

**DURHAM COLLEGE OF APPLIED ARTS AND TECHNOLOGY
MINUTES OF THE 399th REGULAR MEETING OF THE BOARD OF GOVERNORS**

DATE: April 19, 2006
TIME: 6:00 p.m.

PLACE: Community Room
Oshawa Campus

IN ATTENDANCE

GOVERNORS: Lorraine Sunstrum-Mann, Chair
Erin Boniface
Joanne Burghardt
Aileen Fletcher
Karen Hodgins
JoAnne Horruzey
Denise Jones
Deborah Kinkaid
Patrick McNeil
Charlie Peel
Phillip (Rocky) Simmons
Gerry Warman

PARTICIPANTS: Peter Bagnall
Joanna Campbell
Garry Cubitt
Peter Dixon
Allan Furlong
Pierre Hinse
Manon Lemonde
Gary Polonsky
Terry Wu

PRESIDENT: Leah Myers

SECRETARY: Cathy Pitcher

RECORDING
SECRETARY: Andra Robertson

SENIOR STAFF: Ralph Aprile
Terry Caputo
David Chambers
Margaret Greenley
Craig Loverock
Richard Marceau
Ann Mars
Paul McErlean
Donna McFarlane
Judy Moretton
Gerry Pinkney
Ken Robb
John Woodward

REGRETS:

GOVERNORS: Mark Moorcroft
Beth Wilson

PARTICIPANTS: Dave Broadbent
Lyn McLeod
Jim O'Donnell

SENIOR STAFF: Bev Balenko
Richard Levin

CALL TO ORDER

The Chair called the meeting to order at 6:01 p.m.

The Chair acknowledged that this was a milestone meeting with both a University and College President present.

INTRODUCTION OF GUESTS

Donna McFarlane introduced Crystal Crimi, Education Reporter, Metroland Durham Region Media Group; Don Murdock, Co-ordinator, Pre-Service Firefighter Education and Training Program; and Paul Bishop, Registrar, DC.

ADDITIONS/DELETIONS TO THE AGENDA

The Chair noted the addition of item 14.2, an announcement.

CONFLICT OF INTEREST DECLARATIONS

None was noted

APPROVAL OF PREVIOUS MINUTES

The minutes of the 398th Regular Board Meeting of March 8, 2006 were accepted, as presented.

ACTION ARISING FROM PREVIOUS MINUTES

Gerry Pinkney conferred with legal counsel regarding the terminology regarding the use of technology and no changes will be made to the IT Acceptable Use Policy.

DECISION ITEMS

Graduate Certificate Program in Emergency Management

Don Murdock advised that this program was driven by the government's demand for this type of education.

Pat McNeil asked why the business plan indicates no up-front costs? John Woodward replied that the facilities and equipment are already in place for the fire and paramedic programs.

Lorraine asked why the enrolment cap was so small? John replied that enrolment would be kept low for the first class and they would grow the program as demand grows. There is expected demand by people in the industry as well as existing students.

Karen Hodgins asked whether the primary delivery would be in class or online? John replied that there would be both placement opportunities and in-class instruction. Don replied that the majority would be scenario based in class as well as placements. John noted that it will be mostly industry representatives teaching the courses.

Manon Lemonde asked whether candidates will be assessed based on previous experience? Don replied yes.

Lorraine commented that with the focus on pandemic planning, now is the ideal time to develop such a program.

Moved by Aileen Fletcher

Seconded by Deb Kinkaid

**MOTION
#4898**

“That the Board of Governors of Durham College of Applied Arts and Technology approve the Graduate Certificate Program in Emergency Management, as presented.”

CARRIED

Don Murdock left the meeting at this time.

Entertainment Administration Program Name Change

Judy Moreton advised that after the issue was raised at the February Board meeting, further discussions with the Ministry took place regarding the use of the term “Administration.” The Ministry agreed that the program does qualify for this usage.

Moved by JoAnne Horruzey

Seconded by Rocky Simmons

**MOTION
#4899**

“That the Board of Governors of Durham College of Applied Arts and Technology approve the program name change of the Entertainment Administration Program to the Music Business Administration Program, as presented.”

CARRIED

Student Governor Election Results for 2006-2007 Term

Moved by Karen Hodgins

Seconded by Gerry Warman

**MOTION:
#4900**

“That the Board of Governors of Durham College of Applied Arts and Technology endorse the appointment of Dustin Grant as the Student Governor for a one year term beginning September 1, 2006, in accordance with the election results of March 9, 2006 and that the ballots for the election be destroyed.”

CARRIED

Support Staff Governor Election Results

Moved by Joanne Burghardt

Seconded Deb Kinkaid

**MOTION:
#4901**

“That the Board of Governors of Durham College of Applied Arts and Technology endorse the appointment of Rhonda Christian as the Support Staff internal representative for a three year term beginning September 1, 2006, in accordance with the election results of April 11, 2006 and that the ballots for the election be destroyed.”

