



**MOHAWK**  
COLLEGE OF APPLIED ARTS AND TECHNOLOGY  
OFFICE OF THE PRESIDENT

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Dear Colleagues:

As I look back on the past academic year at Mohawk College, there are many, many things to celebrate. The purpose of this memo is to do just that, to celebrate success, and also to update you on our priorities for the year ahead and outline information about people and resources that will enable us to move forward.

### **Reflections on Our Past Year**

Most noteworthy for me this last year is the fact that Mohawk improved all five Key Performance Indicator (KPI) results. This achievement, coupled with our increase in student satisfaction the previous year, demonstrates the strong impact of your collective efforts regarding the quality of instruction and programs, recruitment, admissions, student engagement, student support services, and learning support services, as well as the many benefits arising from great partnerships with the Mohawk Students' Association, Mohawk College Association of Continuing Education Students, our Program Advisory Committees and regional business and industry. If you haven't had a chance to check out our KPI results, you can find them at [www.mohawkcollege.ca/ctrl/research/kpi.html](http://www.mohawkcollege.ca/ctrl/research/kpi.html).

Our investments in facilities over the past couple of years are starting to add appreciated value for our students, especially improvements to classrooms and student meeting areas. In 2006-07 we invested in technology in another 15 classrooms and improved 36 staff workstations, and we will continue making investments annually. We are well on our way to realizing our \$19.45 million investment in enhancing skills and apprenticeship training with the transformation of Stoney Creek into the Mohawk STARRT Institute. To date, we've raised \$8.67 million from Ontario and Hamilton, and more than \$2.2 million from Dofasco, the Marshall Family, and Marshall Truck and Trailer Repair, and we have \$4.5 million committed from our reserves, with \$4 million yet to raise. Our recently released Mohawk Brantford Revitalization Plan has been well received internally and by the community. Work is already underway to analyze our space and resources so we can move forward with plans on the proposed Public Safety & Security and Advanced Graphic Design Manufacturing Centres of Excellence.

Last month the Board approved our 2006-07 Annual Report and recommended you all receive a copy, to come shortly. The reason, quite simply, is the measure of our KPI's in that report. ***It is the collective efforts of the entire institution that make a difference.*** From your friendly hellos, to the high standards of our assessments, to our commitment

to enabling students to reach those standards, to our learning resources and more, through which we collectively define our ability to achieve our vision of *learning, leadership and citizenship*.

So I am back to student satisfaction, graduate satisfaction, graduate employment rate, graduation rate, and employer satisfaction and I want to ***congratulate you all*** for the commitment, strategic change, pride in your work and the big and not so big things you do every day. If you wonder about your impact, come to our Health Sciences Convocation with McMaster on June 7<sup>th</sup>, or one of seven convocations Wednesday to Friday, June 20 to 22 to see your work in action, celebrated by our graduates and their proud families and friends. Folks, all your efforts count!

### **Looking forward**

As you may know, we have begun the process of developing our 2008 – 2011 Strategic Plan. *Vision Like a Hawk* focused on quality, and although we will naturally continue with our journey to achieve the best quality, our challenge over the next six months will be to define ***what distinguishes Mohawk College***. We will involve all staff in the consultation process for our next strategic plan, beginning in August – watch for more details as the process unfolds.

In addition to strategic planning, I believe another top priority has to be student retention. I am sure you understand that retention is so much more than passing students. I trust you will agree that retention means having the right student in the right program with the right professor and services at the right time, who then graduates to the right career -- easy to say, not so easy to do. Nevertheless, we owe it to our students! And, we must all work towards increasing our graduation rate, the mark of success in retention, an important factor in the overall success of Strategic Enrolment Management.

Of enormous help will be Mohawk's participation in a Canada Millennium Scholarship Foundation and Government of Ontario funded research project for two years, a project that focuses on student retention in two-year programs at three Ontario colleges: Mohawk, Seneca and Confederation. Students will benefit from assistance in areas such as career clarification, communications, tutoring, peer mentoring and support for learning. Over 1,000 students will participate, and qualitative and quantitative data collected will help define the impact of various interventions on student transitions to college and on overall college retention. This information will result in data shared with Colleges Ontario and our colleagues in the college system. The project includes establishment of revitalized learner support services, including peer tutoring and peer mentoring. To further support retention, we must also continue our ongoing efforts to improve student success, including increased focus on student orientation, student engagement, the FIT Survey, new academic policies and procedures, and our Student Success Advisors. And, colleagues all, I welcome any new ideas that can prove vital to improving retention.

