

**DURHAM COLLEGE OF APPLIED ARTS AND TECHNOLOGY
MINUTES OF THE 351st REGULAR MEETING OF THE BOARD OF GOVERNORS**

DATE:	April 11, 2001	PLACE:	Classroom 1-4
TIME:	5:00 p.m.		Whitby Campus

IN ATTENDANCE:

GOVERNORS:	Terry Hing, Chair
	Peter Bagnall
	Dave Broadbent
	Lori Connor
	Garry Cubitt
	Louise Farr
	Vanessa Fusco
	Winnie Gordon
	Gail MacKenzie
	Nola McDonald
	Bob Morine
	Bob Strickert
	Lorraine Sunstrum-Mann
	Vaso Vujanovic
	Beth Wilson
	Doug Wilson

PRESIDENT:	Gary Polonsky
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SECRETARY:	Cathy Pitcher
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TREASURER:	Don Hargest
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SENIOR STAFF:	Bev Balenko
	Bonnie Ginter-Brown
	Margaret Greenley
	Gerry Pinkney
	Don Sinclair
	MaryLynn West-Moynes

CALL TO ORDER

The Chair called the meeting to order at 6:19 p.m.

INTRODUCTION OF GUESTS

At the request of the Chair, Bonnie Ginter-Brown introduced Wendy Joyce, a private consultant who was part of the Investing in Students Task Force. Bonnie also introduced Ann Mars, Executive Assistant to the President and Erin Crawford, Jim Agapito and Darrell Sawatsky who are first year Journalism students.

ADDITIONS/DELETIONS TO THE AGENDA

Items 14.4 Chemical Spill; 14.5 Donation; and 15.1 f) Retirement of Bonnie Ginter-Brown were added.

CONFLICT OF INTEREST DECLARATIONS

None were noted.

PRESENTATIONS

Investing in Students Task Force

Gary welcomed Wendy Joyce and noted that she was Glenna Carr's partner while working on the Task Force. He stated that Wendy was a consultant with extensive experience in the private sector as well as a past member of the Management Board of Cabinet.

Wendy provided a presentation of the Investing in Students Task Force noting how the work was conducted and reviewed the Task Force's findings. She also provided a copy of yet to be released supporting documents, which are currently being translated into French. Wendy noted that the Task Force had been set up at the end of September 2000 and released its findings on March 20, 2001. Its mandate was to look at administrative best practices, efficiencies and effectiveness as well as review issues important to colleges, universities and students. This was accomplished through research, consulting with stakeholders, inviting proposals, and conducting student surveys.

Wendy noted the Task Force looked at case studies and best practices around the world, and had a cost effectiveness study completed by Price Waterhouse Coopers. She stated that individual and/or joint proposals were invited from institutions, associations and other organizations. The proposal topics ranged from cost effectiveness, administration, use of facilities, access and support of e-learning, accountability/decision support and mandates/transitions. She noted that the proposals received were very innovative. Student surveys were also conducted which looked at enrolment, revenues and expenditures. It was noted that enrolment was projected to continue to increase. Cost effective administrative expenditures were also reviewed which showed that generally colleges and universities were cost effective, although it was found that there was no standard means of assessing and comparing financial health. The general conclusion was that administrative operations were reasonably well managed, with universities managing adequately while colleges were doing even better. With regard to investment, it was found that the revenue gap would be approximately \$500M by 2005-2006. With this revenue gap, it was found that technology and maintenance decisions are often deferred which puts tremendous pressure on an institution.

The Task Force had several major policy recommendations which included sectoral improvements in student-centred services, encouragement of public accountability, transparency and comparability through the use of benchmarks, a mechanism between institutions for collaboration and adoption of best practices, a need for system-wide change, strategic investment in technical and human resource capacity to benefit students and the recognition of the need for collaboration within institutions at risk and the needs of special populations.

Wendy stated that the response to the report by students had been supportive and the institutions were positive. Vanessa Fusco asked what the ages were of the students involved in the round tables. Wendy advised that all ages of students were involved. She noted that the universities were very interested in the notion of benchmarks and the colleges were interested in "getting on with it". Terry Hing questioned what the Government's response was. Wendy noted that the report had only been issued on March 20, but they liked the public accountability, student focus and seamless transfer. She noted that the Government had held briefings with several central agencies. She did state that the Government was not overly optimistic with regard to additional financing. Louise Farr noted that although the Task Force addressed the revenue gap and capital, she was surprised there was not a recommendation regarding access to bursaries nor did the report directly address that support in Ontario is the lowest in Canada. Louise felt the Provincial Government has a place to play in this area. Wendy stated that there was a balancing act in giving the student more actual dollars versus information on how to get support. Wendy noted that the Government support is fair when you look at support in the U.S. Louise stated that we should not compare ourselves to

the U.S. and that she still feels this issue is not addressed. Wendy replied that the Task Force's mandate was to talk about "how", not "how much". It was noted that this was an interesting and informative report. Gary stated that in a teleconference call between Glenna Carr and the Committee of Presidents, she noted that the colleges were "stunningly efficient".

