

# MOHAWK

COLLEGE OF APPLIED ARTS AND TECHNOLOGY

## **BOARD OF GOVERNORS' MEETING**

(390<sup>th</sup> Meeting)

**STAFF LOUNGE, ROOM C110, FENNELL CAMPUS, MOHAWK COLLEGE**

**Wednesday, April 11, 2007**

### **OPEN PORTION MINUTES**

**April 11, 2007**

#### **1. CALL TO ORDER**

The Mohawk College Open Portion Board of Governors' meeting was called to order at 6:01 p.m.

The Chair referred to the April 9, 2007 - 90<sup>th</sup> anniversary of the Battle of Vimy Ridge. Brendan Ryan asked the Board to remember the six Canadian soldiers who were killed in a roadside bomb explosion in Afghanistan on April 8, 2007.

Governors were reminded to sign the pledge form for the Brantford Classic Run taking place on Sunday, April 29, 2007.

#### **2. INTRODUCTION OF NEW GUESTS**

Ronald Holgerson introduced the new guests in attendance at the meeting (names are noted on the Attendance list).

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

No items were added to or deleted from the agenda.

The Chair stated that Fred Deys, President, Local 240, had asked him for permission to speak to the Board at this time.

Fred Deys expressed concern on behalf of the faculty that the Local 240 member, who is also a Board member, was not able to attend the Board meeting. He told the Board that it is unclear as to the root of the matter as to whether it was an employee matter or a Board matter.

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He also reminded the Board that they must act in accordance with the Ontario Colleges of Applied Arts and Technology Act 2002, the relevant regulations and the College's own ByLaws. He asked for a quick resolution to this matter and that the Board address the representation issue as soon as possible.

The Chair thanked Fred Deys for his remarks. He stated that this is a College matter and these are difficult times. The Chair said that the Board is also looking forward to a speedy resolution of this matter for all concerned.

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

The Chair asked that any Governor wishing to declare a conflict of interest with respect to any item on the agenda do so at this time. No conflicts were noted.

### **5. APPROVAL OF THE PREVIOUS MINUTES**

#### **5.1 Minutes of the 389<sup>th</sup> Open Portion Board Meeting (March 14, 2007)**

It was moved by Allan Greve and seconded by Cindy Swanson that the Board of Governors approve the minutes of the 389<sup>th</sup> Open Portion meeting of March 14, 2007. Carried. **(MOTION 390.0.5.1)**

#### **5.2 Board Action Items/Follow-Up:**

##### **Future agenda item:**

- Amendments to Board By-Law No.1 (Tabled at Sept. 13/06 Board meeting, referred to Governance Committee and then the Policy Committee)
- 2006 Employee Survey Action Plan (May or June 2007 Board meeting)

### **6. BOARD COMMITTEE REPORTS**

There were no Board committee reports to discuss.

### **7. STRATEGIC/DECISION ITEMS**

There were no strategic/decision items to discuss.

### **8. STRATEGIC/DISCUSSION ITEMS**

<b>8.1</b>	<p><b>The Centre of Excellence for Students, Access and Success – Summary Report/Concept Paper – Student Services Centre</b></p> <p>Catherine Drea introduced Rick Anderson, Director of Aboriginal Education and the Centre of Excellence for Students, Access and Success. He reported that the Centre of Excellence Steering Committee has been meeting over the past six months to review best practices in Ontario and other jurisdictions in services and programs, review the College’s current processes of serving students, review the access programming and develop a vision for the best student service provision in the province.</p> <p><b>Overview</b></p> <ul style="list-style-type: none"><li>• Focus is excellence in student services.</li><li>• Goal is to increase retention.</li><li>• Contribute to data-driven decisions at Mohawk.</li><li>• Overall focus on continuous improvement.</li></ul> <p><b>Steering Committee Mandate</b></p> <p>To develop a shared vision, strategic plan and business plan for a Centre of Excellence, which will provide comprehensive, and integrated student services in an environment designed around students’ needs and perspectives. The Centre will also establish community linkages and relevant services to promote access opportunities for students regardless of language or cultural barriers and personal circumstances.</p> <p><b>Service Models</b></p> <p><b>Levels of Integration</b></p> <table data-bbox="189 1088 1988 1247"><tr><td>Low Integration</td><td>–</td><td>High Integration</td></tr><tr><td>Shopping Mall</td><td></td><td>One Stop Shopping</td></tr></table>	Low Integration	–	High Integration	Shopping Mall		One Stop Shopping
Low Integration	–	High Integration					
Shopping Mall		One Stop Shopping					



**Tier 1**  
"Front End" or "Access" services

- Registrarial Services**  
Admissions, Financial Aid and Awards; Communication Centre; Post Secondary, Continuing Education and Apprenticeship Registration; and the cluster of services currently offered through existing Registration Centre
- Continuing Education**
- International Education**
- Recruitment**

High Integration Recommended  
"One Stop"

