

**BOARD OF GOVERNORS' MEETING**  
**(399<sup>th</sup> Meeting)**  
**BRANTFORD CAMPUS, MOHAWK COLLEGE**  
**Wednesday, April 9, 2008**

**OPEN PORTION**

<b>1.</b>	<b>CALL TO ORDER</b> The Mohawk College Open Portion Board of Governors' meeting was called to order at 5:59 p.m.
<b>2.</b>	<b>INTRODUCTION OF NEW GUESTS</b> No new guests attended the meeting.
<b>3.</b>	<b>ADDITIONS/DELETIONS TO THE AGENDA</b> No items were added to or deleted from the agenda.
<b>4.</b>	<b>CONFLICT OF INTEREST DECLARATIONS</b> 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.
<b>5.</b>	<b>APPROVAL OF THE PREVIOUS MINUTES</b>
<b>5.1</b>	<b>Minutes of the 398<sup>th</sup> Open Portion Board Meeting (March 12, 2008)</b> It was moved by Brendan Ryan and seconded by Brenda Davis that the Board of Governors approve the minutes of the 398 <sup>th</sup> Open Portion Board meeting of March 12, 2008. Carried. <b>(MOTION 399.O.5.1)</b>
<b>5.2</b>	<b>Board Action Items/Follow-Up</b> Future Board Agendas: <ul style="list-style-type: none"><li>▪ PQAPA Audit Process Report (Fall 2008)</li></ul>
<b>6.</b>	<b>BOARD COMMITTEE REPORTS</b>

## **OPEN PORTION**

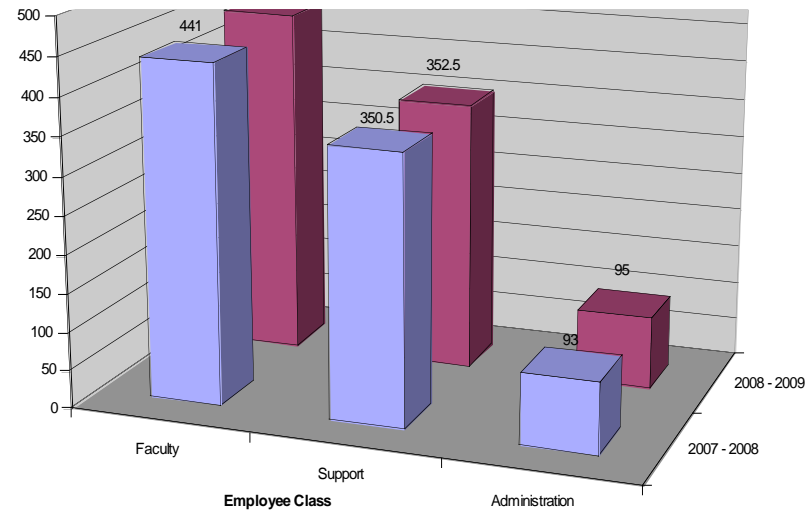
**6.1**     **Finance Committee, March 28, 2008**  
The Finance Committee minutes of March 28, 2008 were provided for information.

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

- 7.1**     **7.1.1 2008-2009 Financial Plan**  
David Graham presented the 2008-2009 Financial Plan.
- Ministry Funding – 50% of Revenue Base
    - Primary funding is through the General Purpose Operating Grant (GPOG) - Strictly Post-Secondary Activity
    - Basic GPOG grows at approximately 0.1% - fixed amount
      - GPOG – Other Grants – grows at approximately 5%
        - system rewards growth
      - Weighted Average of Growth – 1%
      - Strategic Enrolment Management key to maximizing GPOG Revenue – Mohawk has been successful at managing enrolment
  - Ministry Funding
    - Apprenticeship Revenue 6% of Revenue Base:
      - Two parts
        - Apprenticeship Purchase Plan – Ministry agrees to minimum funding for a level of activity
        - Apprentice Seat Fee – akin to Tuition
      - Purchase Plan is negotiated yearly – STARRT allows Mohawk to increase seat plan and increase apprenticeship revenue
  - Other Revenue
    - Tuition – 26% of Revenue Base
      - Ministry guidelines outlining rate of increase
      - Maximum increase is 5% overall
    - Contract Training – 5% of Revenue Base
      - Corporate Contracts (i.e. Dofasco, General Motors), Business Training
    - Ancillary Income – 9% of Revenue Base
      - Bookstore, Parking, Food etc.