These first two priorities embrace our vision and students; and our third priority embraces our staff. Indeed, increasing staff effectiveness and satisfaction is key to achieving all

other priorities. While we have made progress in some areas that are important to staff, we will remain very focused on this in 2007-08 by establishing a Staff Council on Institutional Effectiveness and Satisfaction. The Council will look at how best to implement change and take concerted action based on feedback from our Staff Survey about improving our work, communications, and recognition processes. The Council will be staffed for one year by temporary assignments for administrative, academic and support staff, and include representatives from all three cohorts, necessary given our interdependencies and our need to move forward collaboratively. I will Co-Chair the Council with Paul Armstrong from HR Staff Services. Kathy Hayes will lead a team aligned to the Council, working with Co-Chair Paul Armstrong and Sheila Walsh. A review of the Council will be undertaken after 12 months. Council members will represent all campuses and stakeholder groups, with membership determined in June.

Our fourth priority for the upcoming year is facility improvements and in addition to the Mohawk STARRT Institute, we have approved several renovation projects for the summer of 2007 thanks in part to Government of Ontario one-time capital funding. The projects include heating, air conditioning and roofing renewal from our deferred maintenance list, storm water management improvements, additional technology for classrooms and labs, and new HD Television equipment for Mohawk's Television and Communications Media Broadcasting program. In addition, at all campuses we will invest in enhanced security measures and emergency protection equipment to further ensure a safe and secure learning environment. Once new equipment is installed, we will implement emergency procedures "live rehearsals" so that students and staff are fully familiar with appropriate responses to various types of emergencies, including building and campus lock-downs and evacuations.

Our forthcoming *2007-08 Business Plan*, to be presented to the Board of Governors in June and to the Government of Ontario in July, will highlight many more goals and projects, but these four priorities remain vividly at the forefront. I am counting on all of you to provide input and to work collaboratively to articulate our new strategic plan, improve retention, enhance staff effectiveness and satisfaction, and renew our campuses.

### **Staff Resources**

In order to accomplish our priorities, particularly given the departure of valued staff who have accepted the Early Retirement Incentive, we must re-align our work. The following summarizes changes in structure and reporting relationships designed to help us move forward. The transition to new positions will be completed between now and the end of August at the latest. Note that all asterisked\* positions will be posted ASAP.

#### **1. Academic**

- Continuing Education will report to Rosemary Knechtel, Vice President, Academic;
- Brantford Campus will be led by an Executive Dean\*, who will report to Rosemary, assisted by an Associate Dean\* and the Campus Manager;
- The Mohawk Job Centre (formally known as the Centre for Graduate and Student Employment and Cooperative Education) and our Access staff will join together

- under the leadership of Jim Vanderveken, as Director, Job Centre & Access Programs, reporting to Cheryl Jensen, Vice President, Technology, Apprenticeship, and Corporate Training; and
- Corporate Training will continue to report to Cheryl, through a redefined leadership position\*.

## **2. Students Access and Success**

- Gene Stodolak will divide his time over the next year to developing Immigrant Services, reporting to Catherine Drea, Vice President Students, Access and Success, and to fundraising in Development with Ronald Holgerson;
- Michelle Harkness will become Director, Athletics and Ancillary Services, heading up planning for new student athletic facilities, reporting to Catherine;
- Joanne Westerby, her teams in the Library, and the Centre for Teaching, Learning and Research will now report to Catherine;
- Rick Anderson will become Acting Registrar, and, along with staff in International Education (working as a self-directed team for one year), Financial Aid, Prior Learning Assessment and Institutional Research, will report to Barry Hemmerling, Associate Vice President, Strategic Enrolment Management, reporting to Catherine;
- Aboriginal Education and Services will work as a self-directed team for one year, reporting to Catherine, with John Roberts released part-time for academic programming, new programs and aboriginal partnership development; and
- One additional administration\* position will be posted to replace two retirements in the Office of the Registrar responsible for admissions, records, scheduling and convocation.

## **3. Information Technology**

- Rob McInnis and his team will focus on student information systems, reporting to Rick Kawai, Chief Information Officer. A new, detailed plan to move IT forward is in the process of being finalized, which will lead to additional work realignment and a new supporting organizational structure.

## **4. Marketing, Communications, Alumni & Development**

- Ronald Holgerson, Vice President, will add Government Relations to his responsibilities;
- Jay Robb will become Manager, Media Relations, adding Internal Communications and Special Events;
- Marilyn Gris will become Manager, Student Recruitment and Online Communications, adding recruitment, increased electronic communications, and electronic inquiry management to her web responsibilities;
- A new position\* will be posted for a Manager, Advertising, Publications and Information Services;
- A new leadership position\* will be created for Development, to be filled by the end of the summer, with all staff reporting to Ronald in the interim;
- Linda Marshall, in her role as Director, Special Projects will assist with fundraising for major bursary gifts and the STARRT Institute.

