and that the work was well done.*
- *Governor Orendorff: Is it the intent of this document that we will evolve to be fully compliant with the MTCU Strategic Plan Operating Procedure, and will the goals be measurable and time-bound so that the Board can fulfill its responsibility to annually review the goals and objectives?* The plan has been sent to the Ministry for review and it is the intent of the College to ensure it is compliant for the formal submission. A question has also been posed to MTCU asking if there must be annual timelines or if there can be a fulsome timeline to 2017.
- *Governor Orendorff: The Board recently heard about the integrated development planning framework. As that is rolled out and decisions are made around centres of excellence, facilities plan, capital plan and advocacy plans, will those components all be integrated with the Strategic Plan so there is one view of the College's direction, for both Board and stakeholder purposes?* Yes. The first step is to integrate the Strategic Plan, Budget and Business Plan framework and then integrate the remainder as the second step including MTCU requirements.
- *Governor Orendorff: There are a lot of commitment statements in the document which are not fully captured in the 12 goals; will we try to achieve the whole expectation?* The document has been written to allow for a degree of flexibility and as mentioned, is a moving target based on the government, the Drummond Report and the chosen funding model. It has been written as a visionary document intended to move the organization forward

structurally, with the detail coming in the annual Business Plans. The 12 goals are the high level major directions; one would have to look at all goals of all areas to see how they encompass the entire College.

- *Governor Orendorff: In the past, the Board has discussed off ramps to the Strategic Plan. If we do not get as far as we want, is it correct that in April each year the Board has an off ramp based on circumstantial changes and at that point, the Board can adjust the Budget, Business Plan, and Strategic Plan as required to accommodate the realities?* Ideally it would be at anytime when changes impact the validity of the plan or when new information is received on any one of the directions.
- *Governor Leroux:* Is there any sense as to the timeframe of the branding exercise? *A branding preview will be presented at the Staff BBQ in May, with the unveiling to take place at the President's Breakfast in August.*

The Chair congratulated the College for the hard work and its accomplishment in developing the Plan and asked that compliments be passed on to all involved. He and the President spoke to the Board about the option of the Board either (a) receiving and approving the presentation at the meeting or (b) receiving the presentation with the formal approval to take place at the next Board meeting. Governors were in favour of approving the Strategic Plan immediately.

RESOLUTION

MOVED AND SECONDED – Farber and Sutcliffe

That the 2012-2017 Strategic Plan be approved as presented.

<u>2012/13 FEES SCHEDULES</u>

Deborah Rowan-Legg introduced Kathryn Moore, Registrar, and indicated that in previous years, the Fees Schedules have traditionally been presented to the Board in December or January to align with the commitment to provide students with fee information when offers of admissions are released in February. However, the Ministry has yet to provide formal direction other than a press release dated March 8th indicating that Ontario is extending, for one year, a cap of five per cent on overall increases to tuition fees for colleges and universities. Ontario will place a moratorium on increasing or establishing flat and deferral fees for 2012-13. The moratorium will allow the government to work with the sector on a system-wide approach for institutional flat and deferral fees. Given the direction, a summary of the fee increases was provided as follows, with the recognition that the fees schedule is subject to final budget clarification by the government. Any further changes will be brought back to the Board for information.

- Increases to full-time Post-Secondary and Graduate Certificate programs with regulated tuition fees have been made within the maximum allowable increase. The maximum allowable fee increase for these programs is the greater of 4.5% or $100 in the first year and 4% in continuing years;
- Percentage increases for High Demand programs, Graduate Certificate programs with high demand tuition fees, and Applied Degree programs are listed within the schedules and are

within the maximum allowable. The maximum allowable fee increase in these programs is 8% in the first year and 4% for continuing years;

- Enrolment in High Demand programs does not exceed the maximum allowable 15% of total post-secondary enrolment;
- The Prior Learning Assessment and Recognition Fee has increased by the maximum allowable 4.5% to $135.16;
- The Students' Association Board of Directors has requested that the Student Activity and Sports Fee be increased to $200.50 per term;
- The Students' Association Board of Directors has requested that the Health Plan Fee be increased to $117.02;
- The Students' Association Board of Directors has requested that the Student Commons/Auditorium Fee be created and have approved a $22.00 per term fee;
- The Students' Association Board of Directors has approved an increase to the Graduation Fee to $40.00;
- The Students' Association Board of Directors has approved an increase to the Health Services Fee to $20.00 per term;
- The International Premium remains unchanged at $4,400.00 per academic term for full-time Post-Secondary Programs with Regular and High Demand Tuition. This fee is under review subject to final budget clarification by the government;
- The International Premium has remained unchanged at $3,600.00 for full-time Graduate Certificate and Bachelor Degree of Applied Studies Programs. This fee is under review subject to final budget clarification by the government; and,
- The overall maximum average annual fee increase is within Ministry regulations.

