

**BOARD OF GOVERNORS' MEETING**  
**(389<sup>th</sup> Meeting)**  
**STAFF LOUNGE, ROOM C110, FENNEL CAMPUS, MOHAWK COLLEGE**  
**Wednesday, March 14, 2007, 6:00 p.m.**

<b><u>OPEN PORTION MINUTES</u></b>		March 14, 2007
<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> Ronald Holgerson introduced the new guests at the Board meeting (see attendance list).	
<b>3.</b>	<b>ADDITIONS/DELETIONS TO THE AGENDA</b> Two items were added to the agenda under item 10 by the Board Chair.  In response to Rick Knowles request to add items to the agenda, the Board Chair reminded Governors of his request to raise additional agenda items with him prior to the start of the meeting and indicated there was a full open agenda already scheduled for this meeting.	
<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. Bronko Jazvac asked that it be recorded that he may have a potential conflict with respect to item 10.5 Mohawk College-Dofasco Enterprise Partnership. The President indicated that she did not see a conflict given the information to be discussed.	
<b>5.</b>	<b>APPROVAL OF THE PREVIOUS MINUTES</b>	

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<b>5.1</b>	<b>Minutes of the 388<sup>th</sup> Open Portion Board Meeting (February 14, 2007)</b> It was moved by Allan Greve and seconded by Brendan Ryan that the Board of Governors approve the minutes of the 388 <sup>th</sup> Open Portion meeting of February 14, 2007 with direct quotes added to the following items: Item 8.1, under the Board members comments, 3 <sup>rd</sup> bullet should read: “We need to recognize how things are and not why things are.” and Item 8.1, under the Board members comments, 5 <sup>th</sup> bullet should read: “We shouldn’t go too far down the path of answers being linked to data.” Carried. (MOTION 389.O.5.1)
<b>5.2</b>	<b>Board Action Items/Follow-Up:</b> <b>Future agenda item:</b> <ul style="list-style-type: none"><li>• Amendments to Board By-Law No.1 (Tabled at Sept. 13/06 Board meeting, referred to Governance Committee and then the Policy Committee)</li><li>• 2006 Employee Survey Action Plan (May or June 2007 Board meeting)</li></ul>
<b>6.</b>	<b>BOARD COMMITTEE REPORTS</b> There were no Board committee reports to discuss.
<b>7.</b>	<b>STRATEGIC/DECISION ITEMS</b> There were no strategic/decision items to discuss.
<b>8.</b>	<b>STRATEGIC/DISCUSSION ITEMS</b>
<b>8.1</b>	<b>Brantford-Brant 2007 Community Consultation and Environmental Scan</b> Kathryn Creeden of KJ Business Solutions reviewed the Brantford-Brant 2007 Community Consultation and Environmental Scan and commented on the following:

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### **Process**

- Personal invitations
- Group forums
- Individual interviews
- Emails, faxes, snail mail

### **Topics**

- Profile & identity
- Programs or services
- Strengths & contributions
- Potential barriers
- Voids

### **Response**

- 150-200 individuals
- Group consensus meetings

### **Research**

- Occupational & sector trends
- Workforce shortages & challenges
- Program trends
- Student demographics
- The Brantford opportunity

### **Overview**

- A “menu” of options for College consideration

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- Unanimous voice; perfect opportunity to create a revitalized campus that reflects community growth
- Redefine the long accepted phrase of “community” college” – *A Local Campus With Global Education*
- Distinctive programs needed
- Success will be determined by superior levels of recognition, reputation, and effective “branding”
- Priority – self sufficient, sustainable and vibrant campus
- Incremental expansion of current programs
- Ensure programs and facilities have the capacity to generate revenue, beyond full time student base
- Initial activities/programs provide a substantial ROI
- Review and re-deploy existing resources (human and material) to capitalize on expertise
- Expand target market; location & demographics

### **Trends**

- Pursue programming that; addresses local needs, and is based on popular trends in occupations and sectors (regional/provincial)
- Parallel popular/oversubscribed programs (identified through applications and registrations)
- Local growth sectors include: food processing, logistics, chemical, machinery, plastics, rubber and primary metal manufacturing
- Sectors parallel regional national growth and highlight future opportunities; waste/waste water management, business, specialized apprenticeships

### **“Perceptions”**

- Lack of visible investment
- Gradual decline of facilities
- Gradual removal of programs
- Minimal local services; customer service
- Poor or non-existent community outreach
- Lack of visibility
- Question of commitment?

