



# DURHAM COLLEGE OF APPLIED ARTS AND TECHNOLOGY

## BOARD OF GOVERNORS REGULAR MEETING

### Public Session - MINUTES

**Date:** April 9, 2014

**Location:** Community Room, Gordon Willey Building, A144

**Members Present:** Ron Chatterton, chair  
Pierre Tremblay, vice-chair  
Dan Borowec  
Garry Cubitt  
Kevin Dougherty  
Joanne Dykeman  
Darren Fisher  
Renate Ilse  
Don Lovisa, president  
Paul Macklin  
Zain Shafique  
Mary Simpson  
Judith Spring

**Members Absent:** Doug Allingham  
Thomas Coughlan  
Donna Raetsen-Kemp, on leave

**Staff Present:** Paul Bishop, registrar  
Scott Blakey, vice-president, Administration  
David Chambers, associate vice-president, Office of Development  
Jennifer Clark, board secretary  
Tony Doyle, chief of staff  
Nevzat Gurmen, vice-president, Corporate Services & CFO  
Meri Kim Oliver, vice-president, Student Affairs  
Judy Robinson, vice-president, Academic

#### 1. CALL TO ORDER

The meeting was called to order at 6:02 p.m.

## **2. INTRODUCTION OF GUESTS**

The following guests were present: Catherine Connaty, student, Community Services and Child Studies Foundations Program; Greg Murphy, dean, School of Media, Art and Design; Danielle Harder, journalism professor and journalism students Manjula Selvarajah and Chris Gauvreau; Fiona Richards, executive director, International Education; visiting professors from Brazil, Paulo Roberto Barbosa, professor of Mathematics and Mechanical Engineering from the Instituto Federal San Paulo and Sandra Mariotto, professor of Food Biotechnology from the Instituto Federal Mato Grosso; Patricia Mongeon and David Smith, representing OPSEU; Doug Wilson and Robert Wynter candidates for election as next year's student governor; Kristin Kalis, Metroland; Brandon Carson, DC United Way Campaign 2013 President-for-a-Day; Laura Vaillancourt and Ron Wilson.

## **3. ADDITIONS/DELETIONS TO THE AGENDA**

No changes.

## **4. CONFLICT OF INTEREST DECLARATIONS**

Governors Cubitt and Simpson declared conflicts of interest regarding ancillary fees.

## **5. PRESENTATIONS**

### **5.1. Aboriginal Students' Centre and the Aboriginal Student Experience**

MK. Oliver introduced presenter Catherine Connaty who is employed through DC works program conducting outreach and communications for the Aboriginal Students' Centre and studying French and German language. She is Mohawk First Nation, from Tyendinaga. Aboriginal Students' Centre helped her access the academic, student services and personal support she needed in her first year at DC as staff understand the different way that many aboriginal students learn and the challenges many face living outside their cultural environment. Her experience exemplifies the important work done at the Centre since it opened three-years ago. She shared significant milestones achieved by the Centre and a "wish list" focused on more visible aboriginal symbols and signs and more class presentations to build awareness and understanding of aboriginal culture. In response to questions, she contrasted the aboriginal verbal history and storytelling approach to learning with western, textbook-focused learning and testing. Student Services is exploring the potential to advance the Centre's "wish list".

### **5.2. Documentary - ACCC Caribbean Project**

Dean G. Murphy introduced Professor Harder and students Manjula Slevrajah and Chris Gauvreau, all of whom worked on a documentary to be used by the Association of Canadian Community Colleges to promote its international post-secondary education initiatives. In just a few short years, Durham College has created a number

of robust programs involving video and photography. Through a competitive grant process, the college won the opportunity to create a documentary for ACCC on the critical need in the Caribbean for an educated and well trained workforce. The college team managed all the production, shooting and editing, and maintained a communications website to keep to keep the client, the School of Media, Art and Design and the Department of International Business Development up-to-date on the project. It was a very valuable international learning experience for all involved. A close-to-final cut of the documentary was screened.

## 6. **CONSENT AGENDA**

The following comprise the Consent Agenda:

- 7. Minutes of the previous meeting, for approval.  
**THAT the minutes of the Board of Governors meeting of March 12, 2014 public session be approved as read.**
- 11.1 President's Report, Durham College, for information.
- 13.1 Program Advisory Committee Minutes, for information.

Moved By Governor Tremblay

Seconded By Governor Simpson

**THAT the Board of Governors approves the consent agenda as presented.**

CARRIED.

## 7. **APPROVAL OF MINUTES OF THE BOARD OF GOVERNORS MEETING of March 12, 2014**

Approved under the Consent Agenda.

## 8. **ACTIONS ARISING FROM PREVIOUS MINUTES**

None were addressed.