Terry thanked Wendy for her presentation.

APPROVAL OF PREVIOUS MINUTES

There being no errors or omissions in the minutes of the Regular Board meeting of March 14, 2001, the Chair declared the minutes accepted as presented.

ACTION ARISING FROM PREVIOUS MINUTES

The Chair noted that all items had been completed.

DECISION ITEMS

Revised Information Technology Acceptable Use Policy

Gerry Pinkney advised he would reply to any questions the Governors may have. Louise noted it was clear in the development of the policies that there was lots of open dialogue with the Policy and Procedures Committee members.

Moved by Louise Farr

Seconded by Peter Bagnall

MOTION #4540 "That the Board of Governors approve the revised Information Technology Acceptable Use Policy, as presented."

CARRIED

Banking and Investment Activities Policy

Don Hargest noted he would respond to any questions regarding the revised policy. Louise Farr questioned that in light of our recent discussions regarding risk management, perhaps investment performance should be reported to the Board more than once a year. Don replied that this decision would be up to the Board. Beth Wilson stated it might be appropriate to add this item to the Audit and Finance Committee agenda and that reporting would then occur 3-4 times per year. It was agreed to do this.

Action: Add Investment Performance as an item to all Audit and Finance Committee meeting agendas.

Moved by Beth Wilson

Seconded by Garry Cubitt

MOTION #4541 "That the Board of Governors approve the revised Banking and Investment Activities Policy, as amended."

CARRIED

Approval of the 2001/2002 Budget

Beth Wilson advised that the Audit and Finance Committee had met on March 27, 2001 to review the budget in detail. She noted that the Committee had reviewed all the assumptions and that there had been a good, detailed discussion. She advised that the Committee was very comfortable with the budget. She asked that the Board note the impact of Corporate Training. Beth advised that conservatism along with realism had been built into this budget. Don Hargest noted that the surplus had changed from \$450K to \$1.9M for next year which is the largest surplus forecasted to date. He also stated that Corporate Training had been broken out as a separate entity in the budget. Beth advised that the question had been raised if we take out Corporate Training would the College be operating at a deficit or a surplus? Don advised it would be a small surplus, including ancillary operations. Beth noted that \$1M had also been set aside for uncollectible debts, in addition to the \$1M that was set aside this year. Beth felt this item was well provided for and that it was hard to say with the economy but she felt this was healthy and appropriate. She stated if there was a downturn in revenue for Corporate Training that we could respond very quickly to this and expenditures would also decrease. Bob Strickert noted that the biggest risk was the construction of the new building and that we had made a recommendation to use a metric to measure spending. Bob Morine questioned if we knew the "bandwidth" around Corporate Training and was \$29M conservative? Don said it was uncertain with the economy and manufacturing environment but that was a reasonable projection. Gary stated his personal feeling was that Corporate Training would come in anywhere from \$20M - \$35M. Bob Morine agreed that it was hard to run this type of business in this scenario. Don agreed, adding that this is why we have tied the labour costs to each contract. Terry Hing noted that there were not too many fixed expenditures in PIC. Don also advised that we are diversifying our markets and he was optimistic that this would go well. Beth Wilson thanked Don Hargest, Vaso Vujanovic and Deb Kinkaaid for a job well done.

Moved by Bob Strickert

Seconded by Vanessa Fusco

MOTION #4542 "That the Board of Governors approve the 2001/2002 Budget, as prepared by administration, and indicating revenues of \$94,548,491, expenditures of \$92,593,181, and a surplus of \$1,955,310, be accepted and a copy of the foregoing budget be attached to and form part of these minutes."