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### **Recommendations**

- Consistent attendance and representation at strategic community activities and meetings
- Increased visibility: signage; community events; downtown campus
- High profile dynamic team representing the Brantford Campus
- Improved media coverage; promotion of unique events, student success

### **Opportunities**

- “Centres of Excellence” that capitalize on existing programs, faculty expertise and identified trends
- Promotion of; distinctive programs, faculty credentials, Brantford Campus accomplishments
- Partnerships & alliances; university articulation agreements, business/industry advisories
- Extensive marketing campaign FOR Brantford not TO Brantford; “branding” of revitalized Campus identity; Brantford specific web presence, course catalogue

### **Expanded Programs & Services**

- Full range Business program – executive, blended training, sector specific
- Distinctive programming – preparatory, fast track, environmental
- Continuing Education – business, distance, niche markets
- Corporate Training Division – custom credentials, workforce planning, PLAR

### **Community Vision = Success**

- Opportunities to pursue
- Strengths to utilize
- Community support
- College commitment

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The Chair thanked Kathryn Creeden for her presentation.

8.2

### **Draft: Mohawk Brantford Revitalization Plan**

Carolyn Gray presented the Mohawk Brantford Revitalization Plan with the following 19 recommended actions.

**Proposed Action #1:** Mohawk undertake to create a unique identity and rename the Brantford Campus, much like the Mohawk-McMaster Institute for Applied Health Sciences and the transformed Mohawk Skilled Trades & Apprenticeship Research, Resources and Training Institute.

**Proposed Action #2:** Mohawk will approach Wilfrid Laurier to forge improved pathways to degrees in Journalism and Public Safety and Security.

**Proposed Action #3:** Mohawk will develop an annual Brantford Strategic Enrolment Management plan that defines achievable and measurable goals for increased numbers of students, namely an additional 960 students more than 2006 by 2011, for a total of 1,881 full-time postsecondary students. Mohawk would also increase apprenticeship enrolment from 200 to 450 students.

**Proposed Action #4:** Mohawk will develop a detailed plan for enhanced student services over the 2007 to 2011 period to reflect accommodation of additional enrolment.

**Proposed Action #5:** Mohawk will strengthen existing and create new partnerships with local school boards, particularly relative to Learning to 18 and Ontario Youth Apprenticeship Program initiatives. Mohawk will also continue and expand School-College-Work initiatives.

**Proposed Action #6:** Mohawk proposes to achieve the increase to 1,881 full-time postsecondary and 450 apprenticeship students by undertaking to create:

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- An **Advanced Graphic Design Manufacturing Centre**, including programs in graphic design, print and packaging technologies, growing the current enrolment of 251 to 506 students by 2011, an increase of 101.5%. The Centre of Excellence will review and renew existing programs, and introduce new programs to include preparatory art and packaging graphics, as well as Packaging, Graphics and Business Management and Packaging Equipment Mechanic (a 4 year apprenticeship).
- A **Public Safety and Security Centre**, growing the existing 2006 enrolment of 592 to 890 students by 2011, an increase of 86.5%. Enrolment projections will be achieved by enhancing existing programs, by introducing a Virtual Judgmental Training Room, a Use of Force training room, an Advanced Security Management Work Lab, an Interview Room, and adding new programs over the two subsequent years that are based on the construction of a rappel tower and an expanded physical fitness (Gym) area. The Advanced Police Studies Post-Graduate Certificate would be offered in September 2008, helping to position the centre to meet the training needs of private sector agencies in relation to Ontario Bill 159—Private Security and Investigative Services Act. Mohawk will further develop business plans to introduce a Fitness Instructor/Sports Management program and a Paramedic/Emergency Preparedness program.
- A **Business and Media program cluster**, growing enrolment from 27 to 225 students by 2011, a significant increase. Enrolment projections will be achieved by expanding enrolment in existing programs, and by adding new programs in Journalism, Marketing, and Office Administration.
- Expanded Human Services enrolment with the addition of 40 Child and Youth Worker students in 2008 to address community need and student interest.
- Expanded enrolment in **new programs** to be considered for development in response to the Environmental Scan, including perhaps Waste Management and Food Processing for a total additional enrolment of 80 students.
- Expanded enrolment in apprenticeship programs by **growing existing apprenticeship** programs from 200 to 450 students, an increase of 125% by 2011, depending upon identifying regional apprenticeship sponsors and Mohawk's partnership with the Ministry of Training, Colleges and Universities.