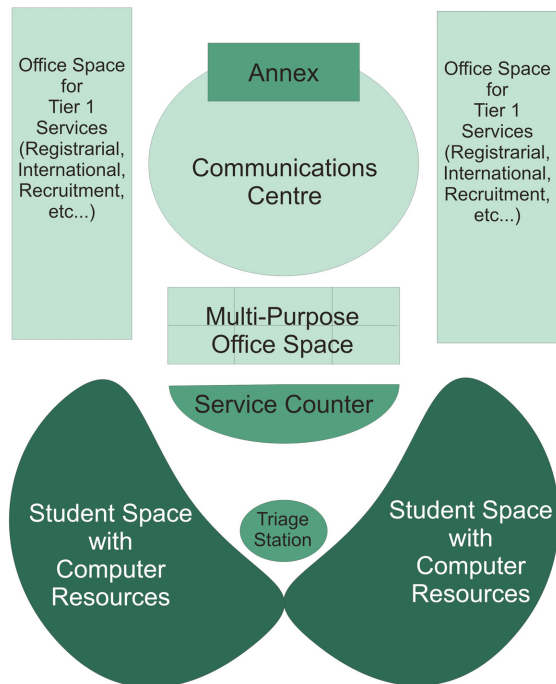
**Tier 2**  
Post-Admission Services

- Student Services and Success Initiatives**  
Counselling; Disability Services; Dispute Resolution & Human Rights Services; Health Services; and Student Life Services
- Cooperative Education, Graduate and Student Employment**

Low Integration Recommended  
"Shopping Mall"



Layout Mock-up for  
Tier 1 Physical Components



It is intended that the staff working in the Student Services Centre would all be trained in all areas in order to provide the greatest flexibility.

**Next Steps**

April 2007:

- Senior Lead Team and Board of Governors approval of Phase I Summary Report / Concept Paper.
- Senior Lead Team to confirm timelines for Centre development and implementation (Phase II).
- Begin development of Business Plan for Phase II.

## OPEN PORTION MINUTES

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### May 2007:

- Senior Lead Team to confirm available capital and physical resources.
- Senior Lead Team to approve work flow/process mapping initiative. Project Lead for work flow / process mapping work is hired. All positions in Centre to be mapped and analyzed during Fall 2007 semester.
- Concept Paper presented to Mohawk College Council.

### June 2007:

- Review Phase I within context of College Strategic Plan, College Master Plan, Brantford Revitalization Plan, College Business Plan and the Strategic Enrolment Management Plan.
- Consult with other key stakeholder College divisions / departments to discuss linkages and impact of Concept implementation (i.e. Library / Learning Resource Centres and MCACES).
- Approval of Business Plan for Phase II of the Centre by Board of Governors.

### August 2007:

- Establish Implementation Team.
- Work flow / process mapping Critical Path approved and project underway.
- Refocus Steering Committee to Implementation Framework Development.
- Secure Space Planner / Architect.
- Create and execute Development and Implementation Plan for Phase II .

If the concept for the Student Services Centre as presented here is approved by Senior Lead Team (SrLT) and the Board of Governors, Phase II would involve the establishment of an Implementation Team to engage in detailed work flow / process mapping with the goal of integrating all Tier 1 services and establishing appropriate linkages with Tier 2 services. Space planners and / or an architect would need to be secured to work with the Implementation Team to develop the physical layout of the Centre. Before this work commences, expected implementation timelines and the availability of capital and physical resources needs to be clarified by College leadership. As part of Phase II it will be crucial to facilitate departmental buy-in and engagement in the developmental process. Student input will also be critical. The degree of success in developing the Centre will be dependent upon meaningful participation of the College community. In order for meaningful participation to occur, the priority of this major initiative must be clearly communicated and understood throughout the Mohawk College community.

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Catherine Drea stated that this is not a stand-alone Centre and all of the Vice Presidents have provided input. The Student Services Centre is part of the Campus Master Plan, the Brantford Revitalization Plan, the Business Plan and the Strategic Plan.

The President stated that there are several front-desk reception areas in the College (full-time, continuing education and international education) and each area is manned with staff. It is hoped that the Student Services Centre will bring all or most of these areas into one central area.

In answer to a question about the expected improvements in retention and efficiency of resources linked to the Student Services Centre, Catherine Drea said that George Brown College is one of the colleges they have studied and they will be checking their KPI results for improvements.

Rick Anderson stated that George Brown College developed a Student Services Centre and made it part of their College's culture by involving staff and students. It is critical to the success of this type of change to ensure that staff and students are involved in the process.

In answer to a question about the Student Services Centre concept being used at the other campuses, Rick Anderson stated that the concept paper was based on the Fennell Campus but best practices learned from the process can and will be used at the other campuses. He noted that student services is handled differently at each of the other campuses with a higher level of integration with student life. It is intended that each campus be allowed to develop a customized approach to achieve standardized College-wide goals. Student services at the Brantford and Stoney Creek Campuses are already more integrated due to their size restrictions and a more highly integrated model for the Brantford Campus was recently discussed by the Senior Lead Team.

Catherine Drea stated that goals will be set and measurements established, students will be tracked and staff satisfaction will be measured.

In answer to a question about how internal academic referrals and service level agreements will be dealt with, Catherine Drea stated that extensive consultations with the Unions and HR would take place.

