

BOARD OF GOVERNORS' MEETING

(408th Meeting)

C110, FENNEL CAMPUS, MOHAWK COLLEGE

Wednesday, March 11, 2009

OPEN PORTION

<p>1.</p>	<p>CALL TO ORDER The Mohawk College Open Portion Board of Governors' meeting was called to order at 6:03 p.m. Ty Shattuck chaired the meeting in the absence of the Chair.</p>
<p>2.</p>	<p>INTRODUCTION OF NEW GUESTS Ronald Holgerson introduced the new guests to the meeting.</p>
<p>3.</p>	<p>ADDITIONS/DELETIONS TO THE AGENDA There were no items added to or deleted from the agenda.</p>
<p>4.</p>	<p>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 declared.</p>
<p>5.</p>	<p>STRATEGIC DISCUSSION ITEMS</p>
<p>5.1</p>	<p>PQAPA Update Rosemary Knechtel explained that the external Program Quality Assurance Process Audit (PQAPA) has been mandated by the Province</p>

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of Ontario to assure quality academic programming and related services at all colleges. The PQAPA team visited Mohawk College for their on-site consultations on March 4, 5 and 6, 2009. Kathy Verspagen, Director of Strategic Projects, has been the Project Lead and co-ordinator for PQAPA, with the assistance of Diane Barrafato, Acting Executive Dean, Quality & Special Projects and the members of the PQAPA Steering Committee.

The audit review team of Hans van der Slagt, Educational Consultant, Vancouver, Marti Jurmain, Niagara College and Kevin Asselin, retired from Fleming College, commented on the excellent documentation received prior to the audit. They said the faculty, staff and students were open and transparent during all the on-site consultations. They also commented on Mohawk's unique characteristics, program reviews, program report card and collaborative programs with McMaster University. Overall they had an exemplary visit to Mohawk. A formal report of the audit will be received within a few weeks.

On behalf of the Board, the Chair congratulated Rosemary Knechtel and the members of the Mohawk PQAPA Team on an excellent audit.

Quality@Mohawk

Diane Barrafato demonstrated Mohawk's Quality@Mohawk web site at: www.mohawkcollege.ca/quality

5.2 Program Report Card Pilot Project

Rosemary Knechtel and Diane Barrafato presented the information on the Program Report Card Pilot Project.

The program report card measurement tool will quantify the performance of each postsecondary program using a standardized and consistent set of **Program Key Success Factors (PKSF)** on an annual basis, and will provide a reasonable comparison across the Schools. The program report card is only one of many methods that are used by the College to measure organizational effectiveness and performance.

Full-time postsecondary programs complete a comprehensive program review process every five years in addition to their annual review processes. The comprehensive review process includes both internal and external stakeholder groups and produces an extensive self-study report from which detailed plans are approved, implemented and monitored. There has been discussion at the Program Development and Renewal Committee as to what would be an appropriate annual report or set of data to come forward for the review of our full-time postsecondary programs. At the May 22, 2008 meeting of this committee there was agreement on a document detailing the

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content and plan to pilot an annual Program Report Card for all full-time postsecondary programs, solicit feedback and move forward to full implementation.

Phase 1 of the pilot project has been completed using 5 programs in the School of Business, and one each from the other Schools to illustrate the effect of structural differences such as class size, funding values, etc. to evaluate the validity of the scoring process. This process included a review of the two scoring methods – weighted and equal variant - and the selection of a standard to move forward to full implementation. Consultations were conducted to obtain feedback on the proposed program key success factors, data points, scoring methodology, and format with the Academic Policy and Planning Committee and Senior Management Team. The sample report card and report card ranking summary were presented to the Board Program Development and Renewal Committee on January 22, 2009. The sample report cards using an equal variant scoring method has been selected as the preferred scoring methodology as this approach presents each key success factor in sufficient detail and is generally easier to interpret without too much explanation. Each report card offers an explanation of each program key success factor on the reverse side of the report card. Nine sample report cards and a sample ranking report that were completed during the phase 1 pilot were attached to the report provided to Board member.

The program report card pilot project is significant in a number of key ways as follows:

- Strengthens the institutions' commitment to continuous improvement and academic excellence.
- Provides key program performance information to the Associate Deans and their teams to support the annual review of curriculum and inform the identification of actions and priorities to include in school/departmental annual operational plans.
- Communicates to all staff clear and consistent benchmarks that can be applied to all programs across the institution.
- Provides a consistent set of data which can be used to provide trend analysis on multi-year reporting for all programs.
- Supports future decision-making and planning related to program mix and program rationalization.
- Provides future opportunities to profile and celebrate program excellence and most improved program by categories.
- Enhances Mohawk's profile as a leader and innovator in the system as the first college in Ontario to develop and implement a Program Report Card.

