

**BOARD OF GOVERNORS' MEETING**  
**(392<sup>nd</sup> Meeting)**  
**STAFF LOUNGE, ROOM C110, FENNEL CAMPUS, MOHAWK COLLEGE**  
**Wednesday, June 13, 2007**

<b><u>OPEN PORTION</u></b>		<b>JUNE 13, 2007</b>
<b>1.</b>	<b>CALL TO ORDER</b> The Mohawk College Open Portion Board of Governors' meeting was called to order at 2:36 p.m.	
<b>2.</b>	<b>INTRODUCTION OF NEW GUESTS</b> There were no new guests in attendance at the meeting.	
<b>3.</b>	<b>ADDITIONS/DELETIONS TO THE AGENDA</b> One item was added under the Board Chair's Report.	
<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 391<sup>st</sup> Open Portion Board Meeting (May 9, 2007)</b> It was moved by Ty Shattuck and seconded by Brenda Davis that the Board of Governors approve the minutes of the 391 <sup>st</sup> Open Portion meeting of May 9, 2007. Carried. <b>(CARRIED 392.O.5.1)</b>	

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<b>5.2</b>	<b>Board Action Items/Follow-Up:</b> <b>Future agenda item:</b> <ul style="list-style-type: none"><li>• 2006 Employee Survey Action Plan (Item 8.1)</li><li>• March 31/07 Accident/Injury Report Review (Item 9.1)</li><li>• KPI Improvement Plan (October 2007)</li></ul>
<b>6.</b>	<b>BOARD COMMITTEE REPORTS</b>
<b>6.1</b>	<b>Program Development &amp; Renewal Committee, May 24, 2007</b> The minutes of the Program Development & Renewal Committee meeting of May 24, 2007 were provided for information.
<b>6.2</b>	<b>Finance Committee, May 24, 2007</b> The draft minutes of the Finance Committee meeting of May 24, 2007 were provided for information.
<b>6.3</b>	<b>Strategic Planning Steering Committee, May 25, 2007</b> The minutes of the Strategic Planning Steering Committee meeting of May 25, 2007 were provided for information.  The President stated that this year rather than hold only one “President’s Welcome Back Breakfast” at the Fennell Campus, the breakfast will be held on four different dates at the Fennell Campus, Brantford Campus, Stoney Creek Campus and IAHS. It is planned that a strategic planning session with staff will be a component of each of the breakfasts to allow for staff to provide input to the strategic planning process.
<b>6.4</b>	<b>Joint Finance Committee &amp; Audit Committee, June 8, 2007</b> The draft minutes of the joint Finance Committee and Audit Committee meeting of June 8, 2007 were provided for information.  In answer to a question about the status of STARRT, Dale Schenk reported that the College has received a building permit but the project is experiencing further delays due to a province-wide General Labourers’ Strike. Contingency plans have been developed and the Project’s Steering Committee is meeting twice weekly to review the situation. Contingency funding is available in the budget but this is

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also being reviewed to ensure that enough funds have been allocated. The President stated that the strike has affected projects across the province and we can expect that labour and material costs will increase as a result.

**7. STRATEGIC/DECISION ITEMS**

- 7.1 Motions from Program Development & Renewal Committee:**
- Independent Digital Video Production – Program Approval**  
It was moved by Bryan Adamczyk and seconded by Trent Jarvis that the Board of Governors approve the Independent Digital Video Production program. Carried. **(MOTION 392.O.7.1.1)**
- Advanced Police Studies – Program Approval**  
It was moved by Bryan Adamczyk and seconded by Trent Jarvis that the Board of Governors approve the Advanced Police Studies program. Carried. **(CARRIED 392.O.7.1.2)**
- Packaging, Graphics and Business Management – Program Approval**  
It was moved by Bryan Adamczyk and seconded by Trent Jarvis that the Board of Governors approve the Packaging, Graphics and Business Management program. Carried. **(MOTION 392.O.7.1.3)**
- Insurance – Technical Services – Name Change Approval**  
It was moved by Bryan Adamczyk and seconded by Arun Jacob that the Board of Governors approve the name of the Office Administration – Insurance program to be changed to the Insurance – Technical Services program. **(MOTION 392.O.7.1.4)**
- Business Management and Organizational Leadership – Program Approval**  
It was moved by Bryan Adamczyk and seconded by Trent Jarvis that the Board of Governors approve the Business Management and Organizational Leadership program. Carried. **(MOTION 392.O.7.1.5)**
- Registered Nurse First Assistant – Program Approval**