It was moved by Brendan Ryan and seconded by Bryan Adamczyk that the Board of Governors approve the acceptance of the Centre of Excellence for Students, Access and Success Summary Report / Concept Paper and direct the President to proceed with plans, including metrics to measure success, to move forward as funds permit in 2007-2008. Carried. **(MOTION 390.0.8.1)**

**9. PERFORMANCE REPORTS**

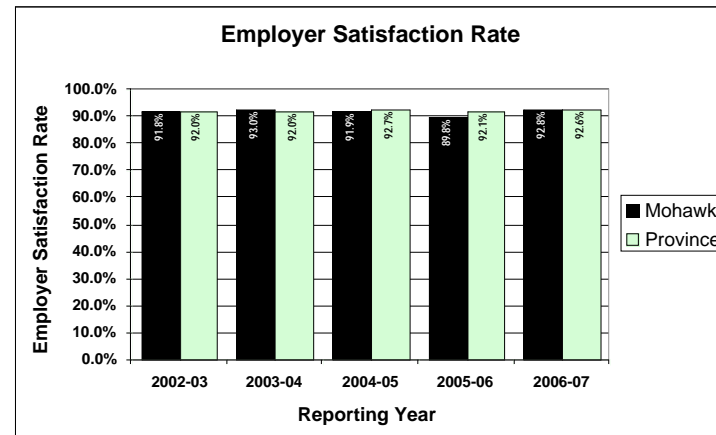
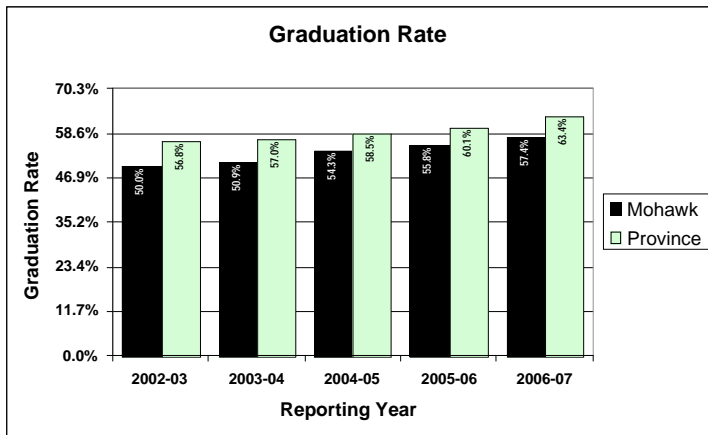
**9.1 Health & Safety – Accident/Injury Report**  
The year-end Accident/Injury Report was presented for information.