## **Changes in Our Resources**

In June, we will be taking our 2007-08 Budget to the Board of Governors. Although I have participated in many difficult budgets over the past 12 years, I can say this has been among the toughest.

You might ask, what is driving our challenges? Well, we were all buoyant after Bob Rae tabled the Higher Education report, with its recommendations for increased funding for colleges. In actual fact, we did receive new funding for the first time in many years from Ontario, and we had great hopes that increased Reaching Higher funding would continue. We made initial strategic investments in staffing, however Ontario's funding has not subsequently kept pace with staffing costs (unlike colleges in western Canada), and we therefore looked at doing work differently. In summary, the three drivers of our budget are human resources, academic and service innovations, and campus expansion and renewal capital.

With enrolment projected to grow from 10,750 FTE's in 2002-03 to 11,038 in 2007-08, an increase of 2.7 percent over five years within a growth-driven government funding formula for colleges, creates a challenge at Mohawk to align budget, work and structure. As a partial solution we developed the Early Retirement Incentive offer. This strategy prevented substantive staff layoffs – something to be significantly valued – and allowed us to re-focus staffing resources on priorities for growing programs and services. Much work has gone into ensuring faculty work is focused on students rather than support and administration. I cannot stress enough how important quality programs and new programs are to maintaining and even more importantly, growing our staff compliment. As new programs are launched in future years, we plan to add staff thanks to associated new tuition and grant revenues.

A second driver of our budget is our need for investment in academic and service innovation. To that end, in addition to the capital focused on facility renewal, over \$1.5 million will be invested in academic capital, with another \$1.0 million on IT for teaching, learning and enhanced services. This September we are launching five new programs and three new streams:

- Media Arts & Entertainment,
- Packaging Maintenance – Process and Techniques, Business Financial Services,
- Power Engineer Techniques – 3<sup>rd</sup> Class,
- Quality Engineering Technician – Non Destructive Evaluation,
- Instrumentation Technician for Apprenticeship,
- Biotechnology Technician – Health, and a new Bachelor of Science Nursing stream.

The new Staff Council on Institutional Effectiveness and Satisfaction, ongoing program review efforts related to the Ontario Program Quality Assurance Process Audit (PQAPA), enhanced policies and procedures, and our innovative Strategic Enrolment Management Plan will also contribute to improving Academic Excellence.

Today, I am particularly pleased to announce the establishment of a new Mohawk Innovation Fund. We have set aside \$20,000 for each of our postsecondary Associate

Deans, allocated for strategic investments to be determined in consultation with their teams specifically for the purpose of enhancing teaching and learning. In addition, there will be \$25,000 for Continuing Education collectively, and another \$100,000 has been set aside for college departments to submit proposals for projects of up to \$10,000, to be selected by the Senior Leadership Team.

The third major driver of our budget is our need for capital. Ontario recently provided us with significant monies (yet to be announced publically) in one-time-only funding through a College Facilities Improvement Program (CFIP), monies that must be spent this fiscal year and only on infrastructure, not for equipment. Although, no funds were given for significantly needed academic capital, we have stayed vigilant on the need to invest in classroom and academic capital, information technology, learning resources and facilities renewal.

### **More To Come**

There are several things still ‘in the works’ regarding the overall picture I am providing today. For example, we need to become much more competitive in the development of strong partnerships with business and industry, and we are currently reviewing prospects for moving forward, examining the best options for maximum return on investment. I remain committed to the priorities relative to applied research and commercialization, examining revenue generation potential through industry research partnerships and perhaps acquisition of patents, and will continue to look to replacing the role begun by Peter Dietsche as Vice President. Considering some of the changes above, you will need no prompting to assume that there are office moves associated with new responsibilities and new opportunities for maximum space productivity. And, there are additional details to be provided at Divisional Meetings that I have requested the Vice Presidents to host between now and the end of June. Stay tuned!

As we prepare for the 2007-2008 Academic Year, which will begin with an engaging student orientation, followed by our 40<sup>th</sup> Anniversary Celebrations, I want to re-emphasize how important your contributions are to our success demonstrated by the professional development opportunities offered by our Centre for Teaching, Learning and Research, which have been exemplary this year. I encourage you to register for remaining workshops at [www.mohawkcollege.ca/ctlr](http://www.mohawkcollege.ca/ctlr), which will culminate on Wednesday June 13<sup>th</sup> with a Student Success Day followed by a Board of Governors BBQ. I hope to see you there!

Folks, my door remains open, and I invite you to let me and my Senior Leadership Team colleagues know what else you think we might do to make Mohawk simply the best college in the system, and the nation. I look forward to welcoming you all back at our four President’s Breakfasts planned, one for each campus, the last week of August – details to come! Enjoy the months ahead!



MaryLynn West-Moynes  
President