The working group is proceeding with Phase 2 of the Program Report Card Pilot Project which includes the next steps as indicated below using the equal value variant report cards methodology as presented.

- The 2007/2008 Report Cards data will be established as the baseline year for future year comparisons.
- Full implementation of all full-time postsecondary programs offered in 2007/ 08 will be compiled and completed February 2009 and presented to the Board Program Development and Renewal Committee April, 2009.

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- Full implementation of all full-time postsecondary programs offered in 2008/ 09 will be completed September 2009 and presented to the Board Program Development and Renewal Committee November 2009.
- Ongoing beyond 2009 all scores will be tabulated once per year and presented to the Board Program Development and Renewal Committee at the November meeting.

In answer to a question, Rosemary Knechtel stated that the Program Report Card was not intended to “rank” programs. Roberta Burke suggested that consideration be given to changing the word “ranking” on the heading on the report cards summary sheet.

In answer to a question about the management of the data collected, Diane Barrafato stated that the data is pulled from known sources and a data base has been created.

Pat McKay said that she hoped that the Program Report Card was viewed by staff as a useful tool.

In answer to a question about the Program Report Card information being made available to students, it was noted that much of the data is available to students from the KPI (Key Performance Indicators) reports which are public documents.

5.3 Strategic Plan Update

The President stated that the senior management team recently spent two full days together developing an operational plan to implement the strategic plan. As a result of these meetings, the senior management team is developing a strong sense of ownership in the plan. An operational plan, together with associated metrics, will be presented to the April 17, 2009 Governance Committee meeting. It is expected that the operational plan will then be discussed at the May 13, 2009 Board meeting and the May 28, 2009 Board Retreat.

The President noted that in doing this work issues have come up which have made it necessary to look at some of the vision and mission components which will likely result in recommended refinements to the Strategic Plan. He emphasized that none of the original concepts of the Strategic Plan have been lost.

5.4 Infrastructure Update

The President stated that the Board has approved a two pronged approach to developing a strategy and design for the College’s central campus. The appropriate due diligence is being undertaken in evaluating, in the broadest possible terms, the various alternatives for the central campus and the medium to long term needs of the College. At the same time, management is working to pursue and preserve any

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short term funding opportunities which might arise for campus renewal.

It is proposed that the Board receive a series of presentations and decision points over the course of the next three Board meetings. At this meeting, a number of alternatives will be presented in the Closed Portion meeting. The Board will be asked to make a decision on one of those alternatives at the special April 1, 2009 Closed Board meeting. Also at the April 1, 2009 Board meeting, the Board will receive information on the work being done to attract federal and provincial infrastructure dollars. At the April 8, 2009 Board meeting, the Board will be asked to endorse the submission for federal and provincial infrastructure dollars.

The President referred to the March 5, 2009 letter from Ministers Clement and Goodyear inviting colleges to make application for Knowledge Infrastructure Program funding prior to the end of March 2009. It is intended that the College will make application for this funding using the work that has been done both in the Diamond and Schmitt master plan (submitted to the Province in September 2008) and the work which has transpired refining that plan over the past four weeks.

The President stated that ideally the application for Knowledge Infrastructure Program funding would be presented to the Board before submission but, due to the March 30, 2009 deadline, this will not be possible. The President noted that it would be possible to withdraw the application for funding and it may be possible to make small changes to the submission should the Board make that decision.

The Chair emphasized the need for Board members to come prepared to make a decision on the infrastructure at the special April 1, 2009 Closed Board meeting.

6. STRATEGIC/DECISION ITEMS

There were no strategic/decision items to report.

7. CONSENT AGENDA

It was moved by Brian Mullan and seconded by Allan Greve that the Board of Governors approve the following consent agenda items:

7.1 Minutes of the 407th Open Portion Board of Governors' Meeting (February 11/09)

7.3 President's Report & Cornerstones

Carried. **(MOTION 408.O.7)**

7.2 Performance Report

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The Performance Report was pulled from the Consent Agenda items.

Dale Schenk advised the Board that a memo was received from the Ministry of Training, Colleges & Universities (MTCU) on February 17, 2009 indicating that Mohawk College would be required to surrender funds in the amount of:

- \$748,382 (Fiscal 2006/07)
- \$1,147,537 (Fiscal 2007/08)

A subsequent letter outlined a further requirement for surrendering funds in the amount of:

- \$2,302,977 (Fiscal 2008/09)

The total of this cash surrender is \$4,198,896.