Questions/Comments:

- *Governor Orendorff: Does the Students' Association (SA) vote on the overall fee increase?* No; however, the College does consult with the SA with respect to ancillary fees and a protocol agreement is in place with the SA board that overall ancillary fees will not increase by more than 20% year over year.

- *Governor Orendorff: When reviewing the tuition fees in the budget over time, the average increase is 4.5% each year, whereas the grant has not increased on a student basis whatsoever. Tuition revenue is now at $100M versus $66M in grant revenue. Could the College possibly not increase the full 4.5% and perhaps only increase by the cost of living? Is a full increase something we may choose not to do?* The College has not increased by the maximum across the Board nor does it increase by the maximum amount for all high demand programs. Ontario College tuition fees are the lowest in the country, the grant funding is the lowest, and the government has made a social policy decision to keep grant funding frozen and allow tuition to rise to offset some of the costs. If we reduce the fees for students, further cuts will be required to balance the budget.

- *Governor Hume: How do we compare in Ontario with respect to the fees we charge to students? And how do we compare with other Colleges in Canada?* The fees are virtually identical across the province. Ontario Colleges charge the lowest tuition amongst colleges in the country. In terms of Ancillary Fees, Algonquin is amongst the lowest and students

receive a high value for their dollar. The new tax credit will be of benefit to students as well.

- *Governor Edmonds: Is there a risk in offering international degree programs versus certificate or diploma programs? It is interesting that the fees that can be assessed are lower for degrees versus certificates?* The fee was intentionally set by the College in an effort to increase market share because in many markets, students are interested in graduate certificates and degrees. There is also a $750K claw back for international revenues which poses larger problems as this was not anticipated.

- *Governor McIntosh? Have we maximized the tuition fees we can charge based on ministry directives?* No, we have increased based on market demand. We are at an increase of 4.43% of an overall cap of 5%.

- *Governor Leroux: Has the strategy of pricing tuition lower overseas worked to make us more competitive? Has it increased our share?* All Ontario colleges have increased international enrolment. Pricing is one part of the strategy. The other focus is on the product development, such as the two programs just approved by the Board. It is expected that this strategy will help to increase market share.

RESOLUTION

Moved and Seconded – Owens and McIntosh

That the Board of Governors approve the fees schedules for the 2012-2013 academic year based on the Ministry guidance presented in the March 8, 2012 press release stating that '*Ontario is extending for one year a cap of five per cent on overall increases to tuition fees at colleges and universities'* and subject to final budget clarification by the government.

PROGRAM SUSPENSIONS: PRINT MEDIA & DOCUMENTARY PRODUCTION

The Board Chair observed that over the past 45 days, numerous individuals including graduates of the Documentary program, have been advocating against the suspension of the Documentary Production program, and that a petition and commentary submitted by graduates of the program was sent to Governors for review in advance of the meeting. The Chair also reiterated that he had offered the opportunity for the Advisory Committee to speak to the Board but did not receive any response in this regard.

Kent MacDonald introduced Russ Mills, and recognized the amount of feedback that has been received on this recommendation and the impact that it has had; however, he indicated that the College has reviewed its programs through the SPSP process and requires sustained levels of quality and financial success, noting that the programs being recommended for suspension do not meet these requirements.

Russ Mills provided an overview of the financial and quality indicators resulting in the recommendation to suspend the programs as follows:

Print Media was originally titled Graphic Technician – Print and has been offered by the College since at least 1987. A title revision was put in place effective fall, 2002 in an attempt to better promote the program. It was subsequently revised from a Standard-AAL, two year delivery to the Non-semester Diploma Program (NSDP) format effective fall, 2007 in an attempt to address financial contribution targets. Documentary Production was launched in fall, 2008.

Over the past three years, both identified programs have been unable to consistently meet the minimum target contribution of 25%. The inability of programs to meet the target contribution is directly related to the inability of the programs to attract a sufficient number of students or to decrease expenses. Projections for 2012-2013 indicate that the programs will, once again, not be able to make significant progress to meet the anticipated contribution.

The Print Media program has met the Quality index but has fallen below the average quality index for all College programs. This combined with low financial metrics makes it difficult for the College to support the continuation of this program.

The Documentary Production program has not met the Quality Index since 2009 and the drop in quality has been dramatic in both 2011 and 2010. Other than a single spike in enrolment in one year, the financial strength of this program is not considered strong and the program cannot bear the cost of a full-time faculty member.

