

**DURHAM COLLEGE OF APPLIED ARTS AND TECHNOLOGY  
MINUTES OF THE 413<sup>TH</sup> REGULAR MEETING (PUBLIC SESSION) OF THE  
BOARD OF GOVERNORS**

**DATE:** April 16<sup>th</sup>, 2008  
**TIME:** 9:24 p.m.

**PLACE:** Dining Room  
Oshawa Campus

**IN ATTENDANCE**

**GOVERNORS:** Phillip (Rocky) Simmons, Chair  
Gerry Warman, Vice Chair  
Joanne Burghardt  
Aileen Fletcher  
Rhonda Christian  
Carlee Fraser  
Pansy Goodman  
Karen Hodgins  
Deborah Kinkaid  
Doug McKay  
Michael Newell  
Charlie Peel  
Bill Robinson  
Darrell Sewell  
Michael Seymour  
Franklin Wu

**PARTICIPANTS:** Peter Bagnall  
Peter Berg  
Ron Bordessa  
Garry Cubitt  
Peter Dixon  
Allan Furlong  
Greg Rohrauer  
Kimberley Young

**PRESIDENT:** Leah Myers

**SECRETARY:** Karen Spearing

**RECORDING  
SECRETARIES:** Erin Boniface  
April Winter

**REGRETS:**

**PARTICIPANTS:** Lyn McLeod  
Dave Broadbent  
Rick Majury  
Michael Martin  
Jim O'Donnell

**CALL TO ORDER**

The meeting was called to order at 6:08 p.m.

**INTRODUCTION OF GUESTS**

UOIT President Bordessa introduced Peter Williams as the newest member to the UOIT Board of Governors.

The Chair introduced Judith Spring as the incoming Administrative Staff Representative to the Durham College Board of Governors.

Vice-President of Marketing and Communications Donna McFarlane introduced Paul Bishop, Registrar for Durham College, Barbara Goom, Financial Consultant at Durham College, Bill Muirhead, Associate Provost of Teaching and Learning at UOIT, Olivia Petrie, UOIT Secretary to Academic Council, and Matt Milovick, Director of Academic Planning for UOIT. She further noted the attendance of Reka Szekely from Metroland Newspapers.

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

The Board Secretary noted additions to the agenda:

- Moving Item 12.4: Tuition Fees, to the beginning of the agenda; and
- Adding Item 14.2: Program Advisory Minutes;

## **CONFLICT OF INTEREST DECLARATIONS**

Governor Burghardt noted a potential conflict with Item 12.4, Tuition Fees, as she has a family member attending Durham College. It was the consensus of the Board of Governors that this was not considered a conflict of interest.

## **PRESENTATIONS**

### **Special Olympics 2008 – Campus Update**

Margaret Greenley, Vice-President of Student Affairs reported that there only 43 days until this Campus is the host site for the 2008 Special Olympics, the largest athletic event in the world. She indicated that approximately 1000 athletes have registered and over 900 volunteers have come forward from the community to assist with the event. There will be 230 physicians and medical specialists on site to conduct various medical assessments.

The Special Olympics Gala will take place on April 17, 2008 and has already sold out.

She indicated that the campus accessibility plan has been under focus in the planning leading up to this event and there has been tremendous positive feedback.

## **TUITION FEES**

President Myers presented a report on proposed tuition fees for 2008-09, indicating that this is a complex issue as the Government of Ontario regulates such fees. She indicated that the current government policy permits college Boards of Governors to increase fees by up to five percent each year, averaged across all students. She reported that this new policy was grafted on top of the existing, differentiated tuition fee structure that had emerged in the 1990s through the deregulation of so-called “high demand” programs. The new policy permits some further differentiation of fee increases by program and year of study, underneath the permitted overall five percent increase:

- First year fees in high demand programs can be raised by up to 8%.
- High demand programs can include basic (first entry) programs of up to 15% of overall college enrolments, and all post-basic (second entry graduate certificate) programs;
- First year fees in all other programs can be raised by the greater of 4.5% or \$100.
- Upper (ie: 2nd and 3rd) year tuition fee increases are limited to 4%.

For 2007-08, Durham College’s overall increase in tuition fees fell slightly short of the permitted five percent.

She indicated that Durham College has relatively few high demand programs. There are five courses considered to be in high demand, which totals 6% of the college's enrolment. President Myers further reported that Tuition is the second largest single source of revenue for the system. Given the five percent headroom the government has established, it is the only revenue source that has the potential to keep pace with the baseline rate of increase on the expenditure side. Falling short on the headroom the government has established in any given year has a compounding impact in future years – a college that increases tuition fees by four percent in any given year cannot make up the difference by increasing them by six percent in the following year.

President Myers further reported that tuition is a significant source of revenue to the college and it is necessary to look at possible fee increases for those programs that are in high demand. The operating grant this year is only increasing by 1% overall and there will be significant increases in salaries this year, which will see an increase in expenditures. She stated that it is imperative, however, to consider the impact this increase will have on students, assuring the board that this is the case through a comprehensive review of Key Performance Indicator results, student satisfaction and graduate employment rates.