## OPEN PORTION

- Salary Costs – 64% of operating costs
  - Salaries continue to escalate at approximately 8%
  - Benefits are budgeted at 20% for full-time and 10% for part-time
  - This continues to be the largest cost for the College
- Non-Labour Expense
  - 4% decline over 2007-2008 is misleading
  - Results from a realignment as part of the new budgeting process



	Faculty	Support	Administration
2007 - 2008	441	350.5	93
2008 - 2009	455	352.5	95

■ 2007 - 2008    ■ 2008 - 2009

## OPEN PORTION

### Highlights of 2008-2009 Financial Plan

- Change in Process
  - Historical:
    - Expense budget planned at the macro level
    - Allocations calculated and implemented at the Sr. Lead Level
    - Expenses broken down to account level or left as unallocated
  - 2008 – 2009 Financial Plan:
    - Expense budget planned at the micro level (account level)
    - Account level expenses rolled to Corporate Totals
    - All budget holders committed to human resources, activity and participated in setting the non-labour budget

### Summary of Operating Statement

Description	2007/08 Financial Plan	2008/09 Financial Plan	Year-over-Year Change	
			\$	%
<b>REVENUE</b>				
Grant Revenue	71,402,064	71,481,189	79,125	0%
Other Revenue	68,464,476	72,428,827	3,964,351	6%
<b>TOTAL BUDGETED REVENUE</b>	<b>139,866,540</b>	<b>143,910,016</b>	<b>4,043,476</b>	<b>3%</b>
Salaries and Benefits	87,245,269	94,557,270	7,312,001	8%
Non-Salary Budget	52,621,271	50,634,213	(1,987,058)	-4%
<b>TOTAL BUDGETED EXPENSE</b>	<b>139,866,540</b>	<b>145,191,483</b>	<b>5,324,943</b>	<b>4%</b>
<b>Surplus/(Deficit) from Operations</b>	<b>-</b>	<b>(1,281,467)</b>	<b>(1,281,467)</b>	
<b>Board Reserves - March 31/08 Yr End Operating Funding</b>		<b>1,281,467</b>	<b>1,281,467</b>	
<b>Variance</b>		<b>-</b>	<b>-</b>	

## **OPEN PORTION**

### **Risk and Risk Mitigation**

- Aggressive Growth
  - Mohawk has planned growth in new programs and through expansion of existing popular programs
    - Expansion is planned for the Brantford campus
  - Applications are being closely monitored
  - Growth was staffed with part-time faculty costs
    - If enrolment doesn't materialize, staffing can be adjusted
  - Enrolment Contingency planned
- Internal Control
  - Enrolment, Human Resources and Financial Activity have been aligned
  - This enables Mohawk to closely monitor revenues and expenses in relation to enrolment plan
    - Early indicator of how we expect to perform
    - Allows for early Management intervention
    - Additional Staff will be added as enrolment materializes
  - Financial Activity Planned at the Org/Account level
    - Allows for early detection of deviations from plan
- Support Contract
  - Budget incorporates 3% step progression and 4% grid movement
  - Settlement in excess of this would result in a negative financial impact

**OPEN PORTION**

**Capital Schedule**

<b>Project/Funding Source*</b>	<b>Source</b>	<b>Use</b>	<b>Variance</b>	
CRP	3,500,000	3,500,000	-	
MERF	2,100,000	2,100,000	-	
STARRT	8,653,086	14,353,086	(5,700,000)	
<b>Funding Short-fall</b>	<b>14,253,086</b>	<b>19,953,086</b>	<b>(5,700,000)</b>	
<b>Funded through Board Reserves</b>				
Internally Restricted BOG Reserves			3,300,000	
Internally Restricted BOG Reserves - Bridge Financing			2,000,000	Fundraising to be achieved
Internally Restricted BOG Reserves - Additional Bridge Financing			400,000	Dofasco Future Pledge
<b>Long-term Debt Requirement</b>			<b>0</b>	

\* The capital use for the projects totalling \$369,800 representing the principal portion for 349 Leaside and Wentworth will be funded as part of the \$14.25M sources.

## OPEN PORTION

### Combined Operating and Capital

<b>Revenue:</b>		
Operating	143,910,016	As per Operating Statement
Capital	14,253,086	As per Capital Schedule
<b>Total Revenue</b>	<b>158,163,102</b>	
<b>Expense:</b>		
Operating	145,191,483	As per Operating Statement
Capitals	19,953,086	As per Capital Schedule
<b>Total Expense</b>	<b>165,144,569</b>	
<b>Revenue over Expense</b>	<b>(6,981,467)</b>	
Funded Through		
Board Reserves - STARRT	5,700,000	
Board Reserves - March 31/08 Yr End Operating Funding	1,281,467	
<b>Variance</b>	<b>0</b>	

In answer to a question from Ty Shattuck, it was stated that the budget planning is now based on the full chart of accounts.