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It was moved by Bryan Adamczyk and seconded by Trent Jarvis that the Board of Governors approve the Registered Nurse First Assistant program. Carried. (MOTION 392.O.7.1.6)

### **Palliative Care for Personal Support Worker – Program Approval**

It was moved by Bryan Adamczyk and seconded by Trent Jarvis that the Board of Governors approve the Palliative Care for Personal Support Worker program. Carried. (MOTION 392.O.7.1.7)

### **Mechanical Engineering Technician – Automation and Motion Control – Name Change Approval**

It was moved by Bryan Adamczyk and seconded by Arun Jacob that the Board of Governors approve the name of the Mechanical Engineering Technician – Fluid Power Automation program to be changed to the Mechanical Engineering Technician – Automation and Motion Control program. (MOTION 392.O.7.1.8)

### **Building Renovation Technician – Program Approval**

It was moved by Bryan Adamczyk and seconded by Trent Jarvis that the Board of Governors approve the Building Renovation Technician program. Carried. (MOTION 392.O.7.1.9)

### **Industrial Woodworking Technician – Program Approval**

It was moved by Bryan Adamczyk and seconded by Trent Jarvis that the Board of Governors approve the Industrial Woodworking Technician program. Carried. (MOTION 392.O.7.1.10)

### **Cardiac Diagnostics Advisory Committee – Name Change Approval**

It was moved by Bryan Adamczyk and seconded by Arun Jacob that the Board of Governors approve the name of the Cardiovascular Technician Advisory Committee to be changed to the Cardiac Diagnostics Advisory Committee. Carried. (MOTION 392.O.7.1.11)

The President noted that this is the first time that new programs are being brought to the Board for approval one year in advance of their start date. She congratulated all the staff involved in the program review and development process (approximately 300).

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<b>7.2</b>	<b>2007/2008 Budget Plan</b> It was moved by Carolyn Johnson and seconded by Allan Greve that the Board of Governors 2007/2008 Budget Plan be approved. Carried. (MOTION 392.O.7.2)
<b>7.3</b>	<b>2006/2007 College Financial Statements</b> It was moved by Carolyn Johnson and seconded by Ty Shattuck that the Board of Governors approve the 2006/2007 Financial Statements. Carried. (MOTION 392.O.7.3)
<b>7.4</b>	<b>2007/2008 Business Plan</b> It was moved by Carolyn Johnson and seconded by Pat McKay that the Board of Governors approve the 2007/2008 Business Plan. Carried. (MOTION 392.O.7.4)
<b>7.5</b>	<b>Appointment of External Auditors</b> It was moved by Carolyn Johnson and seconded by Sharon Lax that the Board of Governors approve the appointment of BDO Dunwoody LLP as external auditors of Mohawk College of Applied Arts and Technology for the fiscal year 2007/2008, at a fee acceptable to the Audit Committee. Carried. (MOTION 392.O.7.5)  On behalf of the Board, the Chair thanked the staff involved in the audit for the financial statements.
<b>7.6</b>	<b>Board Committees for 2007/2008</b> Over the summer, the new Governors will be contacted for their Committee preferences and the finalized list of Board Committees for 2007/2008 will be provided to the Board in September.
<b>8.</b>	<b>STRATEGIC/DISCUSSION ITEMS</b>
<b>8.1</b>	<b>Results of 2006 Employee Survey Follow Up</b>

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In February 2007, the Board asked the President and Dr. Peter Dietsche, Vice President, Research and Institutional Quality to submit a plan of action building on the feedback gained from the 2006 Employee Survey and identifying 3-5 strategic priorities to focus on over the next two years.

The plan was developed through consultation with support, faculty, and administrative staff using a focus group methodology. In addition, a review of similar activities in other colleges was undertaken to consider best practices in the area and inform recommendations for future surveys of Mohawk staff.

In keeping with Board directives, two types of information were collected for this report. The first involved gathering information from a random sample of Mohawk College employees via focus groups. A total of thirteen focus group sessions were scheduled during April and May. The participation rate of each employee group is summarized below. Note that faculty includes full- and part-time postsecondary faculty.

