

# ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

## MINUTES

of the

### FULL BOARD MEETING of the BOARD OF GOVERNORS

Held March 24, 2009 at 6:30 p.m., in the Board Room # 342, South Campus,  
2000 Talbot Road West, Windsor, Ontario

#### PRESENT:

Mr. M. Benoit  
Mr. T. Farron  
Ms. L. Gall  
Ms. M. Lucas  
Ms. B. Jones  
Ms. K. Curtis  
Ms. D. Livneh, **Chair-Elect**  
Ms. M. Lucas  
Mr. V. Marcotte  
Ms. K. Mingay  
Mr. C. Parrott  
Mr. R. Shaw, Chair  
Dr. J. Strasser, **President**  
Mr. J. Wickett

#### ABSENT:

Mr. P. Choma  
Mr. M. Helal  
Ms. S. McLelland  
Ms. R. Parak

#### Also Present:

Ms. S. Armstrong, Director, Financial Services  
Mr. D. Barsanti, Chief Financial Officer  
Mr. E. Chant, Editor, SAINT, Student Newspaper  
Mr. F. Curtis, Faculty Observer, OPSEU, Local 138  
Dr. A. Esayed, Chair, School of Engineering  
Technologies  
Ms. P. France, Senior Vice President, College  
Operations  
Ms. S. Garant, Board Secretary

Ms. J. Green, Chair and Acting Chair for the Schools of Liberal Arts & Science and Community Studies, respectively

Mr. F. Sorrell, Vice President, College Advancement Services

Dr. P. Tumidajski, Vice President, Academic

A quorum of the Board of Governors in attendance and the Notice of the Meeting and the Agenda having been duly sent to all Board members, the meeting was declared regularly constituted. A copy of the Notice of Meeting/Agenda is attached as Appendix 'A'.

Mr. Shaw chaired the meeting and Ms. Garant was the Recording Secretary.

1.0 Adoption of the Agenda and Declaration of Conflict of Interest

A motion to adopt the agenda was moved and carried and after calling for and hearing no declarations of conflict of interest, it was therefore,

**RESOLVED THAT** the Board of Governors adopt the In Camera agenda as distributed.

2.0 Approval of the Minutes of the February 17, 2009 Full Board Meeting Held in Windsor

A motion to approve the above Minutes was moved and carried and it was

**RESOLVED THAT** the Board approve the Minutes of the February 17, 2009 Full Board Meeting as distributed.

3.0 Constituent Reports

Faculty

Mr. Curtis indicated that he had nothing to report at this time from his constituency.

## Student

Dr. Strasser, distributed a letter to the Board members, on behalf of SRC President, Andrea McNeil and attached as Item 3.0 to the Minutes. The letter was sent from the “Students of St. Clair College” to MPPs Bruce Crozier, Essex, Minister Dwight Duncan, Windsor-Tecumseh, Minister Sandra Pupatello, Windsor West re “Students for Fairness on Infrastructure Investments” which addresses the perceived government bias when it comes to the inequity of infrastructure funding between universities and colleges.

Dr. Strasser thanked the students for their ongoing support in lobbying the Provincial and Federal Governments on behalf of the community colleges in Ontario.

## 4.0 **President's Updates**

### 4.1 President's Updates

The President announced that on April 23, 2009 long time friend of the College, Mr. Matty Moroun, will host a “Dinner with the President” fundraiser at the St. Clair Centre for the Arts to boost fundraising efforts for the Health-Plex facilities.

### 4.2 Capital Projects

Dr. Strasser spoke to this item and distributed a handout to the Board

Members outlining the six capital projects that are currently on the books and awaiting funding. The total dollar value of all these projects noted the President is \$115M. These projects are the ones Dr. Strasser addressed in his meeting with Minister Milloy last week which the President deemed to be quite successful after getting some feedback from reliable sources.

Furthermore, the first two initiatives on the list, which is attached to the Minutes as Item 4.2 (Health Plex-Windsor and Health Plex-Chatham), could proceed, after obtaining the \$7.2M Federal matching grants without further support from the Province.

In addition, Dr. Strasser explained, 50% of the required funds have been raised from “other” sources. The province will most likely not be forthcoming with funds to support the initiatives, since that has been past practice.