A film commission has been established by "Invest Ottawa" with the hopes of developing a lively and sustainable film business in Ottawa. The College is working with Invest Ottawa on this initiative and has received many offers of assistance to develop a new film program.

Questions/Comments:

- *Governor McIntosh: Is there a program similar to documentary production elsewhere in the Country?* Not in Ontario; however, documentary training is offered within the TV Broadcasting program and during the two years that students are in the program, they get as much documentary training as with the graduate certificate program. A third year for advanced film training is also an option.

- *Governor Edmonds: Noted that the Chair observed at the last meeting that he had denied the opportunity for a presentation to be made to the Board about the Documentary Production program and suggested that it was in contravention of the Board's policy in this regard.* The Chair responded that he had acted in good faith without the policy in front of him and apologized if an error had been made.

- *Governor Edmonds: Is the decision premature? Is the Documentary Program being cut too soon based on contribution in the last three years (7.7%, 48% and 18% respectively), and also on the quality rating (75%, 58% and 54% respectively). Perhaps administration should be asked to look at increasing the quality of the program as the retention rate is improving. The program shows promise and appears to be reaching some of the benchmarks.* The Chair responded that the retention, quality and contribution figures are inconsistent and that in looking ahead to fall, 2012, applications are at 27 at this time, versus a total of 94 for last year. Based on the applications at this time, the program would be at best half full for the fall which indicates that the financial contribution would further decrease. Also, there is an existing opportunity with Invest Ottawa to assist in its strategy.

- *Governor Leroux: Is there a sense around the issues for the decline in quality ratings?* It is a result of both delivery and content of the program.

- *Governor Farber: We have established principles concerning appropriate criteria and there are dollars and cents attached to them. It is important in this day and age when we have little to work with to exit a program that is not measuring up to where it should be, especially given that there are other opportunities available in the field.*

- *Governor Edmonds: Taking into account the Strategic Plan which was approved and its emphasis on attracting, retaining and developing employees, are there plans to reassign the faculty to other programs?* Human Resources is working on that at this time. In the event that there is no appropriate placement, a retraining policy is in place which could be enacted; however, we are not there as yet.

RESOLUTION

MOVED & SECONDED – Clark and Leroux

That the Board of Governors approve, effective fall, 2012, the suspension of the Print Media program.

CARRIED
1 ABSTENTION - Edmonds

RESOLUTION

MOVED & SECONDED – McIntosh and Owens

That the Board of Governors approve, effective fall, 2012, the suspension of the Documentary Production program.

CARRIED
1 ABSTENTION - Edmonds

BUSINESS PLAN GOALS AND OBJECTIVES

The President spoke to the Business Plan goals for 2012-13, indicating that the goals are expected to lead the College in the direction it wishes to pursue and also to achieve the first 20% of the Strategic Plan. The goals are clearly aligned with the annual Budget, subject to further information being received about the provincial budget and Drummond report.

Questions/Comments:

- *Governor Orendorff: Some of the measures are quite process oriented rather than outcome oriented. Is it possible that over time, some of the goals could be more outcome measures rather than process measures, to allow for an idea of the degree of achievement of the Strategic Plan?* Once the budget is dealt with on April 24th, firmer measures could be determined thereafter.

2012/2013 BUDGET

The President introduced the 2012/13 Budget and indicated that the plan is compliant with MTCU requirements and that a decision was taken to realign funded programs with the operational grants. Furthermore, he indicated that the Budget is well aligned with the Strategic Plan and Business Plan goals and objectives.

D. McNair presented an overview of the Budget as follows:

Budget Highlights

- Balanced Budget
- Board Mandated $1 Million Net Cash Flow
- Resources for the Strategic Plan and Business Plan
- Aligned the College's operating expenditures and revenues within the provincial funding and tuition fee framework
- Increased capacity for Strategic One Time Investments by $5 million
- Projected enrolment increase of 3.5%

Budget Challenges

- Ontario Economy and Fiscal Uncertainty
- Deficits projected up until 2017/18
- Drummond Report recommending program spending restraint
- Post-Secondary Education funding to increase no more than 1% per year
- Significantly reduced infrastructure funding

Algonquin Budget Challenges

- Inflation rate of 4 to 4.5% on operating costs
- Salary and benefits costs approximately 2/3 of operating costs
- Constraints on Tuition Fee increases
- College Funding Framework has been in place for past 3 years but does not fund inflation

Provincial Budget Highlights

- Provincial Budget confirms Operating and Growth Grant Assumptions ($4,358 per Weighted Funding Unit)
- Small Northern Rural Grant phased out over 2013/14 and 2014/15 ($1.8 million)
- $750 International Student Recovery Fee beginning in 2013/14
- Ontario Work Study and Special Bursary Programs are discontinued
- Municipal Tax Grant will not fund International Students starting 2013/14
- Wage Freeze extended

Also provided was a summary of each of the Budget schedules including the pro forma schedule, annual Budget, statement of financial position, revenue schedule, expenditure schedule, funding for strategic investments, summary of funded positions, and the enrolment schedule.