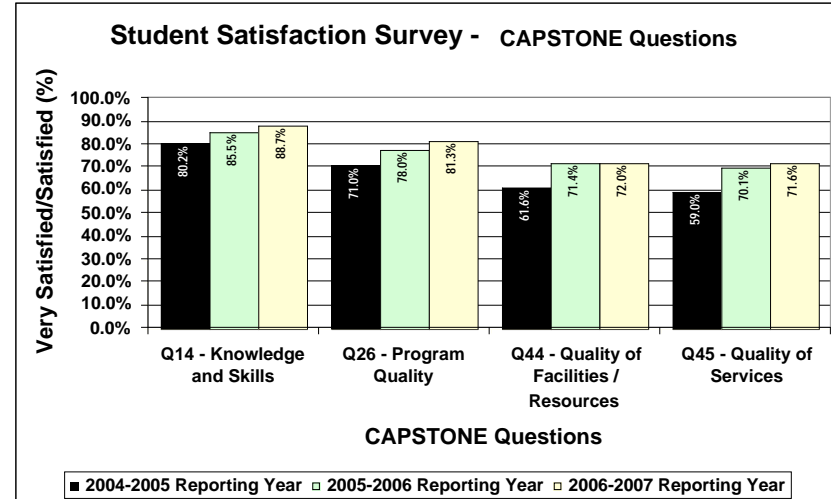
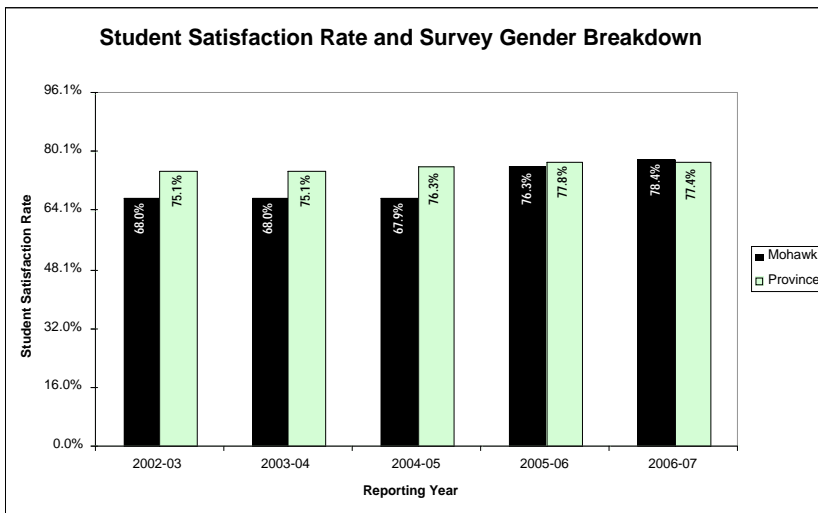
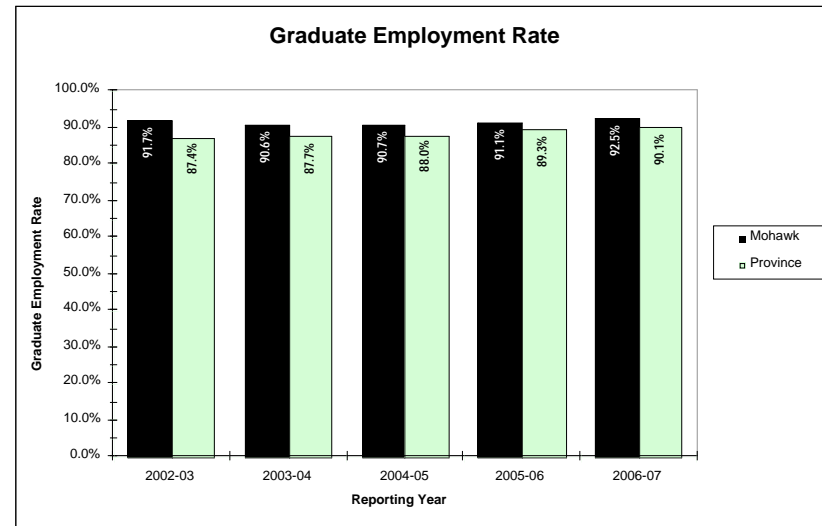
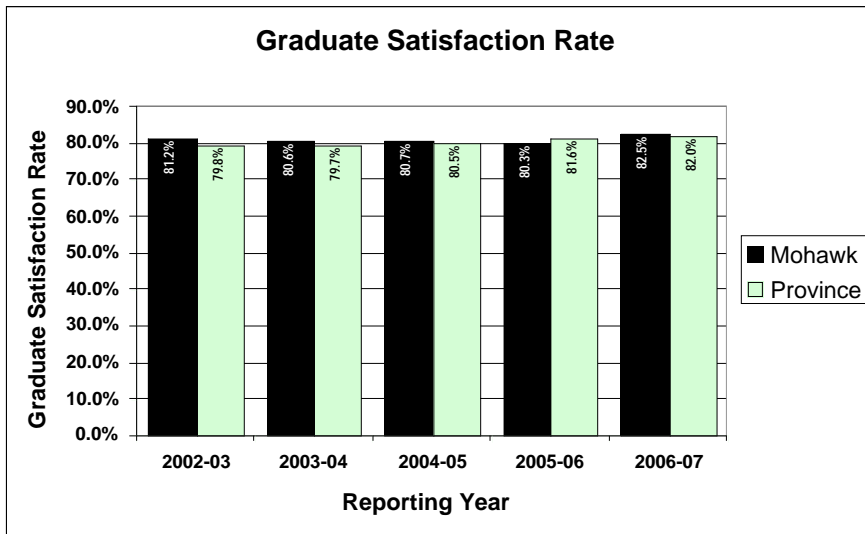
**9.2 Staffing Report**  
The Staffing Report was presented for information.

**9.3 Finance – Cumulative Revenue & Expenditure Report**  
The Cumulative Revenue & Expenditure Report was presented for information.

In answer to a question about the anticipated year-end position, Dale Schenk stated that it was too early to report specifically but he was anticipating a balanced budget.

**9.4 KPI Report**  
Peter Dietsche provided the overall key performance indicators analysis for the 2003 to 2007 reporting years.





**OPEN PORTION MINUTES**

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The Board will receive a KPI Action Plan at the May meeting.

In answer to a question, Peter Dietsche confirmed that the Action Plan would identify both the program areas that are doing well and the program areas that need work.

In answer to a question about what other colleges are doing to improve their KPI results, Peter Dietsche stated that he attends an annual KPI Workshop where best practices at the colleges are discussed. He said that some of the reasons for differences in results from college to college are due to the size of the institution and the local employment circumstances.

The President stated that every program area receives their KPI data and each program area is responsible to develop an improvement plan.

Brendan Ryan spoke about the introduction of “change agents” in schools in England and Ireland, which teaches the students problem solving techniques. The programs have a greater emphasis on partnerships with business and industry.

The Chair, on behalf of the Board, thanked the faculty and support staff for their efforts in achieving the improvement in the KPI results.

**9.5 Board Statutory Liability Report as of March 31, 2007**

It was moved by Cindy Swanson and seconded by Brenda Davis that the Board of Governors accept the Board Statutory Liability Report as of March 31, 2007. Carried. **(MOTION 390.O.9.5)**

**10. PRESIDENT’S REPORT**

**10.1 President’s Report**

The President’s Report was presented for information.

**10.2 Enrolment Update**

Catherine Drea provided an enrolment report for full-time funded students (not including Continuing Education, international education or collaborative degree students) for all colleges showing enrolment figures from June 2006, November 2006 and March 2007.