The President stated that a group is currently working with the government to change the funding model for colleges.

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In response to a question, David Graham explained the process for account allocation.

### Comments:

- We want to get out of being funded by increasing the number of students we serve which discounts our dollars.
- Applications are showing growth in the mature student category.
- Initiative of the Ontario budget is funding for 2 years for people needing training for a second career. This funding could support an additional 20,000 registrants in the system.
- Aggressive enrolment plan that creates stress combined with the use of part time faculty increases stress because full time faculty must mentor them.

It was moved by Pat McKay and seconded by Heide Bell that the Board of Governors approve the 2008-2009 Financial Plan. Carried.  
**(MOTION 399.O.7.1.1)**

### **7.1.2. Energy Efficiency Capital Project**

It was moved by Pat McKay and seconded by Roberta Burke that the Board of Governors approves seeking approval from the Minister of Finance pursuant to Section 28 of the Financial Administration Act for long-term borrowing to financially support the proposed Energy Upgrade Capital program. Carried. **(MOTION 399.O.7.1.2)**

Dale Schenk stated that the majority of the upgrades will form the basis for the Fennell Campus renovations.

### **7.1.3 Fennell Campus Temporary Structure**

It was moved by Pat McKay and seconded by Sharon Lax that the Board of Governors approve the purchase, installation and furnishing of a temporary modular building at the Fennell Campus to facilitate a need for space due to growth and required renovations. Carried.  
**(MOTION 399.O.7.1.3)**

The President stated that she would prefer not to do these renovations but we are not in a position to make a decision with respect to relocating, etc. and there is no space at the Fennell Campus to relocate offices while renovations are taking place.



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Debra Veldstra stated that students will have difficulty understanding that the College is spending money on renovations and not addressing their concerns regarding updating the library and adding fitness facilities. The President stated that meetings have taken place with the MSA to explain the reasons for the renovations and she agreed that continuing communication to students on this matter is important.

It was noted that the office furniture needed for the temporary structure will be used in the newly renovated space.

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

There were no strategic/discussion items to discuss.

### **9. PERFORMANCE REPORT**

The February 2008 month end financial report was provided for information.

### **10. PRESIDENT'S REPORT**

#### **10.1 President's Report**

The President's Report was provided for information. The report will now contain copies of the College's bi-weekly Cornerstones' publication.

#### **10.2 Burlington Economic Development Commission Board Appointment**

Cheryl Jensen, Vice President, Technology, Apprenticeship & Corporate Training, has been appointed to the Burlington Economic Development Commission Board of Directors to replace the President. The President has been appointed to the Hamilton Economic Development Commission Board.

#### **10.3 Canadian Medical Association Accreditation: Official Accreditation Status**

Diane Barrafato, Associate Dean, Medical Radiation & Rehabilitation Sciences, made a presentation to the Board on the Canadian Medical Association Accreditation of the Mohawk-McMaster Medical Radiation Sciences Program. The conjoint accreditation is a process designed to ensure national standards for educational programs in designated health sciences professions, thereby contributing to the competency of graduates and the quality of patient care in Canada. On March 14, 2008, the CMA awarded the program a 2-Year Accreditation in all specializations. A further report is to be submitted on December 31, 2008 to the CMA documenting program improvements resulting from its program evaluation process in all specializations. If this report is satisfactory to the accreditation team, the

## **OPEN PORTION**

accreditations will be upgraded to a 6 Year Accreditation in all specializations.

### **10.4 Partnerships: L3 Wescam**

The President reported that a partnership agreement will be signed between the College and L3 Wescam on Friday, April 11, 2008. The foundation of the partnership currently rests on leadership training – both at the introductory level and additionally on the Bachelor of Technology leadership courses, common to every BTech offered throughout the collaborative Mohawk - McMaster programs. The leadership courses, slightly customized to the needs of Wescam, are being offered on site. Employees wishing to continue to pursue a Bachelor of Technology program will receive credit for the courses already taken through this initiative.