<b>Staff Group</b>	<b>Total #</b>	<b># Invited</b>	<b># Attended</b>	<b>Participation rate</b>
Administration	91	49	18	37%
Support	326	100	37	37%
Faculty	879	125	18	14.4%

The results of the November-December 2006 on-line employee survey were reviewed in order to select focus group discussion topics. In general, areas were selected when the rate of response indicated a need for additional investigation to identify key issues and future directions. Topics were organized by Cornerstone as they appeared on the electronic survey and all focus groups were conducted by Institutional Research staff. At least two recorders were present to document employee responses while guaranteeing anonymity.

A common set of findings from focus groups was compared to a second set of information gleaned from a survey of colleague colleges. A

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questionnaire was mailed to Presidents and institutional research staff of all English language colleges. Nineteen staff responded from 16 of the 22 colleges contacted. This constitutes a response rate of 73%. The findings from both internal and external consultations were provided in Appendix A. Analysis led to the development of the following five major recommendations.

### **RECOMMENDATIONS**

The Senior Leadership team has endorsed the following five recommended strategic directions:

#### **1. Internal Communications**

Participants recommended that internal communications require a significant investment, citing a need to strengthen communications at all levels, from individual departments to the entire College. At the departmental level, managers should hold regular, preferably monthly, meetings to brief stakeholders on recent developments and to receive input on issues and concerns.

With regards to College-wide communications, participants recognized that investments have been made in MoCoMotion as a vehicle for announcements, but consider that vehicle not appropriate for the dissemination of detailed information. Participants suggested need for a publication that goes beyond Cornerstones, now distributed only three times a year. Some participants found the President's Report to the Board to be useful, suggesting wider distribution. Others were not aware that Board minutes may be found on the Mohawk College web site, albeit with some difficulty. In addition, many had little information on Mohawk College Council and were unaware that Council minutes are also available on the College web site. Messaging that these reports are readily available would be helpful.

It is recommended, therefore, that the Council on Institutional Effectiveness and Satisfaction adopt as a task the challenge of developing and implementing additional and new ways of communicating broadly with College staff.

#### **2. Human Resources Development**

Participants requested the development of a series of mandatory training workshops for administrators, undertaken in collaboration with HR Staff Services. Content would focus on providing performance feedback, managing staff and leadership. Such workshops might be scheduled during the May-June period or for a selected number of the monthly All Administration meetings held on Thursdays.

#### **3. May-June Planning Workshops**

Participants recommended that the annual May-June professional development period should contain a full- or half-day workshop when all academic Schools and service departments could focus on the Strategic Plan. A morning session led by members of the Staff Council on Institutional Effectiveness and Satisfaction could provide a broad-brush review of the Plan, followed by afternoon workshops wherein each department

communicates plans that translate and implement the College Strategic Plan within their area. Such a workshop would achieve three goals: help reinforce content and awareness of the Strategic Plan College-wide, ensure that the broad strategic directions within the Plan are promulgated at all levels of the institution, and provide an opportunity to bring all staff together, in a social setting, to focus on the core mission and goals of the College.

**4. Classroom and Office Renovation Plan**

Participants recommended an inventory of classrooms be completed to identify those not classified as ‘smart’, followed by a plan and budget to add required technologies over a two-year period. The plan and its implementation should be forcefully communicated to all stakeholder groups to encourage overall appreciation for continuous improvement.

Participants suggested that a similar exercise be undertaken for faculty and staff office space with a goal to improve privacy, with priority given to offices where service to students is compromised by a lack of privacy.

**5. Employee Survey Development**

The survey of Ontario colleges who conduct staff surveys showed considerable variations in implementation and results. There was mixed feedback from colleges regarding the timing of the survey and each used a different instrument and process. The implied conclusion is that these issues are the product of local conditions and decision-making processes.

In light of this, it is recommended that the next Mohawk College staff survey be conducted in May 2009. Further, the survey instrument and process should be developed following broad consultation on the following issues:

- Purpose of the survey
- Information to be sought via the survey
- Use of the results by College stakeholders

Resources obtained from the current work such as questionnaire samples and guidelines regarding content and use of results should also be reviewed during these deliberations.

To ensure these recommendations move forward, the President advised the Board she was establishing a new Council on Institutional



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Effectiveness and Satisfaction. The Council will begin with a one-year mandate to enable process change. 1 administrative staff member, 1 support staff member and 1 faculty member will be seconded to lead the process.