**Mohawk College Enrolment Compared to System – Full-Time Funded Enrolment  
Spring 2006, Fall 2006 and Winter 2007  
April 11, 2007**

**JUNE 2006**

Comparing 2004 2005

College Code	Cycle1	Cycle2	% Diff
ALGO	1,378	1,307	-5.15%
BORE	98	97	-1.02%
CAMB	271	363	33.95%
CANA	208	248	19.23%
CENT	2,883	1,321	-54.18%
CONF	211	228	8.06%
CONS	438	476	8.68%
DURH	509	467	-8.25%
FANS	1,529	1,665	8.89%
GBTC	1,767	1,894	7.19%
GEOR	1,574	1,600	1.65%
HUMB	1,799	1,892	5.17%
LACI	129	120	-6.98%
LAMB	195	159	-18.46%
LOYT	91	109	19.78%
MOHA	1,715	947	-44.78%*
NIAG	282	331	17.38%
NORT	88	136	54.55%
SAUL	105	122	16.19%
SENE	3,115	3,239	3.98%
SHER	1,884	1,861	-1.22%
SLAW	564	550	-2.48%
SSFL	595	610	2.52%
STCL	790	786	-0.51%
	22,218	20,528	-7.61%

**NOVEMBER 2006**

Comparing 2005 2006

College Code	Cycle1	Cycle2	% Diff
ALGO	11,984	11,923	-0.51%
BORE	1,208	1,227	1.57%
CAMB	3,519	3,272	-7.02%
CANA	2,607	2,517	-3.45%
CENT	8,382	8,067	-3.76%
CONF	2,913	2,867	-1.58%
CONS	5,199	5,389	3.65%
DURH	5,643	5,730	1.54%
FANS	10,991	10,919	-0.66%
GBTC	10,691	11,119	4.00%
GEOR	5,671	5,848	3.12%
HUMB	13,547	13,705	1.17%
LACI	3,167	3,172	0.16%
LAMB	2,221	2,179	-1.89%
LOYT	2,487	2,536	1.97%
MOHA	8,280	8,364	1.01%
NIAG	5,845	5,688	-2.69%
NORT	1,208	1,037	-14.16%
SAUL	1,865	1,697	-9.01%
SENE	14,400	14,470	0.49%
SHER	11,571	11,897	2.82%
SLAW	4,697	4,674	-0.49%
SSFL	5,082	4,896	-3.66%
STCL	5,827	5,719	-1.85%
	149,005	148,912	-0.06%

**MARCH 2007**

Comparing 2005 2006

College Code	Cycle1	Cycle2	% Diff
ALGO	11,193	11,100	-0.83%
BORE	1,089	1,099	0.92%
CAMB	3,208	2,978	-7.17%
CANA	2,444	2,291	-6.26%
CENT	7,926	7,626	-3.79%
CONF	2,701	2,486	-7.96%
CONS	4,882	5,099	4.44%
DURH	5,287	5,412	2.36%
FANS	10,577	10,298	-2.64%
GBTC	11,071	11,249	1.61%
GEOR	5,198	5,372	3.35%
HUMB	13,314	13,337	0.17%
LACI	2,828	2,790	-1.34%
LAMB	2,086	2,000	-4.12%
LOYT	2,356	2,334	-0.93%
MOHA	7,723	7,877	1.99%
NIAG	5,788	5,654	-2.32%
NORT	1,090	929	-14.77%
SAUL	1,660	1,509	-9.10%
SENE	14,144	14,112	-0.23%
SHER	11,383	11,682	2.63%
SLAW	4,485	4,448	-0.82%
SSFL	5,478	4,727	-13.71%
STCL	5,529	5,548	0.34%
	143,440	141,957	-1.03%

\*The planned decrease in spring/summer and increase in fall/winter is largely due to change of Co-Op Model based on feedback from employers and students and the shift to the two semester teaching model.

Catherine Drea stated that a report including Continuing Education, international education and collaborative degree students will be provided to the Board for the June 2007 meeting.

**10.3 Ancillary Fees Update**

Catherine Drea provided an update on the final ancillary fee rates for 2007-2008 following agreement of the Mohawk Students Association (MSA) at their March 21, 2007 meeting.

In total, the MSA agreed to a \$70.00 per two semester increase as follows:

- General Service Fee - \$10.00 increase to \$147.00. We requested \$25.00.
- Student Information Technology (SITE) Fee - \$18.00 increase to \$128.00. We requested \$27.00.
- Alumni Fee - \$3.00 increase to \$20.00. We requested \$20.00.
- Assessments For Success Program Fee – New - \$35.00. We requested \$35.00.
- Student Activity Fee - \$4 increase to \$236.00 (MSA fee)

**Co-Operative Education**

- The Co-Operative Education fee will be \$450.00 per co-op term. We requested \$500.00.