### **Storeimage**

A partnership agreement will be signed with Storeimage on April 17, 2008. Mohawk will provide the Brantford-based company with workforce training, applied research and job-ready College graduates. In return, Storeimage will help students graduate to success by donating equipment, offering co-operative education work terms, investing in financial need bursaries and merit based scholarships and serving on program advisory committees.

### **10.5 2007-2008 KPI Results**

Each year the Ontario College system surveys students, graduates and employers to measure satisfaction and activity by individual college and the entire system. Mohawk's 2007-08 KPI results demonstrate that compared to last year, we have improved percentage point results relative to Employer Satisfaction (+0.5 to 93.3%), Graduate Satisfaction (+0.2 to 82.7%), and Graduation Rate (+2.9 to 60.3%). There have been percentage point declines for Graduate Employment (-1.2 to 91.3%) and Student Satisfaction (-2.1 to 76.3%).

A four-year trend comparison to 2004-05 demonstrates increases in all major KPI survey categories, including a +8.4 increase in Student Satisfaction. We continue to benchmark in the middle third for large colleges. Compared to the Ontario system when trended over four years, Mohawk after only St. Clair enjoys the highest improvement in Student Satisfaction results.

A preliminary analysis of data indicates the following:

- programs at the IAHS and Brantford had the highest KPI Student Satisfaction levels at 83.4 percent and 78.2 percent, compared to Fennell at 75.4 percent
- programs at the Stoney Creek Campus had the lowest KPI Student Satisfaction level at 70.1 percent, a decline of -7.2 percentage

## **OPEN PORTION**

- points. With the majority of construction complete, new facilities for fall and focused effort by staff this can be fixed for 2008
- a need to invest in greater efforts to generate maximum survey participation by students, graduates and employers
  - an opportunity to work with fifteen programs for which Student Satisfaction is within 3 percentage points of the provincial average of 77.9 percent, which would help our results overall
  - a need for a more comprehensive review of the bottom twenty programs, with consideration given to discontinuing programs unable to turn around performance
  - a need to further invest in facility and service improvements

The data will be further analysed and will be used to inform the priorities identified for our business plan to be tabled at the Board of Governors in June, 2008. The following tables summarize Student Satisfaction results and provide comparative analysis of Mohawk relative to the Ontario Colleges system:

**OPEN PORTION**

**Student Satisfaction KPI: Rest of College vs Stoney Creek, 2004-2008  
(Very Satisfied / Satisfied)**

		2004/05	2005/06	2006/07	2007/08	2 yr Cumulative Variance (2007/08 vs 2006/07)	MYAA* 3 yr Cumulative Variance (2007/08 vs 2005/06)	4 yr Cumulative Variance (2007/08 vs 2004/05)
<b>Student Satisfaction Rate</b>	<i>Rest of Mohawk College</i>	68.0%	77.0%	78.5%	76.7%	-1.8	-0.3	8.7
	<i>Stoney Creek Campus</i>	67.8%	64.8%	77.3%	70.1%	-7.2	5.3	2.3
	<i>Mohawk College Total</i>	67.9%	76.3%	78.4%	76.3%	-2.1	0.0	8.4
	<i>Provincial Total</i>	76.3%	77.8%	77.4%	77.9%	0.5	0.1	1.6
<b>Q14 Knowledge and Skills for Future Career</b>	<i>Rest of Mohawk College</i>	80.0%	85.8%	88.7%	86.4%	-2.3	0.6	6.4
	<i>Stoney Creek Campus</i>	84.0%	80.6%	87.8%	85.0%	-2.8	4.4	1.0
	<i>Mohawk College Total</i>	80.2%	85.5%	88.7%	86.3%	-2.4	0.8	6.1
	<i>Provincial Total</i>	86.3%	87.3%	87.2%	87.5%	0.3	0.2	1.2
<b>Q26 Learning Experiences - Program Quality</b>	<i>Rest of Mohawk College</i>	70.8%	78.5%	81.1%	79.6%	-1.4	1.2	8.8
	<i>Stoney Creek Campus</i>	74.4%	70.3%	85.6%	80.1%	-5.5	9.8	5.7
	<i>Mohawk College Total</i>	71.0%	78.0%	81.3%	79.7%	-1.6	1.7	8.7
	<i>Provincial Total</i>	80.1%	81.2%	81.1%	81.8%	0.7	0.6	1.7
<b>Q44 Quality of Facility/Resources</b>	<i>Rest of Mohawk College</i>	61.9%	72.5%	72.2%	70.6%	-1.6	-1.9	8.7
	<i>Stoney Creek Campus</i>	56.9%	53.2%	69.0%	56.7%	-12.3	3.4	-0.2
	<i>Mohawk College Total</i>	61.6%	71.4%	72.0%	69.7%	-2.3	-1.7	8.1
	<i>Provincial Total</i>	70.0%	71.7%	71.0%	71.3%	0.3	-0.4	1.3
<b>Q45 Quality of Services</b>	<i>Rest of Mohawk College</i>	59.2%	71.0%	71.9%	70.1%	-1.8	-0.9	11.0
	<i>Stoney Creek Campus</i>	56.1%	55.2%	66.8%	58.6%	-8.2	3.4	2.5
	<i>Mohawk College Total</i>	59.0%	70.1%	71.6%	69.4%	-2.2	-0.7	10.4
	<i>Provincial Total</i>	68.9%	70.8%	70.3%	70.9%	0.6	0.1	2.0
<b># of Students Included in the KPI Student Satisfaction Rate</b>	<i>Rest of Mohawk College</i>	4,779	5,203	5,133	5,112	-21	-91	333
	<i>Stoney Creek Campus</i>	262	310	319	367	48	57	105
	<i>Mohawk College Total</i>	5,041	5,513	5,452	5,479	27	-34	438
	<i>Provincial Total</i>	91,395	91,896	88,828	91,023	2,195	-873	-372