**Proposed Action #7:** Mohawk will continue to partner with Six Nations Polytechnic and the Ogwehoweh Skills and Trades Training Centre to expand opportunities for Aboriginal students in the Brantford Brant area.

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**Proposed Action #8:** Mohawk will develop a detailed future staffing plan, while focusing professional development and the creation of a unique Brantford identity to build morale and a sense of campus ownership.

**Proposed Action #9:** Mohawk Brantford will grow existing and create new partnerships with these companies by reinforcing memberships on Brantford based Program Advisory Committees, with a view to ensuring state-of-the-art curriculum and equipment for the existing and new programs. Currently Mohawk works with over 150 Brantford and Brant companies to provide work placements for Mohawk students from all campuses, with 50 students placed in some 30 companies in 2006. In the coming years, Mohawk Brantford will also create new opportunities for partnership through work placements.

**Proposed Action #10:** Mohawk will develop a comprehensive business plan to expand Corporate Training and Continuing Education opportunities for the Brantford community, business and industry.

**Proposed Action #11:** Mohawk will undertake to host an annual Citizenship Court at the Brantford Campus to welcome immigrants in the area, and to work with the community to identify and implement an Active Citizenship Project, perhaps with a focus on First Generation students, those first in their family to access postsecondary education.

**Proposed Action #12:** To provide quality student services and achieve overall success of the Mohawk Brantford Revitalization Plan, Mohawk must review existing space allocation and new space needs, and determine priorities and costs for improvements in order to:

- Serve a student enrolment of 1,881 postsecondary and 450 apprenticeship students, plus enrolment for Corporate Training and Continuing Education.
- Establish a central and highly accessible cluster of student services in order to improve all aspects of client service practices.
- Improve the cafeteria and library services.
- Invest in updated equipment and space to accommodate the two Centres of Excellence: Advanced Graphic Design Manufacturing Centre and the Public Safety & Security Centre.
- Provide summer access to gymnasiums and year round food services to Corporate and Community Training.
- Balance courses offered at the Elgin Street and Odeon Centre sites, the latter in collaboration with Wilfrid Laurier University.

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**Proposed Action #13:** Mohawk will develop detailed plans for the two proposed Centres of Excellence:

- The **Advanced Graphic Design Manufacturing Centre**, to be financed in part through a consortium of national, provincial and local business associations who seek access to Brantford Campus land and existing facilities to construct a 'national' graphics, print and packaging industry training centre, in collaboration with Mohawk's existing programs, through a mutually beneficial business arrangement.

This industry training centre, should financing be available, would also facilitate delivery of corporate training activities in collaboration with the regional and national manufacturing and graphic design associations. Mohawk does not propose to invest in capital construction, but rather to provide the land, faculty expertise and access to campus services such as the cafeteria and fitness facilities.

- The **Public Safety and Security Centre**, to be financed as well through public and private sector partnerships.

**Proposed Action #14:** Mohawk will also explore the critical mass of students needed to ensure the cost effectiveness of building a Mohawk Brantford residence, designed to both accommodate increased numbers and encourage students to travel to Brantford to study. Similarly, Mohawk will work with neighbouring residences to explore home stay for students close to both the Brantford Elgin Street and Odeon Centre facilities with an expanded student life component to attract students to the community.

