

**BOARD OF GOVERNORS' MEETING**

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

**MOHAWK-McMASTER INSTITUTE FOR APPLIED HEALTH SCIENCES, ROOM 143**

**Wednesday, October 11, 2006**

**OPEN PORTION MINUTES**

**1.**

**CALL TO ORDER**

The Mohawk College Board of Governors' Open Portion meeting was called to order at 6:01 p.m.

Vice President, Academic Rosemary Knechtel, welcomed everyone to the Mohawk-McMaster Institute for Applied Health Sciences. The Board members were provided with an overview of the Mohawk College and McMaster University partnerships. She further explained that the IAHS is unique in that it is the only joint college-university facility offering health sciences programs in Canada.

Rosemary shared with the Board that the College has recently received the Registered Nurses' examination results for the graduates of the joint B.Sc.N. program and the Mohawk College pass rate was 93% and the provincial average was 90%. She expressed her appreciation to Dr. Mary Brown, Associate Dean, Nursing, and the Nursing faculty for these excellent results. One of our 4<sup>th</sup> level B.Sc.N. students, Julie Desjardins, was cited in "The Registered Nurse Journal" as a future leader of nursing.

**2.**

**INTRODUCTION OF NEW GUESTS**

Ronald Holgerson introduced Marnie Spears, President and CEO, and Mike Logue, Senior Vice President, of KCI.

**3.**

**ADDITIONS/DELETIONS TO THE AGENDA**

There were no items to be added to or deleted from the agenda.

## OPEN PORTION MINUTES

The Chair took this opportunity to ask Governors to keep their questions at the Board meeting at the strategic level and to direct any operational questions or questions requiring more detailed answers, to the Board Office as we had a full Board agenda.

A discussion followed on the need for Board members to understand items being discussed at meetings and ask questions on matters to be considered by the Board.

The Board Chair said the intention was to keep a strategic focus and reminded Governors detailed questions can be answered through the Board Office.

### **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 meeting agenda do so at this time. No conflicts were declared.

The Chair reminded the Governors to sign their Governors' Agreements and return them to the recording secretary.

### **5. APPROVAL OF THE PREVIOUS MINUTES**

#### **5.1 Minutes of the 383<sup>rd</sup> Open Portion Board Meeting (September 13, 2006)**

It was moved by Allan Greve and seconded by Bryan Adamczyk that the Board of Governors approve the minutes of the 383<sup>rd</sup> Open Portion Board meeting of September 13, 2006. Carried. **(MOTION 384.O.5.1)**

Brendan Ryan stated that he recalled asking for a policy authorizing the President to act in an emergency situation. This item will be referred to the Policy Committee and added to the "Board Action Items/Follow-Up".

The Board Chair advised the Board that the Governance Committee had discussed the Policy and By-Law review and that the Policy Committee membership will be expanded to include any interested Governors.

**OPEN PORTION MINUTES**

	<p><b>Board Action Items/Follow-Up:</b> <b>This agenda:</b></p> <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)</li></ul> <p><b>Future agenda item:</b></p> <ul style="list-style-type: none"><li>• KPI Analysis Report (Item 8.1)</li></ul>
<b>6.</b>	<b>BOARD COMMITTEE REPORTS</b>
<b>6.1</b>	<p><b>Finance Committee Terms of Reference</b> The Chair stated that the Governance Committee discussed the Finance Committee terms of reference and made a further revision to the terms of reference. The Governance Committee has referred the revised terms of reference to the Finance Committee for discussion and then back to the full Board for approval.</p>
<b>6.2</b>	<p><b>Proposed Three-Year Review Schedule for Board Policies</b> The Chair stated that the Governance Committee has approved a three-year review schedule for Board policies.</p>
<b>6.3</b>	<p><b>Board Committee Membership</b> The Chair stated that the Governance Committee discussed Committee membership and Rick Knowles will fill the vacancy on the Audit Committee and Arun Jacob will serve on the Program Development &amp; Renewal Committee. The Policy Committee will review the Board Committees' terms of reference to ensure that they are aligned with the Board By-Laws. The Chair stated that Bruce Nicholson, the College auditor, will be asked to speak to the Audit Committee on the advisability of having completely different members on the Audit and Finance Committees.</p>
<b>7.</b>	<p><b>STRATEGIC/DECISION ITEMS</b> No items.</p>
<b>8.</b>	<p><b>STRATEGIC/DISCUSSION ITEMS</b></p>

## OPEN PORTION MINUTES

### 8.1 **Key Performance Indicators Improvement Planning – 2006-2007 Cycle**

Peter Dietsche presented a report on the Key Performance Indicators Improvement Planning for the 2006-2007 Cycle.

