

BOARD OF GOVERNORS' MEETING
(396th Meeting)
FENNEL CAMPUS, MOHAWK COLLEGE
Wednesday, January 9, 2008, 6:00 p.m.

<u>OPEN PORTION</u>	January 9, 2008
1.	<p>CALL TO ORDER</p> <p>The Mohawk College Open Portion Board of Governors' meeting was called to order at 6:01 p.m.</p> <p>The Chair noted that Brenda Davis' husband Cameron passed away in December 2007 and flowers were sent on behalf of the College and the Board of Governors. Our thoughts are with Brenda at this time.</p> <p>The Chair congratulated Governor Trent Jarvis on his graduation from the Bay Area Leadership program.</p> <p>Congratulations were extended to Paven Bratch and his family on the birth of twins, Niam and Avaani, on December 12, 2007.</p> <p>The Chair advised the Board that Catherine Drea, Vice President, Students, Access & Success, will be leaving the College for a position as the Director of the Service Delivery Branch and Apprenticeship of the Labour and Market Training Division of the Ministry of Training, Colleges and Universities. On behalf of the Board, the Chair thanked Catherine for her leadership and efforts on behalf of Mohawk College.</p>
2.	<p>INTRODUCTION OF NEW GUESTS</p> <p>Ronald Holgerson introduced three Office Administration students attending the meeting: Dragana Mrdalj, Frishta Parwani and Ayishetu Musah. As well, Sam Maga, President of Local 240 and Fred Deys, in his new position as Director of Academic Staff Relations, were introduced.</p>

OPEN PORTION

January 9, 2008

3. ADDITIONS/DELETIONS TO THE AGENDA

There were no items added to or deleted from the 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. No conflicts were declared.

5. APPROVAL OF THE PREVIOUS MINUTES

5.1 Minutes of the 395th Open Portion Board Meeting (December 5, 2007)

It was moved by Heide Bell and seconded by Brian Mullan that the Board of Governors approve the minutes of the 395th Open Portion meeting of December 5, 2007. Carried. (MOTION 396.O.5.1)

5.2 Board Action Items/Follow-Up

Current agenda item:

- Recycling Report (see item 10.2)

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

8.1 Mohawk Brantford Revitalization Plan Update

Rosemary Knechtel introduced Paul Armstrong, Executive Dean, Brantford Campus and Jo-Anne Procter, Associate Dean, Brantford Programs & Development. Paul Armstrong presented the Mohawk Brantford Revitalization Plan Update which included:

- Summary of Action Items, January 2008
- Financial Projections for 2007-2010, and the

OPEN PORTION

January 9, 2008

- Mohawk Brantford Revitalization Plan Update, January 2008

Paul Armstrong explained that the report defines measurable outcomes for the middle three years of the complete Revitalization Plan. The *Mohawk Brantford Revitalization Plan* links closely with the Mohawk Strategic Plan, and since March 2007 a number of initiatives have been put in place:

- The new Brantford Management Team was established in the summer including Executive Dean, Paul Armstrong and Jo-Anne Procter, Associate Dean, reporting to Vice President Academic, Rosemary Knechtel.
- Brantford Campus has developed a strong relationship with local school boards and collaborations with the School-College-Work Initiative, Ontario Youth Apprenticeship, and the Dual Credit initiative will strengthen the pathways from secondary to postsecondary programs.
- A five-year Strategic Enrolment Plan has been developed and implemented including several new proposed program offerings.
- Plans are underway with business and industry and our community partners to establish the *Centres for Advanced Design and Packaging Technologies* and *Public Safety and Security*.
- Plans are underway to enhance the facilities and staffing at the Elgin Street location and to improve the learning environment and student services for students, faculty and staff.
- President MaryLynn West-Moynes, Vice President Rosemary Knechtel, Executive Dean Paul Armstrong and Associate Dean Jo-Anne Procter attended meetings with the Mayor and senior city staff in the fall to discuss the future plans for Mohawk in Brantford.
- Regular meetings with Laurier Brantford and Nipissing University senior staff have been established. President MaryLynn West-Moynes, President Max Blouw, Laurier University and President Dennis Mock, Nipissing University met in October with other senior college and university staff and officials from the City of Brantford to discuss collaboration and joint initiatives. A follow up meeting with Laurier and Mohawk occurred in November.
- Executive Dean Armstrong and Associate Dean Procter have become members of key Brantford community organizations and boards.