CARRIED

Action: Cathy Pitcher to send on behalf of the Board a letter of welcome to the incoming Student and Support Staff Governors.

DC Compulsory Ancillary Fee Protocol

Paul Bishop said that this protocol is a revision to the document approved October 2003. It is similar in content to the one approved in November 2005 for the University. The document has been approved by the Student Association and will offer a clear view on the introduction of new or increasing current fees. The protocol does allow for inflationary increases without the approval of the Student Association.

Joanne Burghardt asked whether the difference in mobile fees is program-related? Gerry Pinkney replied that it is based both on hardware and software requirements of a program.

Lorraine noted the areas that say they are under review and asked for clarification. Paul replied that this means the mobile fees are being reviewed to determine if they can be reduced.

Karen Hodgins asked what item number four was referring to when it used an example of a particular fee being increased that was associated with a collective agreement? Paul said an example would be security, the cost of which could increase without the Colleges approval.

Moved by Erin Boniface

Seconded by Aileen Fletcher

MOTION #4902 "That the Board of Governors of the Durham College of Applied Arts and Technology approve the Compulsory Ancillary Fee Protocol, as presented."

CARRIED

DC Tuition and Ancillary Fees for 2006-2007

Paul McErlean noted that a more thorough discussion on mobile fees will take place at the next Board meeting.

Paul noted that he was speaking on behalf of Richard Levin, and that colleges could raise its tuition fees up to five percent on average. There was a lot of discussion which lead to a tuition structure which will allow students to predict their costs over the course of their education.

Pat McNeil asked why some courses went up more than others? John Woodward replied that they were deregulated programs.

Lorraine asked Paul to explain this decision process to the Board. Paul replied that the proposal was presented to the student government for review and discussion and is supported by the current student government.

Moved by Joanne Horruzey

Seconded by Joanne Burghardt

MOTION #4903 "That the Board of Governors of Durham College of Applied Arts and Technology approve the Durham College Tuition and Ancillary Fees for 2006 - 2007, as presented."

CARRIED

Denise Jones arrived at this time.

Report of the Audit & Finance Committee

Denise Jones reported that the Committee met with Paul and the Finance team and are recommending the approval of the budget.

Approval of the DC 2006-2007 Budget

Paul McErlean introduced the budget discussion by reviewing success to date and advising that infrastructure and processes will be introduced to support two Presidents.

Craig Loverock said there as a result of changes in the Finance department, he would be focusing on strategy and planning, and Terry will be focusing on financial operations and reporting.

Craig said there would be a shift from individual business to institutional business to ensure optimal resources and equity of service to students, faculty and staff. As a result, there are three revenue centres

and three cost centres: DC academic, UOIT academic and Campus Services. This will allow for the two institutions to be reported upon separately.

DC expenses are expected to be about \$45M and Campus Services at about \$86M. This demonstrates that there could be an area to increase efficiencies and reduce expenses. The new structure also requires new methodology to split costs associated with each institution.

The current enrolment forecast is 6,000 students, which is an increase of approximately four percent. Information from OCAS currently supports the enrolment assumptions. There will be the addition of twelve faculty appointments. Karen asked how many faculty will be lost to retirement? Judy Moreton replied that the twelve appointments are all new positions and any faculty retiring will be replaced.

DC will contribute about \$16.5M to Campus Services, both of which will have a balanced budget. Expenses are up about fifteen percent, which is less than the total increase in revenue. Increases in other areas of Campus Services are a result of increased services and reorganizations.

Lorraine asked what impact there will be on pensions over the next few years? Terry Caputo said that he was not aware of any impact. Charlie asked whether the College has any assumptions of costs? Terry said that the change in the plan has actually resulted in a gain.

The DC operating budget shows revenue of \$62M, with \$16.5M contributed to Campus Services and the remaining \$45.5M to spend within the classrooms. A good balance will be achieved between student support services and investment in the classroom.

Craig identified the following as risks in the amount of about \$2M: the ability to manage faculty costs; cash flow from DCEN for the debenture; the MTCU corridor, which was a conservative estimate; and the arbitration settlement. The risks can be balanced by the following actions: delay of necessary classroom renovations for a savings of \$0.5M; academic budget cuts of \$0.5M; cut the Campus Services budget by about \$0.5M; and additional revenue from corporate and skills training for about \$0.5M.

He noted that discussions with DCEN will continue. The risks are dependent on these discussions.

Paul reviewed the history of DCEN's establishment and recent cash flow issues. He noted that DC is now dependent on its profitability for debenture payments and there are conversations happening about how to find an agreement that would benefit both parties. Once these discussions are complete, he will be able to come to the Board in June with a concrete plan of action.

