

## **BOARD OF GOVERNORS' MEETING**

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

**C110, FENNEL CAMPUS, MOHAWK COLLEGE**

**Wednesday, September 9, 2009**

### **OPEN PORTION**

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

The Mohawk College Open Portion Board of Governors' meeting was called to order at 6:02 p.m.

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

The Chair welcomed the new Board members to their first meeting: Kamau Bernard, Nancy Fram, Bob Jones, Sam Maga, John Marinucci, Elaine Sinha and Don Wilford. All the Board members introduced themselves.

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

Item 8.4 was pulled from the consent agenda.

#### **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. Kevin Davis will declare a perceived conflict in the Closed Portion Board meeting. Bob Jones declared that he has had business dealings with the Canadian Steel Sector Council and a business relationship exists with that Council and Mohawk College (and other colleges). The Chair thanks Bob for declaring that relationship and stated that the Board would remain cognizant of that and, if necessary, it will be discussed again.

The Chair conducted the annual review of the:

- Governors' Agreement (part of B07 Governors' Code of Conduct)
- Conflict of Interest B08
- Minister's Binding Policy Directive – Conflict of Interest

All Governors were asked to sign the Governors' Agreement and return it to the recording secretary.

#### **5. BOARD CHAIR'S REMARKS**

The Board Chair commented on the following recent College events:

- Fennell Campus Renewal Ground Breaking, August 31, 2009 – Attended by Minister Ted McMeekin, MPP Sophia Aggelonitis, Councillor Terry Whitehead and Gaye Maclean, daughter of the late Harold Cummings. The President acknowledged Ronald Holgerson and his team, specifically Jay Robb and Dusty Noble, for their efforts in organizing and co-ordinating this event.
- President's Breakfast, September 2, 2009 - the President introduced the Strategic Plan to the College community.

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### **6. PRESENTATIONS/STRATEGIC DISCUSSION ITEMS**

#### **6.1 Program Quality Assurance Process Audit Report - Executive Summary**

Rosemary Knechtel, along with Kathy Verspagen, retired Director, Strategic Projects and PQAPA Project Lead, and Diane Barrafato, Acting Executive Dean, Quality and Special Projects, presented the Executive Summary of the Program Quality Assurance Process Audit Report.

The report presents the findings of the Program Quality Assurance Process Audit for Mohawk College. The on-site portion of the audit was performed during the period March 4, 5 & 6, 2009.

Executive Summary – Conclusions:

The Audit Team finds that Mohawk College has, substantially and satisfactorily, met all five PQAPA criteria.

- The College's audit process itself was extremely well organized and executed both for College staff as well as for the audit team itself.
- Participation among College staff was both deep and broad with enthusiastic participation by students, academic, support and administrative staff, governors and PAC members.
- Requests for additional, clarifying information were met promptly and with enthusiasm. It was almost always the case that the College provided information and support material that went beyond the expectations of the audit team.
- The Gap Analysis (issues that needed to be strengthened) and the Work Plans (what, who, how, when) to support them demonstrated the College's commitment to an ongoing, vibrant and future-looking approach to quality assurance at the College.
- During the course of the audit, the team identified a number of innovative measures; these are described in the Commendation section below.

Commendations:

- Centre for Teaching, Learning and Research
- Learning Excellence Project Mohawk College
- Program Review Process Chart
- Curriculum Development Team
- Mohawk-McMaster Collaborative Programs
- Gap Analysis and Work Plans

Affirmations:

Mohawk identified 15 areas, arising out of the PQAPA process that requires further work. These are described in the executive summary and the Audit Team is in agreement with the issues raised by the College and congratulates the College for identifying these issues very clearly and for developing realistic work plans to address them.