The action items identify detailed requirements for successful implementation of the complete plan. There are five key themes that have emerged in relation to the plan. These themes include:

OPEN PORTION

January 9, 2008

- Enrolment Planning and Growth
- Facilities Renewal – Centres of Excellence for Public Safety and Security and Advanced Design and Packaging Technologies
- Enhanced Student Learning and Student Life
- Marketing and Recruitment
- Community Relations and Engagement

This update report, and the twenty three action items contained within, will clearly detail the road map that will allow Mohawk Brantford to meet the overall outcomes of this Revitalization Plan.

Key Achievements To Date

- Centre For Advanced Design and Packaging Technologies – Implementation Phase
- Centre For Public Safety and Security – Growth and Recognition Phase
- Realistic and achievable enrolment projections for 2008/2009 based on approved SEM plan
- Strong community relations and renewed community development
- Pathway initiatives with high-schools and community (SWAC, Pre-apprenticeship)
- Potential program opportunities with Laurier and Nipissing

Rosemary Knechtel thanked Paul Armstrong and Jo-Anne Procter for the strong leadership they have show in providing a smooth transition in leadership at Mohawk Brantford.

The following comments/questions were made by Board members:

- Very impressed with the development of the report and the logical, sequential manner in which it was presented.
- Report is widely diffused and looks at a variety of ways of doing things.
- This report is very significant for the Brantford Campus.
- Brendan Ryan stated that it is his opinion (and he clarified that this was not borne out by the public surveys conducted) that the location of the Brantford Campus continues to be a problem. He did comment that the gym, which is made available to the public, the Childrens Safety Village and the facilities at the Brantford Campus, in general, are excellent. The President stated that the location of Mohawk Brantford has been an issue for many years and her position has been to invest and grow the campus. The President further stated that, in the past, considerable time was invested on location reducing time required to serve the students.
- Brendan Ryan suggested that the Board meeting be held at Mohawk Brantford in either April or May 2008 with a tour of the

OPEN PORTION

January 9, 2008

facilities.

- There are boundary issues being discussed with respect to the City of Brantford and the County of Brant which could affect the campus.
- It was noted that more than 60% of Six Nations people live off the reserve. Rosemary Knechtel noted that there has been increased participation with Six Nations and one of the goals in the report relates to that.
- Growing the campus to an enrolment of 1500 would allow the College to provide more and improved student services.
- Janice Locke asked about the apparent lack of program diversity and the College's plans to diversify. Rosemary Knechtel and Paul Armstrong stated that, based on the report from Hans van der Slaght, there are plans to diversify the program offerings and they briefly outlined some of the "pre and post" programs being investigated. The President stated that it is important that the programs at Mohawk Brantford not be in competition with the programs offered at the Fennell and Stoney Creek campuses.
- Debra Velstra stated that, as a former student at the Elgin Street and Odeon locations in 2006, she believes that program mix and development of a student community are extremely important to potential students and should be done sooner rather than later.
- Paven Bratch said that a lot of good work had gone into this report. He said that he didn't see how Mohawk Brantford was achieving the goal of being the best in their areas of excellence (packaging and police services).
- Paven Bratch said that he would like to better understand the financial picture for Mohawk Brantford as it relates to the rest of the College and would like all the actions to be attached to achievables (business results and how we are going to achieve these goals).
- Paven Bratch said that he was not suggesting closing Mohawk Brantford but the campus must be sustainable and the Board should know the financials in order to be guided by the whole when making decisions.
- Paven Bratch asked about the possibility of leveraging our partnerships with Laurier and Nipissing and any high profile members of our advisory committees. If we don't have high profile members on our advisory committee, are we looking at doing that/can we attract them to partner with us? Rosemary Knechtel stated that several meetings have taken place with Laurier and new opportunities are being explored as Laurier has a new President.
- Paven Bratch also asked if we plan to "brand" Fennell and Stoney Creek in a similar way to "Mohawk Brantford"?
- Do we offer Fennell and Stoney Creek programs at Mohawk Brantford in a distance learning format?
- Rosemary Knechtel said that the two centres of excellence that we are establishing at Mohawk Brantford (Centre for Advanced Design & Packaging Technologies and the Centre for Public Safety & Security) will make us unique. Packaging is only offered in one other college in Canada, in Montreal, and Paul Armstrong and Jo-Anne Procter are visiting that college in the next week. We only offer our police programming at Mohawk Brantford.

OPEN PORTION

January 9, 2008

The President summarized the discussion as follows:

- Be the best and be aggressive.
- Look for re-location opportunities balancing the need to grow what exists.
- Balance quality programs & financial viability.

The President assured the Board that the tough financial questions are discussed on a regular basis at both the Senior Leadership Team meetings and the Vice President Academic divisional meetings.