## 9. **CHAIR'S REPORT**

No report.

## 10. **CO-POPULOUS GOVERNORS' REPORT**

There was no UOIT Board meeting on which to report.

## 11. **PRESIDENT'S REPORT**

### 11.1. **Durham College**

Received under the Consent Agenda.

### 11.2. **Report from Committee of Presidents Meeting**

Advocacy is a key area in which governors can assist in advancing the college sector. There are three main messages – allow colleges to offer three-year degrees,

reform the post-secondary education funding model, and reform the apprenticeship program. Apprenticeship programs are run by the government; they have a completion rate of less than 15%. The college sector is better positioned to operate them successfully.

## **12. COMMITTEE REPORTS**

None.

## **13. CONTINUING BUSINESS**

### **13.1. Program Advisory Committee Minutes (Our Students)**

Received under the Consent Agenda.

### **13.2. Receive 2013-2014 Business Plan Report Back (Our Students, People, Business and Community)**

The strong leadership of DCLT and the huge amount of effort given by Durham College employees to successfully achieve the business plan goals were acknowledged. Forty-three of the 50 objectives have been completed, four were not started as conditions were not right to do so, and three are in progress and on-target to be concluded by year-end. In response to questions, quality of successful completion is ensured by careful investment of human and financial resources; growth target driven by demand as the college is becoming the first choice for an increasing number of applicants.

## **14. NEW BUSINESS**

### **14.1. Tuition and Ancillary Fees (Our Business)**

Governors Cubitt and Simpson were present but did not participate in discussion or vote regarding ancillary fees.

Ongoing challenges with the Student Association resulted in MTCU approval to negotiate changes to ancillary fees, using existing protocols, with a committee of student representatives from the college's schools rather than with the SA. As per the protocol, a cost of living increase of 1.3% has been applied to all ancillary fees with the exceptions of UPASS Transit and Health Services fees which require greater increases, and Copyright fees and the Health Plan, Dental Plan, Student Association, Student Centre and Campus Radio Station levies, which do not change. Durham Region Transit requested annual UPASS increases of 16% in each of the next three years. Protocol requires referendum only for annual increases of greater than 20%; college held one anyway due to magnitude of the multi-year increase; increase was approved. Student committee also supported 19.7% increase to Health Services Fee to cover increasing costs in delivery of mental health support and administration.

Moved by Governor Macklin

Seconded by Governor Spring

**THAT the Durham College Board of Governors approves the 2014-15 compulsory ancillary fees as presented.**

CARRIED.

MTCU is capping tuition increases at 3% for the next several years. Durham College proposes to increase tuition for domestic full-time post-secondary programs by 3% for the next two years (2014-2015 and 2015-2016), with a few exceptions. To remain competitively priced, increases for five excepted programs will be only 1.5% per year. Tuition for international students in basic-demand post-secondary programs will also increase by 3% per year for two years, as will any miscellaneous tuition fees. HST will be charged on all apprenticeship classroom fees.

Given the two-year duration of the proposed tuition increases, the Board will be advised of any changes in MTCU policy affecting tuition; any necessary revisions will be brought forward for approval. Tuition fees for 2016-2017 will be brought to the Board for approval in winter 2015, allowing for a longer planning horizon.

Moved by Governor Spring

Seconded by Governor Simpson

**THAT the Durham College Board of Governors approves the proposed increases to 2014-2015 tuition fees as presented.**

CARRIED.

#### **14.2. Approval of 2014-2015 Budgets (Our Business)**

A balanced budget for 2014-2015 was presented. Operating budget supports enrolment growth of 6.1%, launch of new programs and creation of new faculty and staff positions. Decrease in the operating grant per student and anticipated salary increases are the most significant challenges. Operational efficiencies in non-academic areas closed the gap. Forecasts for 2015-16 confirm sustainability of operations supported by the 2014-2015 budgets. Capital expenditures are budgeted at \$9 million; bulk of funding for capital projects is from cash flow and various reserve funds; remainder is from external grants and donations. Key risks are achievement of enrolment targets and outcome of collective bargaining. No contingency fund is included. Any necessary savings will be at the expense of strategic or leadership initiatives, and new program development. The budget is appended to these minutes, as Schedule 1.

Moved by Governor Dougherty

Seconded by Governor Shafique

**THAT the Board of Governors approves the budgets for 2014-2015 as presented.**

CARRIED.

#### **14.3. Receive New Academic Directions Report (Our Students, People and Community)**

The college's first academic direction plan, launched in 2009 is almost complete. A new plan has been developed to achieve the academic goals articulated in the college's 2013-2016 Strategic Plan and Strategic Mandate Agreement with MTCU. The new plan is focused on program quality; a balanced mix of competitive programs, new and renewed resources and space, enhanced pathways, and implementation of universal design for learning, and on innovations in teaching and learning; curriculum design, technology, essential skills, experiential learning, professional development. The new directions support the college mission and helps drive the vision.