Recommendations:

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1. That the College addresses the concern expressed by students about the lack of "quiet space" in the College.
2. That the College addresses the concern expressed by students about overcrowding in the open access computer laboratories and their inability to gain access to a computer within a reasonable waiting time.
3. The Audit Team suggests that the College pursue a more aggressive implementation schedule to ensure adherence to General Education requirements without exception and also suggests that budget constraints should not be used to delay such implementation.
4. The college is encouraged to review its Advisory Committee structure to ensure that each program has an Advisory Committee with membership related to its area of expertise.

### Overall Impressions & Findings:

- "Thoroughly integrated the enhancement of program quality into all of its policies, procedures and processes."
- "Program quality appears to be at the core of its Strategic and Business Plans."
- "The College formed a "President's Council on Quality Performance" in 2005 with a mission statement of "Students are at the heart of everything we do."
- "Preparations for the PQAPA audit included the formation of a 19-member PQAPA Steering Committee and the appointment of the Director, Strategic Projects as the PQAPA Project Lead."
- "It is the opinion of the Audit Team that the methods actually employed by the College very adequately meet the standards and criteria established for program quality assurance processes in PQAPA."
- "Moreover, the College has identified a number of processes that require strengthening as part of its own "Gap" analysis and provided Work Plans to demonstrate how and within what time frame those gaps will be addressed."

The Audit Team feels that Mohawk College is comfortably at Stage IV: Organized Effort. [Stage 4 Organized effort - means that quality process initiatives begin to be planned and tracked, work methods are systematically rooted in the quality criteria, and the college has begun to develop performance metrics and norms.]

### Next Steps:

1. Executive Summary will be made public and posted on the Ontario Colleges Quality Assurance (OCQAS) website [www.ocqas.org/pqapa.html](http://www.ocqas.org/pqapa.html) and on the Mohawk College Quality website [www.mohawkcollege.ca/quality](http://www.mohawkcollege.ca/quality)
2. The College is required to provide an interim report within 18 months of the date of receiving the Final Audit Report - before December 2010 - to report on progress made on the recommendations identified by the Audit Team.
3. Continue with the activities as described in the work plans to address the gaps identified by the College during the self-study phase of the audit.

The Chair thanked Rosemary Knechtel and the members of the PQAPA Steering Committee on the excellent results of the Program Quality Assurance Process Audit.

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### **6.2 Fennell Campus Renewal Plan**

Ronald Holgerson provided an update on the Fennell Campus Renewal Plan.

Overview:

Provide postsecondary opportunity to an additional 2,000 students

- Expand capacity: total campus enrolment 9,000 full-time students
- Add 40,000 square feet of new LEED certified space
- Renew aging infrastructure: 40 year old buildings; KPI 69.7% student satisfaction
- Upgrade existing teaching areas
- Build the new Cummings Library & Learning Commons
- Address deferred maintenance/energy efficiency upgrades
- Increase campus-wide wireless capacity
- Generate employment for workers during economic downturn
- Up to \$84 million economic impact

Teaching, Learning & Research Objectives:

- Enhance learning innovation
- Grow enrolment by 2,000 students at Fennell Campus
- Enhance Canadian Institute for Non-Destructive Evaluation partnership (CINDE)
- Grow adult education enrolment by over 1,000 ConEd registrants
- Enrich Library and Learning Commons, including campus-wide wireless capacity
- Achieve consolidation of research leadership and projects
- Empower Electronic Health Records research and train health records labour force
- Investigate integrating alternative energy sources and facilitate enhanced management of the electrical grid: Hydro One partnership
- Expand research into student persistence and success

Community Building Objectives:

- Renew Golden Horseshoe Region economy
- Meet increased immediate regional student demand
- Respond to future regional labour force needs
- Meet demands of diverse socio-demographic populations
- Meet demands of future population growth: 143,147 young people under 14 years
- Meet growth in services for retiring citizens: 10% of population

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### Project Costs & Schedules:

#### Expenditures -

#### New Building:

36,000 sq ft Library and e-learning with 10 classrooms \$14.5M

#### Renovations:

A-Wing Fennell Façade, New Washrooms, Corridor Upgrades \$1.0M

C-Wing Main Street, Relocation of Student Services \$5.0M

F-Wing e-Learning area and corridor upgrades \$0.5M

E&J Wings Corridor Upgrades \$1.0M

I-Wing Boardroom & Classroom Renovations \$0.5M

Total Renovations \$8.0M

#### Site Improvements:

New Plaza and pedestrian connections, wayfinding \$2.75M

Storm Water Management Back Flow system \$0.75M

Contingency 15% on Costs \$4.0M

Total Budget \$30.0M

#### Future Opportunities:

Additional Renovations \$10.0M

#### Revenues:

Government of Ontario \$20.0M

Achieved Fundraising \$4.0M Cummings Library & Learning Commons  
\$0.5M Insurance Centre of Excellence

Future Fundraising \$5.5M

TOTAL \$30.0M

Additional Opportunities \$10.0M

#### Summary:

- Stimulate and realign the national and provincial economies
- Economic Impact: \$84 million
- Support Greater Golden Horseshoe growth through re-training
- Contribute to Action Plan on Climate Change
- Facilitate future transportation opportunities
- Achieve up to 70% participation in postsecondary education
- Strengthen health, e-health and information communications technology
- Encourage entrepreneurial activity by Canadians and newcomers to Canada
- Grow by 2,000 students to over 9,000 students at Fennell

## **7. ITEMS FOR CONSIDERATION**

### **7.1 College Funding Formula – Update**

David Graham presented the report on the College Funding Formula.

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The new framework increases base funding predictability and stability while providing funding for growth through the implementation of a core funding envelope that provides consistent per-student funding for base levels of enrolment and a separate envelope that funds enrolment growth above base levels. The framework is a positive step in funding colleges and implementation results in a \$250K positive budget variance for Mohawk. However, and unfortunately, the framework continues to omit provisions for funding college/university collaborative activity which comprises a significant portion of Mohawk's student base.

Funding Formula Calculation: Mohawk College 2009-2010 Allocation

- Base Reference year (BRY)
  - Equals to 3 year average of activity for year
  - $$\frac{(2005/06 + 2006/07 + 2007/08)}{3}$$
  - = 12,508.3 Weighted Funding Units (WFU)
  
- Base Grant
  - Equal to 3 year moving average, 2 year slip multiplied by base funding unit value (\$4,358)
  - $$\frac{(2005/06 + 2006/07 + 2007/08)}{3} \times \$4358$$
  - = \$54.5M
  
- Growth Funding
  - Equal to 3 year average, 1 year slip – BRY WFU
  - $$\frac{(2006/07 + 2007/08 + 2008/09)}{3} - 12,508.3$$
  - = 12,722.9 WFU – 12,508.3
  - = 214.6 WFU
  - To calculate growth funding, multiply growth WFU by unit value for growth (assumed to be \$4,358 should system not grow in excess of plan)
  - = 214.6 X \$4,358
  - = \$935K

In answer to a question regarding the memorandums of agreement with McMaster University relative to our joint programs, Cheryl Jensen stated that staff are working with McMaster to develop an umbrella MOA in an effort to maximum their effectiveness.

### **7.2 Budget Directions – Fiscal 2010/2011**

David Graham presented the Budget Directions report for Fiscal 2010/2011.

The 2010 – 2011 fiscal year represents a significant financial challenge for Mohawk College especially given that we are starting from a projected deficit position in 2009 - 2010. Despite that challenge, staff are committed to presenting a balanced 2010 – 2011 Financial Plan.

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Historically, salaries constitute the college's largest expenditure category, representing approximately 70% of expenditures in fiscal 2008 – 2009. The large majority of salaries are governed by collective agreements and are expected, all things held equal, to increase at the historical rate of approximately 5 – 6% year over year.