Questions/Comments:

- *Governor Edmonds: Were last year's enrolment figures met and are the 2012/13 projections realistic compared to last year's figures?* Last year, a 6% increase was budgeted and a 4.1% increase was achieved. There was a slow start in the fall of 2011, but there was a recovery in the winter semester which indicates that retention initiatives are succeeding. 4.1% growth represents 1200 students, and there has been a growth of 25% over the last five years. This year's projection is less ambitious at 3.5% but it is expected that the target will be met. Overall, enrolment figures for 2012/13 are looking positive to date.
- *Governor Edmonds: Should the Ontario Financing Authority loan proceeds shown on pages 14 and 16 refer to the Pembroke Campus?* Yes, there is a construction loan for Pembroke which is being used to assist with cash flow to cover the construction costs. Once the facility is built, reserves will be used to pay down the loan.
- *Governor Clark:* Do we report 2010/11 actuals for comparison purposes? They will be provided in June with the Audited Financial Statements. A comment was taken under advisement that it would be helpful to see the actuals dating back two years.
- *Governor Leroux: Are the 19 positions at risk a net total?* No. The net total is 4 once the 15 new positions are added.
- *Governor Leroux: Is this a stretch budget, or a comfortable budget?* This budget is a best estimate based on the uncertainties at this time. Enrolments are coming in and can be enhanced in the winter should we need to augment the fall results.
- *Governor McIntosh: Commended the President and Staff for a job well done during difficult times, and indicated that there are a lot of positives in the budget.*

RESOLUTION

MOVED AND SECONDED – McIntosh and Chiasson

CARRIED

12-23 <u>REPORT OF THE CHAIR</u>

The Chair reported the following:

- Four meeting feedback forms were submitted following the last meeting. The responses were all positive.

- On April 1st, an email was sent to the Board asking that the suspension of Documentary Production program be reconsidered.

- On March 19th, a request was received from Pat Kennedy asking to share the documents on the Board table: one being a Globe and Mail article on severance payments and a second regarding the recent suspension of a College employee.

- A memo will be sent to all members of the Board seeking nominations for the Board Officers and a number of Committee Positions for the upcoming year.

- On the table for each Governor was a copy of the remittance declaration from the financial officers of the College confirming that as of March 31st, all applicable income tax source deductions and remittances have been submitted in accordance with CRA and Ministry of Revenue requirements.

- This spring's Convocation ceremonies are scheduled for Saturday, June 9th in Pembroke and Thursday, June 14th in Perth. The Ottawa Convocation Ceremonies will be held at the ScotiaBank Place on June 18th, 19th and 20th. Governors will receive formal invitations to all of the ceremonies.

- Governors will receive an invitation to the annual College year end staff meeting and BBQ, which celebrates the success and achievements of the past academic year. The event is scheduled for Thursday, May 10th.

- The election for next year's Student and Academic Representatives on the Board of Governors will be held on April 17th and 18th with the winning candidates to be announced at the close of the elections. The call for nominations was released on March 26th.

- The May 14th Board meeting will be held at the Perth Campus; a bus has been reserved for the Board and will leave the Woodroffe Campus at approximately 3:00 p.m., with a return at approximately 9:00 p.m.

12-24 <u>REPORT OF THE PRESIDENT</u>

The President reported the following:

- Discussions are underway in an attempt to seek clarification on a number of points in the recent budget including the wage restraint in terms of the named positions.
- There are only two weeks of classes left. Faculty and staff are working hard to conclude the semester so that students can obtain their results.
- A large number of retrofits will occur over the summer months to prepare for the fall term. The bookstore has been temporarily moved to the A building as its permanent space is being renovated to align with the opening of the Students Commons.
- Construction at the Pembroke Campus is well underway. The view from the fourth floor of the building is spectacular.

The President concluded his remarks by thanking the Board, on behalf of the Management team, for the approval of the Budget, Business Plan and Strategic Plan, as it allows the College to move forward.

12-25 <u>MANAGEMENT SUMMARY REPORT</u>

The complete management summary report for April, 2012, is available online at www.algonquincollege.com/board.

12-26 OTHER BUSINESS

There being no further business, the Board of Governors moved in camera.

Michael Dunlop, Chair

Anna Cobus, Recording Secretary