## OPEN PORTION

### 4 Year Cumulative Variances (2007-08 vs 2004-05)

College	Student Satisfaction Rate	College	Graduation Rate	College	Graduate Satisfaction Rate	College	Graduate Employment Rate	College	Employer Satisfaction Rate
St. Clair	8.7	George Brown	16.3	Lambton	6.9	Canadore	6.9	Boréal	10.8
<b>Mohawk</b>	<b>8.4</b>	Loyalist	15.2	Sault	6.4	Seneca	4.9	La Cité	4.4
Confederation	4.6	Canadore	14.1	Cambrian	4.6	Centennial	4.1	Sault	4.4
Loyalist	4.0	Georgian	10.8	La Cité	4.3	Sault	3.9	Niagara	3.3
St. Lawrence	3.8	St. Lawrence	9.8	Durham	3.8	Algonquin	3.6	Lambton	2.9
George Brown	2.8	Fanshawe	8.2	Loyalist	3.7	Sir Sandford Fleming	3.5	Cambrian	2.6
Sault	2.1	Conestoga	6.8	Seneca	3.6	Humber	3.4	Durham	2.4
Georgian	2.1	Sault	6.6	St. Lawrence	3.5	La Cité	3.4	Algonquin	2.0
La Cité	2.0	<b>Mohawk</b>	<b>6.0</b>	St. Clair	3.3	Cambrian	3.3	Sir Sandford Fleming	1.8
Durham	1.9	Niagara	5.1	Sheridan	2.7	Lambton	3.0	St. Lawrence	1.8
Fanshawe	1.8	Lambton	4.9	George Brown	2.6	Sheridan	2.8	Centennial	1.5
Seneca	1.7	Sir Sandford Fleming	4.7	Algonquin	2.4	Boréal	2.6	<b>Mohawk</b>	<b>1.4</b>
Humber	1.6	Northern	4.6	Sir Sandford Fleming	2.1	Loyalist	2.2	Confederation	0.7
Northern	1.1	Humber	4.4	<b>Mohawk</b>	<b>2.0</b>	St. Lawrence	1.9	Humber	0.5
Sheridan	0.9	Cambrian	4.0	Humber	1.9	George Brown	1.8	Northern	0.2
Sir Sandford Fleming	0.9	La Cité	3.6	Canadore	1.8	Confederation	1.6	St. Clair	0.0
Canadore	0.3	Algonquin	3.2	Fanshawe	1.4	Niagara	1.4	Loyalist	-0.4
Cambrian	-0.2	Durham	3.0	Niagara	0.9	Northern	1.3	Sheridan	-0.6
Niagara	-0.2	Seneca	1.9	Confederation	0.7	Durham	1.0	Conestoga	-0.8
Centennial	-1.3	St. Clair	1.9	Georgian	0.6	St. Clair	0.9	Seneca	-0.8
Lambton	-2.1	Boréal	0.2	Centennial	0.0	<b>Mohawk</b>	<b>0.6</b>	Georgian	-1.4
Conestoga	-3.4	Centennial	-1.1	Conestoga	-0.8	Fanshawe	0.4	George Brown	-1.6
Algonquin	-3.6	Confederation	-1.4	Boréal	-3.6	Georgian	0.3	Fanshawe	-4.3
Boréal	-4.7	Sheridan	-1.5	Northern	-5.5	Conestoga	-0.4	Canadore	-5.1
<b>Province</b>	<b>1.6</b>		<b>6.4</b>		<b>2.3</b>		<b>2.5</b>		<b>0.4</b>

In answer to a question, it was stated that the margin for error with respect to the KPI results is plus or minus 1 percent.