She further reported that comparative pricing is not a factor that is considered as it is difficult to get full disclosure from other colleges on their tuition fees. President Myers indicated that research has shown that most students come from the local region and that Durham College may be the first choice based on its location, which would not be hindered by tuition fees unless there was a significant variance.

When questioned as to why there was a low application rate for new graduate certificate programs it was confirmed that typically new programs tend to grow at a slower rate.

President Myers conceded that Durham College has the highest tuition fee for Paramedic – Primary Care; however she stated that it is important to consider that this is a high demand program at Durham College and is not classified as such at all colleges. Research has shown that the demand over the provincial average is 92%, while student satisfaction is 82%. Approximately 165 applicants have indicated that Durham College is their first choice spot for only 35 spots in this program.

She further reported that in order to manage expenditures and ensure program quality it becomes necessary to make up the short fall stemming from rising salary costs through tuition costs. Based on financial reality and on a revenue stream that is very limited, these increases are necessary. Staff salaries account for the largest percentage of our expenses and the government has only provided a marginal increase to the operating grant. President Myers did indicate that there are additional funds available to help students in need to ensure that these increases do not affect their ability to access post-secondary studies. She reported that once a student successfully graduates from their program they will make up the expenses they have incurred when they begin earning income in their post-graduate employment.

To ensure transparency President Myers confirmed that in the future when it is time for the Board to consider tuition fee increases on deregulated programs there will be a complete range of the fees charged at all colleges in Ontario, along with the average and median fees available to all members in advance of the meeting.

President Myers advised that following approval of tuition fees, the college course calendars are updated and notification of the update is sent to students in early May. When questioned as to the reason why this issue regarding tuition fees is not brought forward to the Board earlier in the year to ensure the calendar depicts accurate information from the outset, President Myers confirmed that going forward this information will be brought before the Board timed in accordance with the publishing of the course calendars.

**MOTION**  
**#5098**

Moved by Charlie Peel

Seconded by Michael Newell

“That the Durham College Board of Governors approve the 2008-09 tuition fees as presented.”

CARRIED

Opposed – Governor Burghardt

## **APPROVAL OF PREVIOUS MINUTES**

### **MOTION #5099**

Moved by Carlee Fraser

Seconded by Bill Robinson

“That the minutes of the 412th regular meeting of the Durham College Board of Governors, held March 5, 2008, be approved as presented.”

CARRIED

## **PRESIDENT’S REPORT**

President Myers presented the President’s Report for March 2008, reported on the 2008 budget, noting that there is a new budget initiative relating to second career strategy. She indicated that the initiative is expected to be up and running by June 2008 and dialogue is on-going with the Ministry of Training, Colleges and Universities and Colleges Ontario regarding this initiative.

President Myers reported that the PQAPA audit has just concluded. She reported that the auditors arrived on campus on April 14 and met with 135 people during the course of their visit, including faculty, students and staff. She indicated that the audit concluded earlier on April 16 and a full report will be generated in the near future which will be made available to the Board.

## **COMMITTEE REPORTS**

### **Nominating Committee: *Policy for Election of Board Officers***

Governor Burghardt, Chair of the Nominating Committee, presented a draft of a policy for the election of Board Officers which codifies and formalizes the mandate of the Nominating Committee to oversee the election of board officers, with a proposal to simplify the election process through electronic format. She reported that traditionally board officer elections have been conducted at the actual Board meeting; however there is not always a full complement of board members in attendance. The proposed policy would provide access to a confidential on-line election portal which would be accessible remotely which would provide complete access for all governors to participate in the election. She further indicated that a report would come back to the Board from the Nominating Committee at the next regular meeting to ratify the results of the election of board officers.

### **MOTION #5100**

Moved by Carlee Fraser

Seconded by Karen Hodgins

“That the Durham College Board of Governors approve the proposed policy, “Election of Board Officers”, as presented;

AND FURTHER, that the Durham College Board of Governors delegate to the Nominating Committee authority to oversee the election process for Chair and Vice-Chair.”

CARRIED

The Board Secretary reported that following the meeting nomination forms would be forwarded to all governors by means of e-mail in anticipation of the upcoming election of board officers.

## **CONTINUING BUSINESS**

### **2007-08 Accessibility Plan – Update**

The Board Secretary presented a supplementary report relating to the 2007-08 campus accessibility plan at the request of UOIT Governor Dave Broadbent as he was not able to be in attendance. She reported that UOIT Governor Broadbent did have an opportunity to meet with Vice-President Greenley regarding specific items within the accessibility plan and was satisfied with the responses, and concluded by extending Governor Broadbent's appreciation for all of the assistance provided by Vice-President Greenley and acknowledging all the hard work which went into the development of this plan.

## **NEW BUSINESS**

### **Governors' Liability Insurance Coverage**

Paul McErlean, Vice-President of Finance and Strategy provided an overview of governors' liability insurance coverage for governors' information.