### **Salaries and Fringe Benefits (\$M)**

<b>2007 - 2008</b>	<b>2008 - 2009</b>	<b>2009 - 2010</b>	<b>2010 - 2011</b>
<b>Actual</b>	<b>Actual</b>	<b>Forecasted</b>	<b>Forecasted</b>
\$ 95	\$ 102	\$ 107	\$ 112

Preliminary analysis of the future economic climate predicts inflation in the 1.5 – 2.0% range. Staff are currently working on detailed assumptions for cost escalation related to college specific, non-salary expenditures.

Based on forecasted trends in revenues and expenses, the preliminary challenge for the coming plan will be in the neighbourhood of \$7.0 – 10.0M with the spread being driven by currently unknown factors including the faculty contract settlement and part-time unionization. In order to address this gap, staff will be pursuing an array of strategies including the following:

- The Financial Plan will continue to utilize and enhance contribution margins introduced during the 2009 – 2010 planning cycle with a view to:
  - Program rationalization
  - Enhancing School's ability to maximize delivery efficiencies including scheduling and optimizing section size
- Staff will be looking at enhanced asset utilization across our entire physical plant with a view to enhancing revenues
- Increasing Mohawk's market share of post-secondary students through:
  - Aggressive recruitment activities aimed at increasing our domestic and international populations
  - A focus on enhanced, best in class retention strategies set forth in the strategic plan
  - Maximization of Ministry funding
- Implementation of 3 terms of teaching with new activity planned for Spring 2010
- Continued implementation of differentiated staffing model where appropriate

The President stated that a more detailed discussion on the budget will take place at the October 14, 2009 Board Retreat.

### **7.3 Board of Governors' Meeting Schedule**

Fran Agnew presented the proposed new Board of Governors' meeting schedule.

Currently, the Board meets monthly with the exception of July and August and recently a November

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Retreat has replaced that monthly meeting. In May 2009, the Board also met in a retreat format to finalize the new Strategic Plan.

The new meeting schedule has been developed to ensure efficiency and effectiveness of the operation of the College and capitalize on the Governors' skills and expertise while respecting their time commitment to the Board.

The following chart illustrates proposed meeting dates. This same schedule would be repeated in subsequent years. The schedule calls for one full day meeting each quarter. The timing of the meetings has been designed to provide the Board with timely quarterly financial statements. Committees meetings are scheduled in the morning, followed by a lunch break with the Board meeting to follow.

### 2009/2010 Board Meeting Schedule:

Wednesday, October 14, 2009

- Board Retreat (8:00 a.m. to 6:00 p.m.)

Wednesday, November 11, 2009

- *Governance*
- *Audit*
- *Finance & Infrastructure*
- *Program Development & Renewal*
- *Lunch*
- Board Meeting (1:30 to 5:00 p.m.)

Wednesday, February 10, 2010

- *Audit*
- *Finance & Infrastructure*
- *Program Development & Renewal*
- *Lunch*
- Board Meeting (1:30 to 5:00 p.m.)

Wednesday, May 12, 2010

- Board Retreat (8:00 a.m. to 6:00 p.m.)

Wednesday, June 9, 2010

- *Governance*
- *Joint Audit/Finance & Infrastructure*
- *Lunch*
- Board Meeting & Annual General Meeting (1:30 to 5:00 p.m.)

Wednesday, September 8, 2010

- *Governance*

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- *Audit*
- *Finance & Infrastructure*
- *Lunch*
- Board Meeting (1:30 to 5:00 p.m.)

Wednesday, October 13, 2010

- Board Retreat (8:00 a.m. to 6:00 p.m.)

Wednesday, November 10, 2010

- *Governance*
- *Audit*
- *Finance & Infrastructure*
- *Program Development & Renewal*
- *Lunch*
- Board Meeting (1:30 to 5:00 p.m.)