**Proposed Action #15:** Mohawk will develop a financial plan by which Brantford is self sufficient financially.

In terms of marketing and communications, and the development of enhanced recruitment and reputation, it is essential that Mohawk create increased student demand for Brantford programs. Given the regional demographics, through the Centres of Excellence in particular, Mohawk must tap into regional, provincial, national and perhaps international markets.

**Proposed Action #16:** To support business and enrolment growth, Mohawk will develop and implement a Brantford specific marketing strategy:

- Segment and increase investment in **Brantford specific print and electronic promotional materials** to attract regional and

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national full-time postsecondary students, in keeping with new emphases on creating unique identities for each of Mohawk's four principal campuses, and with a focus on the two Centres of Excellence.

- Generate Brantford specific print and electronic **promotional materials for Corporate & Community Training and Continuing Education** to generate revenues.

Expand the regional recruitment efforts in Brantford and Brant schools and adult education centres.

**Proposed Action #17:** To accelerate access to Brantford programs, Mohawk will develop a fundraising strategy focused on bursaries and capital expansion opportunities.

The Environmental Scan and Community Consultations revealed that while the Brantford and Brant communities are very proud of Mohawk, they expressed concern about Mohawk's visibility. The Brantford and Brant communities are generally not as aware as they might be about the participation of almost 500 students at other Mohawk campuses.

**Proposed Action #18:** Mohawk will undertake to develop a marketing strategy to encourage the Brantford and Brant communities to champion Mohawk as their college of choice regardless of campus location, celebrating student participation at the Brantford, Stoney Creek, Institute for Applied Health Sciences, and Fennell Avenue campuses.

**Proposed Action #19:** Mohawk will reposition its Mohawk Brantford team as leaders within the Brantford, Brant and surrounding communities by developing and implementing an annual community relations strategy to ensure and provide:

- Active **participation on major economic development business and community associations**, and engage in external opportunities to communicate Mohawk's dedication to the social, cultural and economic vibrancy of Brantford, Brant and the surrounding communities.
- Maximum participation by Brantford business and industry on Mohawk Brantford **Program Advisory Committees**, and reciprocal participation by Mohawk Brantford staff on community organizations and in community activities.
- An annual Mohawk Brantford Program Advisory Committee breakfast, as well as annual Chamber of Commerce and Rotary events.
- An annual summit of regional Mayors and local municipal, provincial and federal elected representatives to discuss business,

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population growth and opportunities relative to regional development and Mohawk's ongoing continuous improvement.

### SUMMARY

The Draft Mohawk Brantford Revitalization Plan directly responds to opportunities presented in the Brantford-Brant 2007 Community Consultation and Environmental Scan. Industry feedback, local and regional trends, statistical evidence and community support indicate opportunities for expanding existing and introducing new programs that train students, both full-time and part-time for the workforce needs specified by industry. Implementation of this macro business plan reveals the need for more detailed specific planning for the Centres of Excellence, and for staffing relative to increased services.

The greatest opportunity will be to encourage the Brantford area community of Mohawk's very real commitment to Mohawk Brantford and the value it brings to community and economic development. Mohawk is encouraged by the enthusiasm and encouragement provided through the Community Consultations, and looks forward to partnering with business, industry, and community organizations to achieve success.

Following consultation with the Mohawk College Board of Directors regarding the Proposed Actions articulated in this plan, a complete financial assessment of the actions is required. Balancing need, ability to generate additional revenue and the costs associated with changes, actions will be prioritized and built into a 3-year implementation plan with clearly aligned responsibilities and timelines.

Brendan Ryan commended the people involved in the community consultation and environmental scan and the revitalization plan. He stated that this is the first time since 1971 that a study of this kind has been undertaken and that this is a chance to accomplish something for Brantford. He noted that there is a large percentage of people who don't believe that the Brantford Campus is located in the best place.

It was noted that it will be difficult to accomplish all the recommended actions proposed in the report although some of the projects can be started immediately. The President agreed and reinforced the need to identify priorities, procure finances and develop an implementation plan.

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Cindy Swanson suggested that the people who attended focus group sessions and provided input be made aware of the results and recommendations contained in the reports. Carolyn Gray agreed and will arrange.