In response to questions, the plan has a strong focus on various methods of providing experiential learning to better position graduates to find relevant employment upon graduation or within two years. Purposefully did not identify an end date for the plan to allow for adjustments that may be required with new strategic plan in 2017 and possibility of new strategic mandate agreements.

Moved by Governor Spring

Seconded by Governor Ilse

**THAT the Board of Governors receives *Durham College The Road Ahead: Our Renewed Academic Direction* for information.**

CARRIED.

#### **14.4. Approval of New Diploma Programs of Instruction (Our Students)**

Welding is moving from a one-year to a two-year diploma program; a capital investment is required. Accounting and Payroll and Insurance are also two-year diploma programs. With Board and subsequent Ministry approval, these new programs are scheduled to launch in 2015. In response to questions, the School of Business and IT Management will look into the possibility of offering the insurance-specific courses to graduates of business programs working locally.

Moved by Governor Dougherty

Seconded by Governor Dykeman

**THAT the Board of Governors approves the Accounting and Payroll, Insurance, and Welding Engineering Technician diploma programs.**

CARRIED.

#### **14.5. Approval of New Continuing Education Certificate, Culinary Arts (Our Students)**

Moved by Governor Tremblay

Seconded by Governor Simpson

**THAT the Board of Governors approves the Culinary Arts certificate program.**

CARRIED.

**16. INQUIRIES AND COMMUNICATIONS**

Circulated the spring 2014 issue of East magazine featuring article on Bistro '67.

**15. OTHER BUSINESS**

President Lovisa summarized the day's activities in which Brandon Carson participated. B. Carson won the President-for-a-Day draw held as a United Way fundraiser. The president is the Honourary Chair of the 2014 Parkwood Gala scheduled for May 30; tickets are still available.

**18. MOVE TO IN-CAMERA SESSION**

Durham College by-law No. 1. provides for the Board of Governors to address, in-camera, items of corporate business respecting human resources or litigation matters, confidential items covered under the Freedom of Information and Protection of Privacy Act and, items that the Board deems to be confidential to the College. There are 12 items to be addressed in-camera.

Moved By Governor Fisher

Seconded By Governor Tremblay

**THAT the Durham College Board of Governors move in-camera to address confidential items of business.**

CARRIED.

Public session recessed at 7:50 p.m. Board returned to public session at 9:31 p.m.

**19. ADJOURNMENT**

Moved by Governor Borowec

Seconded by Governor Dykeman

**THAT the April 9, 2014 meeting of the Board of Governors adjourn.**

CARRIED.

The meeting adjourned at 9:31 p.m.



Ron Chatterton, chair



Jennifer Clark, secretary

Schedule 1. 2014-2015 Operating and Capital Budgets

**Operating Budget**

\$'000	Actual 2012-13	Forecast 2013-14	Budget 2014-15	Variance Budget vs. Forecast
Total academic revenues	101,823	107,438	114,729	7,290
Total academic expenses	(66,902)	(70,523)	(76,019)	(5,496)
Academic contribution	34,921	36,916	38,710	1,794
Contribution margin	34.3%	34.4%	33.7%	NA
Net funds allocated for services	(28,930)	(31,750)	(34,445)	(2,694)
Ancillary operations	8,090	8,382	8,869	487
Corporate revenues/(expenses)	(1,671)	(1,116)	(1,390)	(274)
Net amortization expense	(7,938)	(8,443)	(8,633)	(189)
Interest expense	(4,131)	(3,964)	(3,112)	851
In-year surplus/deficit)	342	26	0	(26)

**Capital Budget**

	(\$'000)	
Academic	1,102	Instructional and academic lab equipment
Student services and general administration	1,140	Athletic space and equipment at Whitby; recruitment booth enhancements; internal branding; donor wall
Information Technology	2,200	Implementation of Banner financial aid and ODS/EDW systems; Banner revitalization and MEP; lab refresh; voice mail upgrade
Facilities	3,573	Renovations to the Gordon Willey building L and C wings and Dining Room. New computer lab and library renovations at Whitby; CMMS implementation
Residence renovations	760	Renovations at Simcoe Village. Funded from the residence reserve.
Accessibility pool and contingency	225	Pool for accessibility improvements and contingency
<b>Total</b>	<b>9,000</b>	

## Cash Flow Forecast

	\$'000
Cash flow from operations	8,983
Cash flow from working capital	550
Investing activities	(9,000)
Deferred contributions	2,689
Re-payment of long-term debt	(3,431)
<b>Net cash flow</b>	<b>(209)</b>