Peter Dietsche referred to the 2005-2006 status of Mohawk versus the provincial rate of:

	Mohawk 05/06	Province 05/06	Target (from 06/07 Business Plan)
Graduate Employment	91.1%	89.3%	0.50% - target met
Graduate Satisfaction	80.3%	81.6%	1.0%
Employer Satisfaction	89.8%	92.1%	1.0%
Graduation Rate	55.8%	60.1%	1.0% - target met
Student Satisfaction	76.3%	77.8%	2% - target met

Brendan Ryan stated that, as he has mentioned in the past, he is very concerned about the College's and the province's graduation rate. He understands that we do not have a formal tool to measure the graduation rate and he urged the President and the Board Chair to recommend to the Ministry of Training, Colleges and Universities to develop a measurement tool for this purpose. He asked what tool the College would recommend to the Ministry if asked. Peter Dietsche said that the recognized vehicle to measure graduation rate is the Ontario Education Number. He said that ACAATO and the KPI Steering Committee has made this recommendation to the Ministry.

The President stated that student who don't graduate have often taken one of the following options:

- stop out for one or more years
- transfer to another institution
- go to university

The President recommended that we do the following:

- i) improve Mohawk's tracking measures
- ii) continue to advocate for the creation of a province-wide measurement tool with the Higher Education Council. The President will send a letter to the Higher Education Council.

## OPEN PORTION MINUTES

The President reported that the Minister of Training, Colleges and Universities, spoke at today's General Assembly on the topic of student transferability from college to university. The Minister indicated this was a high priority for him.

Further discussion focused on:

- Mohawk's Strategic Plan goal remains to be in the top 1/3 percentile of KPIs in the province.
- Employer satisfaction levels and the cause of dissatisfaction, which has been analyzed and is being addressed. In addition, the employer participation rate is low and action has been taken to increase participation such as calls to understand why employers have not participated and a letter being sent from the President to employers of graduates.
- Ty Shattuck recommended further reports include the root cause analysis to broaden understanding and discussion by the Board. Peter Dietsche assured him this analysis was being done and would be included in future reports.

In answer to Rick Knowles question, Peter Dietsche stated that report cards were distributed to each program area.

### **9. PERFORMANCE REPORTS**

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

The Accident/Injury Report for October 2006 was provided for information.

#### **9.2 Staffing Report**

The Staffing Report for October 2006 was provided for information.

Carolyn Johnson asked why we were below the budgeted figure for support staff. The President reported that this was the result of significant support staff movement over the summer. All current vacancies are being analyzed carefully in light of Budget concerns for the 2007/2008 Budget. We are following our contractual agreements and constantly analyzing work to be done and full-time and part-time staffing.

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

The Cumulative Revenue & Expenditure Report was provided for information.

Discussion occurred about the report around revenue changes from 2006/2007 and the impact of the strike.

**OPEN PORTION MINUTES**

The President clarified that the report had been developed last year at the request of the Board to report revenue and expenses monthly. A new budget model is being developed for 2007/2008, which will provide more useful monthly budget information.

The Chair indicated that more detailed information about current year variances are reported at the Finance Committee three times a year and noted the next meeting was scheduled for November 1, 2006.

**10. PRESIDENT'S REPORT**

**10.1 President's Report**

The President's Report was provided for information.

**10.2 Strategic Plan, Business Plan, Balanced Scorecard Update**

The Strategic Plan, Business Plan, Balanced Scorecard Update report was provided for information.

Ronald Holgerson stated that we are close to achieving 85% of the goals and objectives of the Strategic Plan. Two goals that will require close monitoring in order to measure achievement and that may not be achieved in this fiscal year are enrolment and retention. A more definite picture will be available after the November 1, 2006 enrolment audit.

The President stated that due to the large number of enrolments in late July and August, we are concerned about "student commitment" which is known to be an indicator of student success (retention).

**10.3 Marketing Strategy 2007 to 2008 *Reputation & Student Recruitment***

The Marketing Strategy 2007 to 2008 *Reputation & Student Recruitment* was provided for information.

The President stated that having a marketing plan has now become a standard practice at the College and she anticipates some adjustments to the Marketing Plan will occur as a result of the new Strategic Plan.