**Four Year Trended Data – Mohawk College**

**General Service Fee**

<b>Year</b>	<b>04/05</b>	<b>05/06</b>	<b>06/07</b>	<b>07/08</b>
<b>Annual Amount</b>	\$126.76	\$133.10	\$136.50	\$147.00
<b>Per Student</b>		5% over previous year	3% over previous year	8% over previous year

**Service Improvements**

Addition of position in the Library at Brantford between 2006-2007 and 2007-2008. Funded position in Athletics/Student Life at Brantford Campus. Partial funding of Student Life position at IAHS established in 2004. Funding in Graduate Student Employment. Funding to Counselling and Disability Services, Registration Centre, Helpdesk Staffing.

**SITE Fee**

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<b>Year</b>	<b>04/05</b>	<b>05/06</b>	<b>06/07</b>	<b>07/08</b>
<b>Annual Amount Per Student</b>	\$100.00	\$110.00 10% over previous year	\$110.00 same as previous year	\$128.00 16.5% over previous year

Service Improvements

Continual upgrading and maintenance of computer hardware and software in classrooms, labs and libraries across all campuses. Additional SMART classrooms added.

Alumni Fee

<b>Year</b>	<b>04/05</b>	<b>05/06</b>	<b>06/07</b>	<b>07/08</b>
<b>Annual Amount Per Student</b>	\$17.00	\$17.00 same as previous year	\$17.00 same as previous year	\$20.00 17% over previous year

Service Improvements

Over the past four years there have been several improvements to the Alumni services including new home and auto insurance affinity programs, introduction of a new travel insurance program, exclusive Mohawk College pricing of new and used Toyota vehicles at Upper James Toyota. We have enhanced and expanded orientation activities for students at all campuses, introduced a Countdown to Convocation awareness program for new graduates and new Alumni "Grad Packs" distributed at Convocation. In addition, we have redeveloped the 25 year club program, introduced the Mohawk College Golf Classic, the Alumni of Distinction Awards Community Celebration. We are continually enhancing the *In Touch* magazine.

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Co-Op Education Fee

<b>Year</b>	<b>04/05</b>	<b>05/06</b>	<b>06/07</b>	<b>07/08</b>
<b>Annual Amount Per Student</b>	\$515.00	\$530.00 4% over previous year	\$572.00 8% over previous year	\$450.00 per co-op term

Service Improvements

Over the past four years, our Co-Op Education program has added co-op opportunities in programs and enhanced service provision to students and employers. Employer recognition events are being held annually. With the change in the co-op model to reflect two semesters of teaching, additional co-op opportunities are now possible.

Student Activity Fee – SAF

<b>Year</b>	<b>05/06</b>	<b>06/07</b>	<b>07/08</b>
<b>Annual Amount Per Student</b>	\$215.30	\$232.00 8% over previous year	\$236.00 1.7% over previous year

Service Improvements

Over the past three years, the MSA has enhanced their service to students by introducing new services including debt counselling and continuing to provide legal advice, emergency loans to students and their food bank program.

**10.4** **Balanced Scorecard Dashboard**

The Balanced Scorecard Dashboard report was provided to the Board for information.



**BALANCED SCORECARD DASHBOARD**

**1. The College of Choice - Champion of Students** 2007

- Plan and commence implementation of Mohawk Centre of Excellence for Student Access and Success: completed
- Build Mohawk reputation and profile by celebrating student and faculty achievement: increased general public "very aware" from 68% to 77%
- Strategically manage enrolment to grow quantity and quality of students: Strategic Enrolment Management plan completed June 2007

Example: KPI (FT only)	03/04	04/05	05/06	06/07	07 CUMULATIVE TARGET/ACHIEVED
Capstone 45: The overall quality of the services in the college	59.4%	59.0%	70.1%	71.6%	↑1% MET: 12.2ppt <b>EXCELLENT</b>
Capstone 44: The overall quality of the facilities / resources in the college	61.6%	61.6%	71.4%	72.0%	↑1% MET: 10.4ppt <b>EXCELLENT</b>

**2. Academic Excellence and Innovation** 2007

- Innovation: implement new programs and right-size program mix: ongoing
- Complete program mapping/curriculum review for all programs/clusters: completed
- Implement internal inter-program and inter-institutional pathways for student success: Bachelor of Technologies / Davenport
- Be among the top third of Ontario Colleges for lifelong learning student satisfaction survey results: achieved system-wide top increases

Example: KPI (FT only)	03/04	04/05	05/06	06/07	07 CUMULATIVE TARGET/ACHIEVED
Capstone 14: Overall, your program is giving you knowledge and skills that will be useful in your future career	80.0%	80.2%	85.5%	88.7%	↑2% MET: 8.7ppt <b>EXCELLENT</b>
Capstone 26: The overall quality of learning experience in this program	70.9%	71.0%	78.0%	81.3%	↑2% MET: 10.4ppt <b>EXCELLENT</b>
Overall student satisfaction	68.0%	67.9%	76.3%	78.4%	↑2% MET: 10.4ppt <b>EXCELLENT</b>
Graduate Satisfaction	80.6%	80.7%	80.3%	82.5%	↑1% MET: 1.9ppt <b>GOOD</b>
Graduation Rate	50.9%	54.3%	55.8%	57.4%	↑1% MET: 6.5ppt <b>VERY GOOD</b>