### **College Policy Renewal Process**

President Myers reported that the policy renewal process is well underway and it is expected that all changes will be effected by June 30, 2008.

### **MOTION #5101**

Moved by Franklin Wu

Seconded by Darrell Sewell

“That the Durham College Board of Governors rescind the following policies, effective April 16, 2008:

*Election Procedures for Internal Members to Board of Governors (#102);  
Communications and Presentations to the Board of Governors (#103);  
Employment Security Policy (#501);  
Employment Equity (#503);  
Harassment and Discrimination (#504);  
Fair Hiring Practices (#506);  
Health and Safety (#507); and  
Faculty/Staff Emeritus (#519).”*

CARRIED

### **Durham College Skills Training Centre Expansion Proposal**

President Myers reported that Durham College is seeking formal endorsement from the Board to proceed with the expansion plans for the Whitby Skills Training Centre as well as approval to move forward on a fundraising campaign to help facilitate this planned expansion.

She reported that when the Whitby campus expanded in 2003, it was done in such a way to provide for a possible further addition of a second floor. She reported that that foresight has allowed this proposal to come forward. She indicated that Durham College is looking at a focus in the energy field which will allow for additional growth opportunities, given the dynamics of Durham Region.

President Myers also indicated that this will facilitate opportunities for partnerships with industry, UOIT and other stakeholders. She reported that the plan was originated several years ago; however, the current proposal is much more ambitious than what was originally contemplated.

**MOTION  
#5102**

Moved by Gerry Warman

Seconded by Carlee Fraser

“That the Durham College Board of Governors approve the Durham College Skills Training Centre expansion proposal as presented, and direct the President and senior management to work with government to secure funding towards this proposal;

AND FURTHER, that the Board of Governors approve the development and implementation of a fundraising campaign in support of this project;

AND FURTHER, that the Board of Governors direct the President to return to the Board for approval prior to committing any college funds to this project and for final approval of the project plans.”

CARRIED

**Durham College *Success Matters* Strategic Plan Update**

President Myers reviewed the progress and accomplishments of the Year 1 Deliverables stemming from the *Success Matters* Strategic Plan for 2007-2012. She indicated that Durham College is looking for endorsement from the Board of Governors for the year two priorities.

She highlighted five areas within the strategic plan which will require sustained focus as foundations for success, including the new mission, quality agenda, evidence-based decision making, financial and organizational health.

President Myers further identified two proposed priority areas that will be the focus throughout year two. Durham College will be looking at pathways to optimize opportunities across the spectrum - from the labour market, college to university, university to college and secondary school to college. The other area of priority is reputation which includes recognition for excellence in key areas of program strength and expertise and will look at where we are doing well in building our reputation both inside and outside.

**MOTION  
#5103**

Moved by Pansy Goodman

Seconded by Deborah Kinkaid

“That the Durham College Board of Governors approve the proposed Year 2 priorities and focus as outlined in the presentation: *Success Matters Strategic Plan: Year 2 Priorities and Focus*”

CARRIED

**Key Performance Indicators' Results – 2008**

President Myers provided a review of the 2008 Key Performance Indicator results, which were released April 9, 2008. She reported that the results will be put into KPI report cards to allow the data to be fully analyzed.

She indicated that there are various factors to be considered when analyzing the results. Durham College will be looking at what factors will need to be addressed to assist in retaining students which is an ongoing concern across all colleges. She reported that the KPI Survey does not capture when students transfer to another program as it only looks at when a student starts a specific program and completes that same program. First year experience coordinators have been put in place at Durham College and there has been a real focus on the first 90 days which includes a new orientation program. She confirmed, however, that retention strategies are an area that requires greater research.

When questioned regarding the issue for improved financial aid, President Myers confirmed that Durham College is still drilling down to the next level of information to allow for a more micro level to be analyzed which will allow for improvement plans to be developed from now until the end of June, at which time more information will be brought back to the Board. Focus groups will also be set-up with students to allow the college to fully understand the real issues.

When questioned regarding the participation rate, President Myers called upon Ruth MacKay, Director of Institutional Research and Government Relations, who confirmed that the survey is administered to each class in a paper format and participation should be consistent from year to year, which is typically very high.

### **Program Advisory Committees**

President Myers presented the Program Advisory Committee minutes for the months of February and March 2008 for the Board's review.

**MOTION**  
**#5104**

Moved by Carlee Fraser

Seconded by Bill Robinson

“That the Durham College Board of Governors receive the Program Advisory Committee minutes as presented for information.”

CARRIED

### **UPCOMING EVENTS**

The Chair reported on upcoming events including:

- Durham College 40th Anniversary Homecoming Weekend - May 2-3, 2008;
- Association of Canadian Community Colleges (ACCC) Conference - May 25-27, 2008 - Prince George, British Columbia;
- Durham College Convocation - June 19, 2008 - General Motors Centre, Oshawa.

### **ADJOURNMENT**

The meeting was terminated at 9:12 p.m.

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Phillip (Rocky) Simmons, Chair

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Karen Spearing, Secretary