It was moved by Brendan Ryan and seconded by Brian Mullan that the Mohawk Brantford Revitalization Plan Update Report be accepted for information. Carried. **(MOTION 396.O.8.1)**

8.2 College Academic and Administrative Information Technology Plan (December 2007 – December 2008)

Rick Kawai presented the College Academic and Administrative Information Technology Plan (December 2007 – December 2008).

In early 2006, Deloitte presented a “Road Map Design for Future State” for Information Technology at Mohawk College. In addition to the creation and hiring of a Chief Information Officer, one of the major actions was to develop an IT Vision, Strategy and Architecture. Since the Deloitte report was tabled, the College has made significant advances in the IT field and has positioned itself to move to a higher level of IT effectiveness. This progress has been demonstrated at the Finance Committee in the Risk Management Report.

Over the past 8 months, the CIO has engaged students and staff members in the formulation of the plan. Focus groups participated in identifying priorities. A writing team was struck to review the feedback from the focus groups and draft the College Information Technology Mandate, Directions and Action Plan. A draft was circulated and further consultation occurred with various college committees the Senior Leadership Team and the College community at large, in the form of a “Brown Bag Lunch Series” at each campus. Consistent themes arose during the consultations including:

- IT staff are extremely competent;
- The customer service ethic of IT staff is excellent;
- IT has been under-resourced at the College over the years;
- Significant investment is required for IT resources, staff and technology;
- Ongoing training for IT staff is a priority;
- There is an absence of written standards, both technology and process;

OPEN PORTION

January 9, 2008

- Some roles between the IT Division and customer departments require clarification;
- The CIO needs to co-ordinate ALL the IT-type staff in the organization; and,
- There are too many IT service and information silos that need to be co-ordinated.

The consultations demonstrated that over the past ten years, the College has made progress in the area of information technology. One of the greatest changes is that IT was once viewed as a special function within the college. In the 1980s and 1990s, IT was often treated as a strategic resource; it was something that could be used to build a strategic advantage. Today, IT has become a fundamental part of the College's day-to-day operation. One would be hard-pressed to find a function that takes place in the College of which IT is not an integral component.

The Information Technology Plan describes five key directions, namely:

1. Enhance teaching and learning;
2. Provide effective communication technologies;
3. Support data-informed decision-making;
4. Ensure security of information technology assets; and,
5. Manage effectively information technology resources.

To oversee this new plan, the College has adopted a new IT governance structure. The new structure involves the reshaping of some of the existing committees and the creation of a new College IT Steering Committee (CITSC) to oversee the strategic priority setting, project approval/monitoring and capital planning/budgeting. This steering committee also has oversight responsibility for two other committees – the Academic Information Technology Advisory Committee (AITAC) and the Student IT Enhancement Committee (SITE). All project and budgetary requests are presented to, considered by and approved by the College IT Steering Committee. As a further indication of the College's acceptance of IT as a strategic priority, Information Technology has been identified as its own asset category within the context of the capital budget.

Now that the College has adopted a new strategic direction, a more long-term perspective will be considered and the attached plan will be reviewed to ensure that IT is well positioned to enable to direction outlined in the College Strategic Plan for 2008-2011.

OPEN PORTION

January 9, 2008

The College IT Strategic Plan presents a framework for the delivery of necessary IT services at the College. Clearly, as with all corporate functions, IT must be subject to the fiscal reality that frames the budgeting process. However, for strategic purposes, it is important to understand that scale of budgetary demand for IT resources. This is presented from both a capital and current budget perspective. Starting in 2005-2006, the College made a purposeful effort to increase its investment in IT. That practice of increased investment continued in 2006-2007 and is being discussed for the 2008-2009 budget to ensure the appropriate capital and staff resources are available to reach the goals of this report.

The following comments/questions were made by Board members:

- Paven Bratch asked if there were any IT distance learning aspects to this document? Rick Kawai stated that our IT meets the distance education standards.
- Paven Bratch asked if this plan is in line with what is the anticipated needs of students with respect to receiving and storing of information? Rick Kawai said that this is a one year IT plan and it keeps us on course to be in line with student needs.
- The President stated that 6 months ago the Colleges IT systems were very unstable and they have now been stabilized. The College still needs to establish academic policies on the use of IT to enable learning. The Senior Leadership Team also needs to discuss how to benchmark against other institutions for today and for the future. She stated that it is important that the College’s IT development continue to improve.
- Debra Veldstra also stated that it is very important for the College to continue to improve IT.
- In answer to a question about the number of disparate IT systems running at the College, Rick Kawai said that several activities in the IT plan address this matter and an overlaying IT system will be introduced to enable users to access the different system.
- In answer to a question about the systems in place to evaluate when the activities in the IT plan have been achieved, Rick Kawai stated that a College IT Steering Committee has been established to approve and monitor all IT projects (activities). There are approximately 45 IT staff at the College and the Steering Committee has 12 members from all stakeholder groups.