A question was raised about the figures on page 16 of Carolyn Gray’s report (entitled “Brantford Campus – Estimated Financial Position 2004-2011”). Carolyn responded that the table was based on assumptions and this will be reviewed in detail prior to moving forward.

The President reported that she and Carolyn Gray met with the Brantford Campus staff on March 13, 2007 to discuss the 19 proposed recommendations. Staff were very positive and look forward to discussion to determine feasibility and prioritize actions.

It was moved by Carolyn Johnson and seconded by Brendan Ryan that the Mohawk College Board of Governors approve the acceptance of the discussion paper and direct the President to proceed, considering input during the discussion, to completing a financial and implementation plan for the strategies, in priority order. Carried. **(MOTION 389.O.8.2)**

Brendan Ryan recommended that consideration be given to issuing a press release tomorrow regarding the reports and extending an invitation to another session. The President stated that this will be done although cautioned that the timing of the press release will depend on the budget announcement.

**9. PERFORMANCE REPORTS**

**9.1 Health & Safety – Accident/Injury Report**  
The Accident/Injury Report was provided for information.

**9.2 Staffing Report**  
The Staffing Report was provided for information.

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In answer to a question as to when the gap between the budgeted and actual support staff positions will be aligned, the President stated that this will occur when the 2007-2008 budget is rolled out. However, it was noted that the budgeted positions may not be the same as they are at this time.

**9.3 Finance – Cumulative Revenue & Expenditure Report**

The Cumulative Revenue & Expenditure Report was provided for information.

**10. PRESIDENT’S REPORT**

**10.1 President’s Report**

The President’s Report was provided for information.

In answer to a question about the session with Dr. Betty Siegel, the President stated that the College is considering the potential for having her return for another session as feedback was very positive.

**10.2 March 1, 2007 Enrolment Audit Report**

Catherine Drea provided the March 1, 2007 Enrolment Audit Report.

Mohawk College formally counts the number of registered students on March 1, 2007. This count completes the estimate for our academic year. The final audit takes place in June of each year.

The following chart illustrates our enrolment for the 2006-2007 academic year.

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<b>Semester</b>	<b>Budget Target</b>	<b>Preliminary Audit</b>	<b>Difference 2005-2006</b>
<b>Spring/ Summer 2006</b>	968	1,036 (+68 students) (7%)	- 38.9%*
<b>Fall 2006</b>	9,311	9,160 (-151 students) (-1.6%)	2.4%
<b>Winter 2007</b>	8,775	8,660 (-115 students) (-1.3%)	3.5%
<b>Total</b>	<b>19,054</b>	<b>18,856</b> <b>(- 204 students)</b> <b>(-1.1%)</b>	<b>-0.8%</b>

\*The planned decrease in spring/summer and increase in fall/winter is largely due to change of Co-Op Model based on feedback from employers and students and the shift to the two semester teaching model.

While we have increased enrolment over each semester, we are down by 1.1% from our budget projection and down 0.8% over last academic year. We built an enrolment contingency into our budget to address this shortfall.

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Five-Year Trended Data on Enrolment by Academic Year – Full-Time Postsecondary (excludes International and WorkTerm)

Year	Total Enrolment Three Semesters	% increase/decrease
2002-2003	19,010	6.8%
2003-2004	18,980	-0.2%
2004-2005	18,547	-2.3%
2005-2006	19,002	2.5%
2006-2007	18,856	-0.8%

Catherine Drea reported that we are currently 4 or 5 below the system for confirmed applicants. The College is currently extending offers to applicants and this will continue until September 2007. The focus is on developing a 5 year enrolment plan and more information will be provided to the Board at the May/June meeting. More information on the college-wide system trend in enrolment will be known in time for the April Board meeting.

Catherine stated that the figures in the above charts are for full-time domestic students (does not include international, part-time or co-op students). Students in the joint degree programs are included in these figures.

Questions were asked about whether the College is looking at the types of programs that bring in revenue, the fact that international and part-time programs are a revenue source and the plan for international and part-time programs for next year and how to interpret the money spent on marketing programs into increased enrolment. Catherine Drea responded that this information will be coming to the May Program Development & Renewal Committee meeting for report at the June Board meeting.