It was moved by Shannon Gould and seconded by Carmen Fortino that the Board of Governors approve the Board meeting schedule for 2009/2010. Carried. **(MOTION 412.O.7.2)**

### **8. CONSENT AGENDA**

It was moved by Heide Bell and seconded by Shannon Gould that the Board of Governors approve the following Consent Agenda items:

- 8.1 Minutes of the 411<sup>th</sup> Open Portion Board of Governors' Meeting (June 10/09)
- 8.2 Performance Report
- 8.3 President's Report & Cornerstones
- 8.5 Board Statutory Liability Report as of June 30, 2009
- 8.6 Mohawk College Signing Officers
- 8.7 Accounting Program Advisory Committee & Marketing Program Advisory Committee
- 8.8 Colleges Ontario Information Items

Carried. **(MOTION 412.O.8)**

### **8.4 Quarterly Reports from the Vice Presidents**

The President advised that the Vice Presidents will be providing quarterly reports to the Board

Cheryl Jensen answered questions regarding the optimization of teaching resources and the implementation of the new College grading and promotion policy. Cheryl will provide the Board with simulation data showing the effect of the new academic grading and promotion policy on student progression.

It was moved by Don Wilford and seconded by Elaine Sinha that the Board of Governors accept the Quarterly Reports from the Vice Presidents. Carried. **(MOTION 412.O.8.4)**

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**9. INFORMATION ITEMS**

Information items 9.1 and 9.2 were provided for information.

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

**9.2 Media Reports**

**10. UPCOMING MEETINGS**

- Fall Convocations: Friday, October 23, 2009 at 2:00 p.m. and 7:00 p.m. (Continuing Education), McIntyre Theatre, Fennell Campus

**NEXT BOARD OF GOVERNORS' MEETING**

**Wednesday, November 11, 2009, 6:00 p.m.**

**Fennell Campus, Mohawk College, C110**

**11. ADJOURNMENT/MOTION TO GO IN CAMERA**

It was moved by Bob Jones and seconded by Kamau Bernard that the Board of Governors adjourn the Mohawk College Open Portion Board of Governors' meeting at 7:41 p.m. and, after a short break, reconvene for the Closed Portion Board of Governors' meeting. Carried. **(MOTION 412.O.11)**

# MOHAWK

COLLEGE OF APPLIED ARTS AND TECHNOLOGY

**BOARD OF GOVERNORS' MEETING**  
**(412<sup>th</sup> Meeting)**  
**FENNEL CAMPUS, MOHAWK COLLEGE**  
**Wednesday, September 9, 2009**

**ATTENDANCE - OPEN PORTION**

**Board of Governors**

**Ty Shattuck, Chair**  
**Pat McKay, Vice Chair**  
**Heide Bell**  
**Kamau Bernard**  
**Kevin Davis**  
**Carmen Fortino**  
**Nancy Fram (by phone)**  
**Shannon Gould**  
**Robert Jones**  
**Sam Maga**  
**John Marinucci**  
**Elaine Sinha**  
**Donald Wilford**  
**Rob MacIsaac, President**

**Absent**

**Paven Bratch**  
**Janice Locke**  
**Brian Mullan**

**Mohawk Executive Group**

**Fran Agnew, Director, Strategic Planning & Community Liaison**  
**Ron Baskin, Chief Building & Facilities Officer**  
**Joanne Echlin, Chief Human Resources Officer**  
**Bob Carrington, Interim Vice President, Corporate Services**  
**Lynn Chalmers, Executive Assistant to the Board of Governors (Recording Secretary)**  
**David Graham, Chief Financial Officer**  
**Ronald Holgerson, Vice President, Advancement & Public Affairs**  
**Cheryl Jensen, Vice President, Academic**  
**Rick Kawai, Chief Information Officer**  
**Rosemary Knechtel, Vice President, Student Services**  
**Maureen Monaghan, Executive Assistant to the President**

**Guests**

**Paul Armstrong**  
**Diane Barrafato**  
**John Guilfoyle**  
**Ron Taylor**  
**Kathy Verspagen**