## OPEN PORTION MINUTES

<b>10.4</b>	<b>STARRT Update</b> Cheryl Jensen reported that Phase 1 of the STARRT project is on target for opening in September 2007. A full report will be made at the November 1, 2006 Finance Committee meeting to include an overview of design by the Architect and a report of expenses by Dale Schenk. Phase 2 depends on federal and provincial funding. Advocacy efforts have been received with interest and we are encouraged that funds may be available through the new federal/provincial Labour Market Development Agreement.
<b>10.5</b>	<b>Addition to Gerald Marshall Fund</b> The President reported that Marshall Truck & Trailer Repair Ltd. has matched the original family gift of \$500,000 to Phase 1 of the STARRT project. The new Truck and Coach building at the Stoney Creek Campus will be named for their father, Gerald Marshall. In addition, the Marshall family has increased their original gift of \$500,000 with an additional gift of \$200,000. This brings their total gift to \$1,200,000.  The Marshall family is hosting a reception on November 15 <sup>th</sup> for invited guests from business and industry in this area. The Marshall family and the College are hopeful that their gift will be added to by the guests at this reception.
<b>10.6</b>	<b>All Staff Memo re: Retention</b> The all staff email regarding student retention was provided for information.  The President will be meeting with all staff in open forums to take place over the next couple of weeks. Staff are asked to come to the Open Forum meetings to discuss learning, serving students, improving retention and any other topic of interest.
<b>11.</b>	<b>BOARD CHAIR'S REPORT</b>
<b>11.1</b>	<b>ACAATO General Assembly, October 11, 2006</b> The Chair and the President attended the ACAATO General Assembly meeting today.  The Board Chair highlighted the following: <ul style="list-style-type: none"><li>• Strategic Plan</li><li>• Name change from ACAATO to Colleges Ontario.</li><li>• Funding concerns especially in year 2 and 3.</li></ul>

## OPEN PORTION MINUTES

- MTCU Funding Steering Committee will continue.
- ACAATO put together a report on what the colleges want to see in the budget – capital funding.
- Advocacy in the current political environment in Ontario. Focus is on an opportunity for colleges to make friends, be involved, advocate.
- It is important for all Governors to have the same “script” when advocating for the College.

Brendan Ryan stated that, in discussions with the Ministry, colleges need to be appreciative of what funding they have received but they must emphasize what will be lost if the funding situation does not improve. He suggested that when advocating for the college rather than referring to colleges and universities; we should talk about the future of the country and our youth.

In response to a question from Allan Greve about an ACAATO province-wide advocacy plan, the President reported that ACAATO is balancing the public perception of the funding that colleges have received. She said that more will be known about the funding impact on our institutions in 8 weeks. The President said Sheila James, a consultant, has been engaged to do a landscape analysis and recommend on strategy.

The President also said that the Minister indicated that a capital funding announcement may be made shortly.

The President has met with all of the MPs and MPPs and she will be meeting with the opposition as well.

Bronko Jazvac stated that advocacy is important but the College also needs to look at potential “best case/worst case” scenarios.

### **12. INFORMATION**

Items 12.1 and 12.2 were provided for information.

#### **12.1 Student Reports (MSA/SAC/MCACES/Alumni)**

#### **12.9 Media Reports**

### **13. UPCOMING MEETINGS**

- Fall Convocations – McIntyre Theatre, Fennell Campus
  - Thursday, October 19, 2006, 7:00 p.m.

**OPEN PORTION MINUTES**

- Friday, October 20, 2006, 2:30 p.m.
- Friday, October 20, 2006, 7:30 p.m.
- Finance Committee & Audit Committee, November 1, 2006
- Mohawk Presents, November 29, 2006

**NEXT MEETING**

**Wednesday, November 8, 2006**

**6:00 p.m., C110, Fennell Campus, Mohawk College**

**Buffet dinner served from 5 to 6 p.m. in Room C064.**

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

It was moved by Bryan Adamczyk and seconded by Brenda Davis that the Board of Governors' Open Portion meeting adjourn at 7:17 p.m. and the in camera portion of the meeting convene after a 10 minute break. Carried. **(MOTION 384.0.14)**

# MOHAWK

COLLEGE OF APPLIED ARTS AND TECHNOLOGY

## BOARD OF GOVERNORS' MEETING

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

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Wednesday, October 11, 2006

### 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

Rick Knowles

Pat MacDonald

Pat McKay

Brian Mullan

Colin Osborne

Brendan Ryan

Ty Shattuck

Cindy Swanson

MaryLynn West-Moynes, President

#### Absent

Sharon Lax

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

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

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**  
**Dale Schenk, Vice President, Finance and Administration**  
**Debbie Logel Butler, Executive Director, Development and Alumni Relations**  
**Jackie Jones, Director of Development**

**Observers**

**Anthony D'Alessandro, Chair, Mohawk College Council**  
**Fred Deys, Faculty (President, Local 240)**  
**Heather Giardine, Faculty (Co-ordinator, Language Studies)**  
**Anna Gris, Faculty (Chief Steward, Local 240)**  
**Jason Lee, Student (President, Mohawk Students' Association)**  
**Karen Logan, President, Mohawk College Association for Continuing Education Students**

**Guests**

**Marnie Spears, President & CEO, KCI**  
**Mike Logue, Senior Vice President, KCI**