The President stated that her review of the results of the 2006 Employee Survey indicates that:

- People do not understand the work that goes on in other areas of the College which impacts their ability to provide information to those areas.
- People do not feel that they are in charge.
- Work is being added to staff without taking any work away.
- Electronic communications need to be used more effectively and allow two-way communication.
- We need to communicate in additional and new ways.

The President reported on some of the communications strategies being considered:

- Improving internal communications.
- Weekly electronic newsletter.
- Establish steering committee.
- Setting aside funds for resources of organizational development following strategic planning.
- Keep paying attention to difference in participation rates by cohort groups.
- The last two all staff communications were delivered electronically and then the Vice Presidents make individual presentations to their staff groups to provide more opportunity for dialogue in stakeholder groups.

The following comments by the Board were noted:

- Communication is key with all organizations.
- Face to face communication is best.
- When an organization goes through a lot of change, middle managers often get “stuck” and the people below them get “stuck”.
- Take a harder look at MoCoMotion and how to manage the intranet.
- Consider engaging a communications expert to find out how the best people communicate.

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- Keep this topic in front of the Board.
- The question of “How to engage the faculty?” is key.
- Different messages require different communication tools.
- Need to keep a constant pulse on the organization.
- How to leverage leadership piece effectively?
- Be realistic about how the institution changes and align changes to the strategic planning process.

The President stated that it is important to build a strategic plan that is meaningful for staff. She said that we are taking every opportunity to ask the staff for their input and sees this as a priority for the upcoming year.

**9. PERFORMANCE REPORTS**

**9.1 Health & Safety – Accident/Injury Report**

The Accident/Injury Report was provided for information. In follow-up to the Accident Report at the May 9, 2007 Board meeting, an investigation was undertaken due to the discrepancies of year-end numbers. This review revealed that the additional 12 accidents/incidents that were reported and subsequently added to the March 2007 report, with the exception of one, occurred and were reported to the Occupational Health & Safety Department after the Board report deadline date. This adjustment will be required at year-end each year due to the accident reporting process and timing of Board Reports.

**9.2 Staffing Report**

The Staffing Report was provided for information.

**10. PRESIDENT’S REPORT**

**10.1 President’s Report**

The President’s Report was provided for information.

**10.2 Hamilton Art Gallery**

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	Through the efforts of the Student Life Division, the Hamilton Art Gallery will be providing all Mohawk College students with free gallery access.
<b>10.3</b>	<b>Fox 29 Commercial</b> Mohawk will be participating in an advertising partnership with WUTV Buffalo that involves a 4 minute segment in “College Bound” – a television show featuring colleges in Canada and the US. The commercial is scheduled to air in September, October and November 2007.
<b>10.4</b>	<b>Marie Bountrogianni Fundraising Event</b> The President and Ronald Holgerson attended MPP Marie Bountrogianni’s annual spring reception on June 12, 2007.
<b>10.5</b>	<b>Insurance and Financial Services Centre Celebration Reception</b> The President thanked Governors Jarvis, MacDonald and Mullan for attending the June 6, 2007 Insurance and Financial Services Centre Reception.
<b>10.6</b>	<b>Student Success Symposium</b> Today’s Student Success Symposium was very well attended by staff.
<b>10.7</b>	<b>Board of Governors’ Staff Appreciation BBQ</b> The President thanked those Governors who were able to attend and serve at today’s Board of Governors’ Staff Appreciation BBQ.
<b>11.</b>	<b>BOARD CHAIR’S REPORT</b>
<b>11.1</b>	<b>General Assembly, May 16, 2007</b> Governors received the following reports for information: Presentation on BC Postsecondary Review “Campus 2020” and “A Report to Colleges Ontario” from The Strategic Counsel.
<b>11.2</b>	<b>United Way Mayor’s Gala</b> The Chair, the President and others attended the United Way Hamilton Mayor’s Gala on June 1, 2007.