**10.3 Tuition Fee Policy for Students with Disabilities**

A report was provided on the government’s announced new policy on tuition fees for part-time college students with disabilities and additional Access to Opportunity funding for students with disabilities. The government is revising the college tuition fee policy to

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address the needs of college students with documented permanent disabilities, who because of their disability may take longer to complete their program. The new policy will be in effect for the 2007/2008 academic year, beginning in September 2007. In addition, the government announced that as a part of its Access to Opportunities strategy it is providing an additional \$4 million to colleges and universities in 2006/2007 to support students with disabilities.

The College estimates that approximately 300 students will take advantage of this program at Mohawk.

A question was asked about whether this tuition fee change will cause an influx of students with disabilities and whether or not the College has the resources to support these students. Catherine Drea stated that the College has the ability to identify students with disabilities and it is not expected that the numbers will increase but the retention of these students is expected to improve as a result of this change. It was noted, however, that special needs facilities at all colleges are stretched.

### **10.4 Mohawk College Partnership with Robert Land**

A report was provided on the College's partnership with the Robert Land Community Association.

A question was asked about the status of the Drive for 85 in 5 Project. The goal of the Drive for 85 in 5 Project is to have at least 85% of the teens from the Keith Neighbourhood graduate from high school and go on to apprenticeships, college and university within the next 5 years. Currently, Parkview High School expects to graduate 12 students to post secondary education. It was noted that this is also the Ministry's and the Keith Neighbourhood's goal.

### **10.5 Mohawk College-Dofasco Enterprise Partnership**

A report was provided to the Board regarding the training partnership agreement that Mohawk has established with Dofasco Inc. Mohawk and Dofasco Inc. have partnered to form a preferred vendor relationship for training services to meet the company's training needs, named the Mohawk College Enterprise. The guiding principles of the partnership model are:

- The Enterprise model will be adaptable to changes in market demands for training.
- Focused training needs will be delivered in a timely manner, with seamless service provided to Dofasco.
- Training facilities of Dofasco and Mohawk will be shared as appropriate.

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- The Enterprise will provide training opportunities and revenues to Mohawk not currently available through Dofasco's training protocols.

The partnership agreement will be signed on March 26, 2007.

In answer to a question about who does the training, Cheryl Jensen stated that in phase 1 a data base of faculty will be established from retired and current faculty as well as contracted staff.

The President recognized the efforts of Governor Bronko Jazvac for his leadership role in this partnership and his assistance in helping the College to network with the appropriate people at Dofasco. Bronko Jazvac thanked Cheryl Jensen and her staff for leveraging this type of training and for utilizing the expertise of retired staff.

### **10.6 Staffing Update**

The President advised the Board that Debbie Logel Butler has taken a position as Vice President of Fundraising at St. Peter's Hospital. The President stated that a transition strategy has been put in place to ensure that the fundraising momentum continues.

### **10.7 Focus Your Career**

The "Focus Your Career" brochure was provided to Governors. The brochure outlines the College program pathways for college and university graduates. This was identified as an opportunity at the Board Strategic Advance.

### **10.8 First Generation Funding**

The College applied for and received \$150,000 in operating funding to assist First General students. 34% of our students are first in their family to attend college or university. The funds were requested to provide services including outreach and recruitment, transition to college assistance, financial advising and pathways and retention.

## **11. BOARD CHAIR'S REPORT**

### **11.1 Election of Student Governor for September 1, 2007**

The Chair advised the Board that Debra Veldstra has been elected as the incoming student Governor effective September 1, 2007 until