Peter Bagnall asked whether all the money from DCEN will be used to pay the debenture? Lorraine replied that there would be a portion allocated for rent and interest and the remaining would go against the debenture. Paul added that the rent and interest is built into the budget and accounts for \$2.5M. There is an additional \$5.5M which is made up of DCEN's obligation to provide \$3.5M for the debenture and a \$2M donation to the fundraising campaign. Peter asked how this is reflected in the University budget? Paul replied that it isn't, because the College backed the debenture.

Lorraine informed the Board that Peter Bagnall is the Chair of the DCEN Board and has been working to help it get to its current positive cash position. Lorraine wanted to recognize Peter's hard work.

Leah Myers said that she was impressed by the work that has been done in the preparation of the 2006/07 budget and the new structure methodology.

Moved by Denise Jones

Seconded by Charlie Peel

**MOTION
#4904**

"That the Board of Governors of Durham College of Applied Arts and Technology approve the 2006-2007 Durham College Budget, as prepared by Administration and indicating revenues of \$102,568,508 and expenditures of \$102,568,508. This budget has a contingency plan to reduce the approved budget should a June 30 re-assessment prove to require such an adjustment."

CARRIED

ACKNOWLEDGEMENTS AND REPORTS

None was noted

CONSENT CALENDAR

DC Program Advisory Committee Minutes

Lorraine noted that the Program Advisory Committee Minutes for Communicative Disorders had a summary of statistics appended. She said this was helpful and hoped to see it for each program in the future.

INTERIM FINANCIAL REPORT

Terry Caputo reported that there will be a new financial reporting process with a change from a focus on numbers to a focus on insight and performance. There will be key reporting at various stages of the fiscal year. He will report on financial strategy in April and January; financial operations in May and February; productivity, results of internal audits, and financial performance will be reported quarterly in June, September, November and March. The information will now be provided to the Board in advance of the meeting.

There will also be a monthly financial scorecard that will track revenues, expenses, resources and cash metrics. Terry showed an example of the current scorecard and explained how the symbols would be used to provide information on the College, the University, Campus Services, as well as DCEN.

Karen Hodgins said it will be beneficial to have the financial statements included in the Board package to review prior to the meeting.

Terry Caputo noted that all statements will be consistent throughout the year.

DISCUSSION ITEMS

Performance Indicator – DC Key Performance Indicators (KPIs)

Leah Myers reported that there was a public announcement April 6 on the regarding the results of the KPIs. DC is the top college in the GTA for the seventh year in a row. Our numbers in various areas have been improving with each year. This exercise is important to measure our performance and is a way to receive communication from students, graduates and employers.

Judy Moreton advised that Compustat will be providing a more detailed report with an analysis of the data. This information is then used to implement change and history indicates these changes result in even more improved KPIs the following year.

Margaret Greenley reported that the KPIs have resulted in the implementation of a number of new services, supports and programs and is an excellent recruitment tool.

Leah pointed out that one area where there has been considerable improvement is the college's graduation or retention rate. Margaret added that the provincial rate for retention is 60%. DC has a retention rate of 67%. This means that we are developing the right academic programs as well as the student success and support programs.

REPORT OF THE PRESIDENT

DC/UOIT Construction Update

Ralph Aprile reported that due to the good weather the construction of the Athletic Centre has advanced. The footings are in and the structure is beginning to take shape.

The Engineering Building is also moving at a good pace. He is 100% confident the building will be ready for equipment installation and retrofitting in July.

There will be a number of changes to the campus over the summer. There will be renovations to existing space, as well as the addition of portables for classroom space. The portables are being designed and constructed in a plant and will arrive on site throughout June. The retrofit of the portables is planned for August.

REPORT OF THE CHAIR

Upcoming Events

The Chair reviewed the upcoming events: the Nominating Committee Meeting date has changed and a new meeting date will be confirmed; Gary Polonsky's On-Campus Farewell to be held May 17; the ACCC Conference to be held May 28-30; Gary Polonsky's Community Farewell to be held June 5; the DC Convocation to be held June 16; and the DC Presidential Installation date to be announced,

Judy Moretton's Retirement

The Chair noted that Judy Moretton would be retiring and wanted to acknowledge her contribution to the College. Judy was presented with a gift from the Board of Governors.

COMMUNITY INFORMATION – COMMENTS AND QUESTIONS

Lorraine informed the Board that the Women's Multicultural Resource & Counselling Centre of Durham will be holding a dinner in memory of Inez Pinder on Saturday, May 6, 2006 at Carruther's Creek Golf and Country Club.

TERMINATION OF MEETING

There being no further business, the Chair terminated the meeting at 8:06 p.m.

Lorraine Sunstrum-Mann, Chair

Leah Myers, President