These funds are being clawed back to reflect the Ministry view that Mohawk's growth has been less than forecasted at the base reference year 2005/06. The funds are flowed based on headcounts and are "trued-up" based on annual enrolment audits, each of which occurs about one year after the year end. The final amounts are based on system share, which is something that is determined by the Ministry and for which we have no prior knowledge.

The College is disputing this issue with the Ministry. We are making the case that we are being disadvantaged by moving students from diploma programs to collaborative degree programs with McMaster, for which we are not allowed to count students toward the College growth funds. To support this, we are working with the bureaucrats on details and calculations, are using as a consultant a retired Ministry person who is used by Colleges Ontario for fund advocacy, and have asked to present our case to the Assistant Deputy Minister. We are taking these actions to not only mitigate this clawback, but also to advocate for the value of joint collaborative degrees and that following Ministry strategic directions should not disadvantage us in this way.

The President stated that he continues to be in dialogue with MTCU on this issue and they have indicated that a resolution will be made before fiscal year end. A further discussion on this matter will take place in the Closed Portion meeting.

8. BOARD CHAIR'S REPORT

8.1 Chair's Reflections

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- First Annual President's Dinner, February 25, 2009, Liuna Station – The Chair stated that this was an extremely well organized and successful event.
- PQAPA Team Visit, March 4, 5, 6, 2009 – This was a very well co-ordinated and successful audit visit.
- Colleges Ontario Annual Conference, February 22 & 23, 2009 – Allan Greve, other Governors and the President attended the Colleges Ontario Annual Conference in Toronto. Information on one of the keynote speakers will be sent to Governors.

9. INFORMATION ITEMS

Items 9.1, 9.2 and 9.3 were provided for information.

9.1 Student Reports (MSA/SAC/MCACES/Alumni)

9.2 Mohawk College Council, January 19, 2009

9.3 Media Reports

10. UPCOMING MEETINGS

- Program Development & Renewal Committee, April 2, 2009
- Finance & Infrastructure Committee, April 3, 2009
- ACCC Conference, Sunday, May 31 to June 2, 2009, Charlottetown, PEI

NEXT BOARD OF GOVERNORS' MEETING

Wednesday, April 8, 2009, 6:00 p.m.

Fennell Campus, Mohawk College, C110

(Buffet dinner available from 5 to 6 p.m. in the C064.)

11. ADJOURNMENT/MOTION TO GO IN CAMERA

It was moved by Shannon Gould and seconded by Heide Bell that the Board of Governors adjourn the Mohawk College Open Portion Board of Governors' meeting at 7:04 p.m. and the Closed Portion Board of Governors' meeting will convene after a short break. Carried.
(MOTION 408.O.11)

MOHAWK

COLLEGE OF APPLIED ARTS AND TECHNOLOGY

BOARD OF GOVERNORS' MEETING
(408th Meeting)
FENNEL CAMPUS, MOHAWK COLLEGE
Wednesday, March 11, 2009

ATTENDANCE - OPEN PORTION

Board of Governors

Ty Shattuck, Acting Chair
Heide Bell
Roberta Burke
Paven Bratch
Brenda Davis
Carmen Fortino
Shannon Gould
Allan Greve
Ramon Hylton
Sharon Lax
Pat McKay
Brian Mullan
Brendan Ryan
Rob MacIsaac, President

Absent

Bryan Adamczyk
Kevin Davis
Janice Locke

Senior Management Team

Lynn Chalmers, Executive Assistant to the Board of Governors (Recording Secretary)
Joanne Echlin, Vice President, HR - Staff Services
Ronald Holgerson, Vice President, Marketing, Communications, Alumni & Government Relations
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
Lynda Morgan Murdoch, Co-ordinator, Strategic Planning Project
Bill Pitcher, Chief Development Officer
Dale Schenk, Vice President, Finance and Administration

Guests

**Sheila Botting, Cushman & Wakefield
Julian Colman, Cushman & Wakefield
Kevin Donahue, Cushman & Wakefield
Julius Gombos, Cushman & Wakefield
Peter McAlister, Cushman & Wakefield
Don Schmitt, Diamond and Schmitt Architects Inc.**

Office Administration Students:

**Alyssa Carvalho
Rebecca Garlow
Nattasha Grant
Erica Kralt
Sophia Leocadio
Rosa Mininno
Caroline Novo
Kelly Pereira
Sarah Post
Amanda Powell
Tiffany Racette
Michelle Tam**