**4. Economic Growth and Prosperity - College Performance Indicators** 2007

- Implement strategic participation on external community committees: ongoing
- Complete Campus Master Plan, prioritize opportunities, and implement first phase: STARRT, Brantford
- Achieve fundraising targets: 12.1% increase in 9 months over previous year
- Deliver a balanced budget
- Enhance Mohawk College governance: revised policies completed

Example: KPI (FT only)	03/04	04/05	05/06	06/07	07 CUMULATIVE TARGET/ACHIEVED
Employer Satisfaction	93.0%	91.9%	89.8%	92.8%	↑1% MET: 0.9ppt <b>GOOD</b>
Graduate Employment Rate	90.6%	90.7%	91.1%	92.5%	↑5% MET: 1.9ppt <b>GOOD</b>

**3. Employer of Choice - Exceptional Professional Staff** 2007

- Enhance restructuring through inter-divisional and departmental teamwork: ongoing
- Invest in effective business practices, equipment and tools: ongoing
- Implement a second staff survey and increase staff satisfaction: 1% to 6%
- Invest in professional development opportunities for staff: ongoing



**The Rating System** for the balanced scorecard perspectives reflects common consumer understanding of the following terms:  
**EXCELLENT** = Outstanding performance... >5 percentage points (ppt) **VERY GOOD** = Operations are exceeding expectations... >3ppt  
**GOOD** = Operations are proceeding according to plan... >.5ppt **NEEDS IMPROVEMENT** = Attention required to meet expectations

Applied Model: West Park Healthcare Centre Community Report, November 2005

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The red/green/yellow stoplight measurement was introduced at the suggestion of Ty Shattuck.

Pat McKay stated that the “green light” on the staff satisfaction item seemed that we were being dishonest with ourselves based on the data and the differing results between faculty and administration.

The President responded that the balanced scorecard dashboard report was intended to measure against set targets and, in fact, we did achieve the 1% increase set for that target. However, if the intent is to reflect the fact that there is concern over the results of the employee survey, then it should be labelled differently. She recognized the feedback from faculty was low although the feedback received from support staff and administration indicates that there has been an improvement.

### 10.5

#### **Campus Master Plan Update**

Dale Schenk presented an update on the Campus Master Plan.

#### 1. STARRT

- Architectural design complete for both east and west side expansions; design of Marshall Truck and Coach Centre (north side) has not yet started
- Trees and berms cleared as needed for construction access
- All construction hoarding and gates in place – access to parking now available from Leaside Avenue
- Temporary connections for gas complete; water and hydro to follow
- New sewer work proceeding
- Footings partly completed
- Tenders awarded for first contracts (10+, still 40+ to be awarded)
- Planning and construction continues for Sept. 07 completion  
Project is currently on time and on budget.

#### 2. Centre for Insurance and Financial Planning/ A-Wing

The preliminary planning for the new Centre for Insurance & Financial Planning has been completed, as well as some initial designs for renovation of parts of the A Wing. We are assessing whether it is feasible to complete some of this work over the summer 2007 or if we are better to wait until 2008 when the fundraising is complete. At a minimum, we are planning to move

forward in 2007 with improvements to the air handling systems to augment the renovations. The full project, when complete, would include the following:

- Centre for Insurance and Financial Planning: includes the Burt Hares boardroom, with adjacent break out and service rooms and dedicated resource rooms and classrooms
- Modernized School of Business faculty and staff offices with better service and reception provision
- Upgrades to HVAC capabilities
- Improved signage and aesthetic enhancements in the main floor hallway to provide a more visually appealing, student-friendly School of Business

Note: In order to achieve these renovations, a further outcome includes:

- Modernization of the Communication Faculty and Staff offices

**3. Fennell Campus Planning**

There are a significant number of pressing facilities upgrades needed at Fennell. However, since there is little space presently unused, every proposed change impacts other parts of the campus. To plan this efficiently, based on the campus space plan done last year by ECS, our architects Diamond and Schmitt are starting full architectural planning, featuring the following areas of change:

- Improved Learning Commons (library, open access computer centre, testing centre, peer tutoring)
- Integrated, upgraded student services (registration, counselling, Continuing Education, International Education, etc.)
- Cafeteria and Bookstore upgrading and/or relocation
- Board room and President's offices

Implementation would occur as resources of time and funding allow.

**4. Brantford**

As identified in the Brantford Campus Revitalization, there will be both growth and upgrade of programs. This will require change to many facilities, likely to parallel what has been listed above for Fennell, as well as a proposed new manufacturing centre. The planning for these upgrades will begin shortly.

Implementation would occur as resources of time and funding allow.

**OPEN PORTION MINUTES**

**April 11, 2007**

**5. Energy Savings Capital Project**

The firm of MCW Custom Energy Solutions Ltd. was retained in 2005 to develop a full plan for investing in energy saving capital improvements. We are now working with them to scope out a roughly \$10M project. This would include purchase of several major pieces of equipment and systems, and it is anticipated that the energy savings achieved would equal the carrying costs of a loan required to make this investment. We are now working with financial institutions to determine the feasibility of doing this.

In answer to a question about consideration being given to dramatic opportunities to reduce energy consumption and alternative heat sources, Dale Schenk responded that MCW Custom Energy Solutions Inc. (mentioned in item 5) are experts in their field and are investigating different types of energy saving opportunities.