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<b>11.3</b>	<b>Strategic Advance Dates</b> The recording secretary will poll the Board to select the best dates for the Board of Governors' Strategic Advance.  The Chair stated that consideration will be given to not holding a Board meeting in November in view of the fact that the Strategic Advance will likely be held in November.
<b>11.4</b>	<b>ACCC Conference Report</b> Allan Greve, Brenda Davis and Arun Jacob reported verbally on their experience at the 2007 ACCC Conference. Arun Jacob's presentation at the ACCC Conference entitled "Implementing an Effective Leadership Development Program for Community College Students" was provided for information.
<b>11.5</b>	<b>Spring Convocations</b> The Chair attended the B.Sc.N. Collaborative Nursing Program Convocation at McMaster University on June 7, 2007 for graduates of the joint degree program with Mohawk College, Conestoga College and McMaster University. Carolyn Milne, President & CEO of the Hamilton Community Foundation and a former instructor and Governor of Mohawk College received an honorary Doctor of Laws from McMaster University at this Convocation.  The June 20, 2007 Spring Convocation in Brantford is being dedicated to the memory of past Board member and Board Chair Robert Kennedy who died recently.
<b>12.</b>	<b>INFORMATION</b> Items 12.1, 12.2, 12.3 and 12.4 were provided for information.
<b>12.1</b>	<b>Student Reports (MSA/SAC/MCACES/Alumni)</b>
<b>12.2</b>	<b>2006/2007 Annual Report – Final Version</b>
<b>12.3</b>	<b>Chief Mullan Receives Order of Merit of the Police Forces</b>
<b>12.4</b>	<b>Media Reports</b>

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**13.**

**UPCOMING MEETINGS**

- Spring Convocations: June 20 (7:30 p.m. in Brantford), 21 (10 a.m., 3 p.m. & 7:30 p.m.), 22 (10 a.m., 3 p.m. & 7:30 p.m.), 2007

**NEXT MEETING**

**Wednesday, September 12, 2007, 6:00 p.m.**

**Staff Lounge, C110, Fennell Campus, Mohawk College**

**14.**

**ADJOURNMENT/MOTION TO THE ANNUAL GENERAL MEETING**

It was moved by Carolyn Johnson and seconded by Arun Jacob that the Board of Governors adjourn the Mohawk College Open Portion Board of Governors' meeting at 3:50 p.m. and the Annual General Meeting will reconvene, after a short break. Carried. **(MOTION 392.O.14)**

# MOHAWK

COLLEGE OF APPLIED ARTS AND TECHNOLOGY

## BOARD OF GOVERNORS' MEETING

(392<sup>nd</sup> Meeting)

STAFF LOUNGE, ROOM C110, FENNELL CAMPUS, MOHAWK COLLEGE

Wednesday, June 13, 2007

### ATTENDANCE - OPEN PORTION

#### Board of Governors

Gary Beveridge, Chair  
Allan Greve, Vice Chair  
Bryan Adamczyk  
Paven Bratch  
Brenda Davis  
Arun Jacob  
Trent Jarvis  
Bronko Jazvac  
Carolyn Johnson  
Sharon Lax  
Pat MacDonald  
Pat McKay  
Ty Shattuck  
Cindy Swanson  
MaryLynn West-Moynes, President

#### Absent

Brian Mullan (present for AGM & Closed Portion)  
Colin Osborne  
Brendan Ryan

#### Vice-Presidents/Executive Deans/Directors

Lynn Chalmers, Executive Assistant to the Board of Governors (Recording Secretary)  
Peter Dietsche, Vice President, Research & Institutional Quality  
Catherine Drea, Vice President, Students, Access and Success  
Joanne Echlin, Vice President, HR - Staff Services  
David Graham, Director, Financial Planning & Analysis  
Carolyn Gray, Vice President, Lifelong Learning & Brantford  
Ronald Holgerson, Vice President, Marketing, Communications, Alumni & Development  
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**  
**Karen Moore, Director, Financial Operations**  
**Dale Schenk, Vice President, Finance and Administration**  
**Kathy Verspagen, Director, Strategic Projects**

**Observers**

**Anthony D'Alessandro, Chair, Mohawk College Council**  
**Fred Deys, Faculty (President, Local 240)**  
**John Guilfoyle, Administration (President, Mohawk College Administrative Staff Association)**  
**Jason Lee, Student (President, Mohawk Students' Association)**

**Guests**

**Heide Bell, Incoming Administrative Governor**  
**Sandra Benechevsky, Auditor, BDO Dunwoody LLP**  
**Heather Giardine**  
**Anna Gris**  
**Veronica Weir**