CARRIED

Foundation Staffing Plan

Gary noted that although this was one item contained in the budget, it had been agreed at the Audit and Finance Committee meeting that this would be treated on its own. He stated that it represented an expenditure of approximately \$125K. Louise Farr questioned the projected revenues of '0' in the first year, noting that a better rate of return should be expected. Gary agreed, saying we will raise some funds in 2001-2002 and that this was a conservative view. He noted that the Foundation Board had looked at the timing of this and felt that it was best to proceed and not wait for an announcement regarding the university as we still have a college to run. However, we will gauge the timing of the posting keeping in mind a possible university announcement. Louise then asked if the plan was still to hire individuals on a contract basis and would this contract be based on dollars raised. Gary stated hiring would be on a part-time basis initially and the contract continuity would depend on the individual's results. He stated we would not keep anyone on contract if they did not produce results. Louise also questioned our timing in the community. Gary said we had agreed to not run a capital campaign until the Cancer Centre was completed. He noted this would begin as a one-on-one campaign with no big "splash". It might take the form of bequeaths, etc.

Moved by Dave Broadbent

Seconded by Doug Wilson

MOTION #4543 "That the Board of Governors approve the Foundation Staffing Plan, as presented."

CARRIED

ACKNOWLEDGEMENTS AND REPORTS

None was noted.

CONSENT CALENDAR

The items on the consent calendar were accepted as presented.

DISCUSSION ITEMS

Key Performance Indicators

Margaret Greenley noted that it was good news again this year and for the second year in a row Durham was #1 in the GTA overall. She advised Durham was #1 in job placement for Ontario, #3 in student satisfaction for Ontario and #3 in the province overall. Discussion took place on these and the other KPI's.

The Board offered its congratulations to all staff at the College on these results.

REPORT OF THE PRESIDENT

SuperBuild Update

Gary advised that we would have a great building, which would be on time and on budget, and open to rave reviews. He noted that, as with every building project, there are issues to be dealt with but that we are on top of these. Beth Wilson noted that we had a metrics report to measure cost versus construction thanks to Bob Strickert.

Chronicle Award

Gary noted that we still did not know if the Chronicle had won gold, silver or bronze.

Staffing Announcements

Gary introduced and welcomed Margaret Greenley as the new Executive Director of Student Services, replacing Bonnie Ginter-Brown who is retiring effective July 1, 2001.

Chemical Spill

Gary advised that we had to close the College on Friday, April 6 at approximately 12:30 p.m. due to a chemical spill, which produced a noxious gas. This spill was believed to be caused by vandalism. Gary noted procedures were in place and had been followed. He gave huge credit to Durham Region Ambulance, Police and Oshawa Fire Services. He noted that Rick Newman, Deputy Fire Chief had been outstanding. Gary stated that by 2:00 p.m. we were stable and re-opened except for A, H and I Wing. He advised 30 people experienced some discomfort and were treated by ambulance personnel, with 4 individuals taken to hospital and released after a few hours. Gary noted that both the police and fire personnel had complimented the College on its handling of the situation. A debriefing was held the following Monday morning. One of the recommendations to be adopted was the installation of a public address system by placing external speakers at all entrances, which would be activated through the telephone system. Gary noted that we were cooperating with the police in their investigation. Doug Wilson questioned if we know what the chemical was. Gary replied it was thought to be nitric oxide. Gary also stated he had sent a memo to everyone involved with the evacuation to thank them for their effort. It was

noted that perhaps a commendation to staff should be sent from the Board. It was agreed that this should be sent.

Action: The Board will send a letter of commendation to all staff involved in the evacuation due to the chemical spill on Friday, April 6.

Action: Don Hargest to implement the college-wide communications technology.

Nola McDonald questioned if Student Services was making counseling available to those individuals affected by the incident. Bonnie Ginter-Brown advised yes. She noted that all students contacted were impressed by the support. Nola advised there is often a delayed reaction to these types of incidents. Bonnie noted we have followed up with these individuals and offered ongoing support. Vanessa Fusco noted that everyone did an excellent job and communicated the situation very quickly.

Donation

Gary noted he had covered this item in the Advisory Committee Member meeting and stated that a leading manufacturer would be making a major donation to our School of Technology.

REPORT OF THE CHAIR

Upcoming Events:

The Chair noted a number of Committee meetings are scheduled: Building Committee Meeting on April 16; Nominating Committee Meeting and Interviews on April 18; and Audit & Finance Committee Meeting on June 5. It was noted that the Foundation Meeting on April 17 was cancelled. Terry also advised that Bonnie Ginter-Brown's retirement event was being held on June 5 from 3:00 – 5:00 p.m. Terry thanked Bonnie for her contribution over the years. Dave Broadbent stated he had known Bonnie for the last 5 years and it had always been a pleasure to work with her. He wished her well and hoped she enjoyed her retirement.

INFORMATION ITEMS

The Chair noted a number of attachments for information.

ADJOURNMENT

There being no further business, the Chair declared the meeting adjourned at 8:05 p.m.

Terry Hing, Chair

Gary Polonsky, President