With respect to item 4 in the report, Brendan Ryan made a comment that it is important to be strategic and look to the future when considering our Brantford investments.

**10.6 Research Project Report**

Peter Dietsche reported that Mohawk is participating in a research project on student retention. More information will be provided at the May Board meeting.

**11. BOARD CHAIR'S REPORT**

**11.1 Election of Administrative Governor for September 1, 2007**

The Chair advised the Board of the election of Heide Bell, Manager of Administrative Services in the Office of the VP, Academic, as the Administrative Governor on the Board effective September 1, 2007.

**12. INFORMATION**

**12.1 Student Reports (MSA/SAC/MCACES/Alumni)**

There were no student reports to discuss.

**OPEN PORTION MINUTES**

**April 11, 2007**

**12.2**    **Mohawk College Council, November 20, 2006**  
The Mohawk College Council minutes of November 20, 2006 were provided for information.

**12.3**    **Media Reports**  
The media reports were provided for information.

**13.**    **UPCOMING MEETINGS**

- Brantford Revitalization Plan Celebration, April 18, 2007, 5 p.m.
- Finance Committee, April 30, 2007, 3:30 p.m.
- Program Development & Renewal Committee, May 24, 2007, 4 p.m.
- Audit Committee & Finance Committee, June 8, 2007, 8 a.m.
- McMaster University Spring Nursing Convocation, June 7, 2007, 9:30 a.m.
- Spring Convocations: June 20 (7:30 p.m. in Brantford), 21 (10 a.m., 3 p.m. & 7:30 p.m.), 22 (10 a.m., 3 p.m. & 7:30 p.m.), 2007

**NEXT MEETING**  
**Wednesday, May 9, 2007, 6:00 p.m.**  
**Stoney Creek Campus, Mohawk College, Room 56**

**14.**    **ADJOURNMENT/MOTION TO GO IN CAMERA**  
It was moved by Brendan Ryan and seconded by Brian Mullan that the Board of Governors adjourn the Mohawk College Open Portion Board of Governors' meeting at 7:47 p.m. and the in camera portion of the meeting will reconvene after a short break. Carried.  
**(MOTION 390.0.14)**

**BOARD OF GOVERNORS' MEETING**  
**(390<sup>th</sup> Meeting)**  
**STAFF LOUNGE, ROOM C110, FENNELL CAMPUS, MOHAWK COLLEGE**  
**Wednesday, April 11, 2007**

**ATTENDANCE - OPEN PORTION**

**Board of Governors**

**Gary Beveridge, Chair**  
**Allan Greve, Vice Chair**  
**Bryan Adamczyk**  
**Paven Bratch**  
**Brenda Davis**  
**Arun Jacob**  
**Trent Jarvis**  
**Carolyn Johnson**  
**Sharon Lax**  
**Pat MacDonald**  
**Pat McKay**  
**Brian Mullan**  
**Brendan Ryan**  
**Cindy Swanson**  
**MaryLynn West-Moynes, President**

**Absent**

**Bronko Jazvac**  
**Rick Knowles**  
**Colin Osborne**  
**Ty Shattuck**

**Vice-Presidents/Executive Deans/Directors**

**Rick Anderson, Director of Aboriginal Education & the Centre of Excellence for Students, Access and Success**  
**Lynn Chalmers, Executive Assistant to the Board of Governors (Recording Secretary)**  
**Peter Dietsche, Vice President, Research & Institutional Quality**  
**Catherine Drea, Vice President, Students, Access and Success**  
**Joanne Echlin, Vice President, HR - Staff Services**  
**Carolyn Gray, Vice President, Lifelong Learning & Brantford**  
**Kathy Hayes, Registrar**

**Ronald Holgerson, Vice President, Marketing, Communications, Alumni & Development**  
**Cheryl Jensen, Vice President, Technology, Apprenticeship & Corporate Training**  
**Rick Kawai, Chief Information Officer**  
**Rosemary Knechtel, Vice President, Academic**  
**Maureen Monaghan, Executive Assistant to the President**  
**Dale Schenk, Vice President, Finance and Administration**

**Observers**

**Anthony D'Alessandro, Chair, Mohawk College Council**  
**Fred Deys, Faculty (President, Local 240)**  
**John Guilfoyle, Administration (President, Mohawk College Administrative Staff Association)**  
**Karen Logan, President, Mohawk College Association for Continuing Education Students**  
**Kathy Maxwell, Support Staff (President, Local 241)**

**Guests**

**Renzo Castellani**  
**Joseph Chang**  
**Helen Dakin**  
**Gerry Dion**  
**Heather Gardine**  
**Richard Giles**  
**Anna Gris**  
**Gary Helmer**  
**Doug Johnston**  
**John Kezys**  
**Jady Klyve, incoming President, Mohawk College Association for Continuing Education Students**  
**John Lambert**  
**Sam Maga**  
**Linda Marshall**  
**Jay Robb**  
**Royston Tester**  
**Veronica Weir**  
**Debra Veldstra, incoming Student Governor (as of September 1, 2007)**