Roberta Burke stated that, in her opinion, the reason for the low KPI results may be the faculty stress level.

The President said that it important to look at all the factors that can affect the KPI results and consider the positive 4 year data trend. The data must be analyzed. The lower than expected KPI results are not for lack of effort on the part of all concerned. She said that we have to be much more focussed in the use of our limited resources to make a difference. The KPI results will be used to do our business planning and for quality improvements. It is important to tie data to initiatives.

## OPEN PORTION

<b>11.</b>	<b>BOARD CHAIR'S REPORT</b> There were no Board Chair items to report.
<b>12.</b>	<b>INFORMATION</b> Items 12.1, 12.2 and 12.3 were provided for information.
<b>12.1</b>	<b>Student Reports (MSA/SAC/MCACES/Alumni)</b>
<b>12.2</b>	<b>Mohawk Mountaineers Claim Bronze</b>
<b>12.3</b>	<b>Media Reports</b>
<b>13.</b>	<b>UPCOMING MEETINGS</b> <ul style="list-style-type: none"><li>• May 14, 2008 Board of Governors' meeting</li><li>• May 25 to May 27, 2008, ACCC Annual Conference, Prince George, B.C.</li><li>• June 6, 2008, Joint Audit Committee &amp; Finance Committee</li><li>• June 11, 2008 Board of Governors' Meeting &amp; Annual General Meeting (<i>starting at 2:30 p.m. following the Board of Governors' BBQ for all Staff at 12:30 p.m.</i>)</li><li>• Spring Convocations: June 17 (11 a.m.) at the Sanderson Centre in Brantford, June 18 (2:30 p.m. &amp; 7 p.m.), June 19 (9:30 a.m., 2:30 p.m. &amp; 7 p.m. and June 20 (9:30 a.m. &amp; 2 p.m.) at the McIntyre Theatre, Fennell Campus.</li></ul>
	<b>NEXT BOARD OF GOVERNORS' MEETING</b> <b>Wednesday, May 14, 2008, 6:00 p.m.</b> <b>Fennell Campus, Mohawk College, C110</b> <b>(Buffet Dinner served from 5 to 6 p.m. in the <u>Board Room</u>.)</b>
<b>14.</b>	<b>ADJOURNMENT/MOTION TO GO IN CAMERA</b> It was moved and seconded that the Mohawk College Open Portion Board of Governors' meeting adjourn at 7:22 p.m. and the Closed Portion meeting will reconvene, after a short break. Carried. <b>(MOTION 399.O.14)</b>

# MOHAWK

COLLEGE OF APPLIED ARTS AND TECHNOLOGY

**BOARD OF GOVERNORS' MEETING**  
**(399<sup>th</sup> Meeting)**  
**BRANTFORD CAMPUS, MOHAWK COLLEGE**  
**Wednesday, April 9, 2008**

**ATTENDANCE - OPEN PORTION**

**Board of Governors**

Allan Greve, Chair  
Heide Bell  
Paven Bratch  
Roberta Burke  
Brenda Davis  
Trent Jarvis  
Sharon Lax  
Janice Locke  
Pat McKay  
Brian Mullan  
Brendan Ryan  
Ty Shattuck  
Debra Veldstra  
MaryLynn West-Moynes, President

**Absent**

Bryan Adamczyk

**Vice-Presidents/Associate Deans/Directors**

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  
Bill Pitcher, Chief Development Officer  
Dale Schenk, Vice President, Finance and Administration  
Paul Armstrong, Executive Dean, Brantford Campus  
DianeBarrafato, Associate Dean, Medical Radiation & Rehabilitation Sciences  
David Graham, Director, Financial Planning & Analysis  
Karen Moore, Director, Financial Services

**Observers**

**Anthony D'Alessandro, Chair, Mohawk College Council**

**John Guilfoyle, President, Mohawk College Administrative Staff Association**

**Jady Klyve, Mohawk College Association of Continuing Education Students**

**Guests**

**Greg Cormier**

**Jo-Anne Procter**

**Veronica Weir**