In summary the Chair stated that the College’s IT plan is an important area for the Board to review.

9. PERFORMANCE REPORT (Next report - February 2008)

There was no performance report to discuss as per discussion at the December 2007 Board meeting.

10. PRESIDENT’S REPORT

OPEN PORTION**January 9, 2008**

10.1	President's Report The President's Report was presented for information. The President stated that a successful meeting was held on January 7, 2008 with John Milloy, Minister of Training, Colleges and Universities, Ted McMeekin, Minister of Government and Consumer Services and MPP Sophia Aggelonitis. This was the first College that Minister Milloy visited. A meeting has been scheduled for January 15, 2008 with the new Minister of Research and Innovation, John Wilkinson.
10.2	Recycling Report Dale Schenk presented the Recycling Report for information. The President stated the environment will be an important aspect of our new strategic concept. Janice Locke noted that all project proposals developed at her company must include a recycling component.
11.	BOARD CHAIR'S REPORT The Board Chair's report was presented under item 1. The Chair circulated a report entitled "Employment Profile: A Summary of the Employment Experience of 2005-2006 College Graduates Six Months After Graduation" for information. The graduates were surveyed in the following areas: survey population, labour force participation, employment rate (and full time & part time), average annual earnings (and female & male), graduate and employer satisfaction. The recording secretary will retain the report if anyone wishes to borrow it.
12.	INFORMATION Items 12.1, 12.2, 12.3, 12.4, 12.5 and 12.6 were provided for information.
12.1	Student Reports (MSA/SAC/MCACES/Alumni)
12.2	Thank You Letter from MSA Food Share
12.3	Thank You Letter from Student

OPEN PORTION**January 9, 2008****12.4 Thank You from United Way for Office Administration Student Volunteers****12.5 Globe & Mail Article re: Alberta to Limit Growth of Research Schools****12.6 Media Reports****13. UPCOMING MEETINGS**

- January 24, 2008, 8 a.m., Program Development & Renewal Committee
- February 7, 2008, 8 a.m., Audit Committee
- February 10 & 11, 2008, Colleges Ontario Annual Conference, London
- February 13, 2008, 4 p.m., Finance Committee
- May 25 to May 27, 2008, ACCC Annual Conference, Prince George, B.C.

NEXT BOARD OF GOVERNORS' MEETING**Wednesday, February 13, 2008, 6:00 p.m.*****Staff Lounge, C110, Fennell Campus, Mohawk College****(Buffet Dinner served from 5 to 6 p.m., C064)****14. ADJOURNMENT/MOTION TO GO IN CAMERA**

It was moved by Trent Jarvis and seconded by Bryan Adamczyk that the Board of Governors approve the adjournment of the Mohawk College Open Portion Board of Governors' meeting at 7:46 p.m. and the Closed Portion meeting will reconvene, after a short break. Carried. **(MOTION 396.O.14)**

MOHAWK

COLLEGE OF APPLIED ARTS AND TECHNOLOGY

BOARD OF GOVERNORS' MEETING
(396th Meeting)
FENNELL CAMPUS, MOHAWK COLLEGE
Wednesday, January 9, 2008

ATTENDANCE - OPEN PORTION

Board of Governors

Allan Greve, Chair
Bryan Adamczyk
Heide Bell
Paven Bratch
Roberta Burke
Trent Jarvis
Sharon Lax
Janice Locke
Brian Mullan
Brendan Ryan
Debra Veldstra
MaryLynn West-Moynes, President

Absent

Brenda Davis
Pat McKay
Ty Shattuck

Vice-Presidents/Executive Deans/Directors

Lynn Chalmers, Executive Assistant to the Board of Governors (Recording Secretary)
Catherine Drea, Vice President, Students, Access & Success
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

Observers

Anthony D'Alessandro, Chair, Mohawk College Council
John Guilfoyle, Administration (President, Mohawk College Administrative Staff Association)
Jady Klyve, President, Mohawk College Association of Continuing Education Students

Sam Maga, Faculty (President, Local 240)

Guests

Paul Armstrong, Executive Dean, Brantford Campus

Fred Deys, Director of Academic Staff Relations

Heather Giardine, Professor, Language Studies

Jo-Anne Procter, Associate Dean, Brantford Programs & Development

Dragana Mrdalj – Office Administration Student

Frishta Parwani – Office Administration Student

Ayishetu Musah – Office Administration Student