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	August 31, 2008. Debra is a graduate of the Law and Security Administration program and is currently enrolled in the CE Career Consultant certificate program.
<b>11.2</b>	<b>Colleges Ontario (ACAATO) Conference</b> The Chair reported that several Governors attended the 2007 Colleges Ontario Conference. The Chair attended a session by Frank Iacobucci, Chair of the Higher Education Quality Council of Ontario, on Youthtronics and the notes from that session were recorded by Ronald Holgerson and passed along to Ty Shattuck for consideration by the Board Strategic Planning Steering Committee.
<b>11.3</b>	<b>Brantford Classic Run – April 29, 2007</b> Cindy Swanson asked Governors to consider signing a pledge form for the Brantford Classic Run to raise funds for physically challenged children and other Rotary Club of Brantford community projects. The run is scheduled for Sunday, April 29, 2007. Mohawk College and Laurier currently have a challenge on for the most pledges.
<b>12.</b>	<b>INFORMATION</b>
<b>12.1</b>	<b>Student Reports (MSA/SAC/MCACES/Alumni)</b>
<b>12.2</b>	<b>2007 Colleges Ontario Awards</b>
<b>12.3</b>	<b>Media Reports</b>
	Items 12.1, 12.2 and 12.3 were provided for information.
<b>12.4</b>	<b>“Good Companies Keep Good Apprentices” Newspaper Article</b> Paven Bratch provided the March 9, 2007 Hamilton Spectator article on apprentices.
<b>13.</b>	<b>UPCOMING MEETINGS</b> <ul style="list-style-type: none"><li>• Finance Committee, April 30, 2007, 3:30 p.m.</li><li>• Program Development &amp; Renewal Committee, May 24, 2007, 4 p.m.</li><li>• Audit Committee &amp; Finance Committee, June 8, 2007, 8 a.m.</li></ul>

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**NEXT MEETING**

**Wednesday, April 11, 2007, 6:00 p.m.  
Staff Lounge, C110, Fennell Campus, Mohawk College**

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

It was moved by Sharon Lax and seconded by Arun Jacob that the Board of Governors adjourn the Mohawk College Open Portion Board of Governors' meeting at 7:42 p.m. and the in camera portion of the meeting will reconvene after a short break. Carried.  
**(MOTION 389.O.14)**

# MOHAWK

COLLEGE OF APPLIED ARTS AND TECHNOLOGY

## BOARD OF GOVERNORS' MEETING

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

STAFF LOUNGE, ROOM C110, FENNELL CAMPUS, MOHAWK COLLEGE

Wednesday, March 14, 2007

### ATTENDANCE - OPEN PORTION

#### Board of Governors

Gary Beveridge, Chair  
Allan Greve, Vice Chair  
Paven Bratch  
Brenda Davis  
Arun Jacob  
Trent Jarvis  
Bronko Jazvac  
Carolyn Johnson  
Rick Knowles  
Sharon Lax  
Pat MacDonald  
Pat McKay  
Colin Osborne  
Brendan Ryan  
Cindy Swanson  
MaryLynn West-Moynes, President

#### Absent

Bryan Adamczyk  
Brian Mullan  
Ty Shattuck

#### 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  
Carolyn Gray, Vice President, Lifelong Learning & Brantford  
Barry Hemmerling, Associate Vice President, Strategic Enrolment Management  
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**  
**Dale Schenk, Vice President, Finance and Administration**

**Observers**

**Fred Deys, Faculty (President, Local 240)**  
**Anna Gris, Faculty (Chief Steward, Local 240, Professor, Language Studies)**  
**Jason Lee, Student (President, Mohawk Students' Association)**  
**Karen Logan, President, Mohawk College Association for Continuing Education Students**  
**Kathy Maxwell, Support Staff (President, Local 241)**

**Guests**

**Karen Beechey, Office Administration Student**  
**Renzo Castellani, Facility and Management Construction**  
**Kathryn Creeden, Consultant, KJ Business Solutions**  
**Heather Giardino, Faculty (Co-ordinator, Applied Communications)**  
**Ashley Hamilton, Office Administration Student**  
**Betty Anne Jackson, Member, Grand Valley Educational Society**  
**Jim Jones, CE – Creative & Applied Arts**  
**Meagan Leitenberger, Office Administration Student**  
**Amy Paiva, Office Administration Student**  
**Daisy Paiva, office Administration Student**  
**Jay Robb, Media Relations Publicist**  
**Debra Veldstra, Incoming Student Governor**  
**Veronica Weir, Faculty (Treasurer, Local 240, Co-ordinator, Office Administration)**