The six projects listed, the President further noted, are not in any order of priority. He further explained;

- The Centre for Construction, Innovation and Production is already underway.
- The Training complex speaks to existing space on the campus that will be used for various training needs (i.e. the soon to close Day Care facility space will be reconfigured for other programs).
- The Health Centre initiative is potentially the one of most interest to the Government of Canada and the most likely to receive funding.

When asked about where grant monies would be spent, the President noted that the funds could go toward covering expenses in all areas mentioned above.

In answer to a member's question about the Training Complex, the President explained that the term refers to any recently vacated space being refurbished to provide additional space for capacity increase in some programs and the introduction of new programs.

## 5.0 **Business Arising**

### 5.1 Board Advocacy

The President distributed copies to the Board members of his report to the Deputy Minister at the February 26, 2009 meeting which was a request for help from the Ministry.

Ms. France and Mr. John Fairley, Director of Corporate Communications and Alumni Relations at the College accompanied Dr. Strasser at this meeting.

The "cover sheet" was used by the President, during this meeting, as a reference to ensure that each of the areas highlighted in the document were addressed: (1) Accessibility (2) Innovation (3) Support for Economic Development (4) Quality (5) Fiscal Management and (6) Positioning for infrastructure Growth.

Since that meeting Dr. Strasser has spoken twice with MPP Dave Van Kesteren, in Chatham, who is sympathetic to our cause and pushing our agenda forward.

Dr. Strasser, accompanied by Board member, Ted Farron also spoke with MPP Jeff Watson, Essex to elicit his support.

The Government budget announcement should be forthcoming by late next week indicated the President.

The President invited Board members to review the report distributed and encouraged them to call him with any questions they may have.

A copy of the report and cover sheet are attached to the Minutes as Item 5.1.

The Chair further added that perhaps it would be prudent for the Board to hold off sending any letter to the Minister at this time and better to wait to hear if there is an announcement next week. The Board members agreed with this decision.

#### 5.2 2008/9 Board Annual Work Plan

During the Board discussion of this item, it was suggested by a member that the Annual Work Plan of the Board be brought forward in September of each year in order to incorporate the various tasks required either by Ontario Regulation 34/03 or the Charter document for the Board throughout the year. This suggestion was agreed upon and a motion to the work plan was brought forward and it was therefore;

**RESOLVED THAT** that the Board approves the 2008/9 Board Annual Work Plan as attached and in September the document will be reviewed and modified to incorporate the tasks as defined in Regulations 34/03 and the Charter document, for implementation, throughout the year.

#### 5.3 The President's Meeting with Minister Milloy

The discussion of this item was incorporated in the earlier discussion of Board Advocacy under Item 5.1.

#### 5.4 Revised Board Policies

Ms. France distributed the following Policies being brought forward for Board second reading and approval:

- Governing Style – Policy #2003-7
- Annual Board Planning Cycle – Policy #2003-8
- Asset Protection – Policy #2003-14
- Communication to the Board – Policy #2003-15
- Working Conditions – Policy #2003-16

The Chair and Board decided that the policy changes would be made and brought back to the Full Board at the end of April for final approval.

A motion was brought forward and it was therefore,

**RESOLVED THAT** the Board approve the proposed changes to the policies as distributed and where it was noted on the attached agenda, no changes were made, those policies are approved as distributed.

#### 5.5 2009/2010 Board Volunteer Recruitment

The Board reviewed the “draft” recruitment ad and approved it for publication in the weekend edition of the Windsor Star and the Chatham Daily newspapers.

### 6.0 New Business

#### 6.1 2009/2010 Budget Presentation

Dr. Strasser introduced the Chief Financial Officer, Mr. Barsanti, to present the budget for 2009/2010. This budget, noted Mr. Barsanti, is based on the College enrolment of 7,095 students and incorporates into it the 2009/2010 Financial Plan as well as the Operating Budget outlined in Appendix A. Two separate documents have been included in the Board members’ folders: (1) The 2009/10 Student Fee Structure and (2) A copy of the September 26, 2008 letter from Philip Steenkamp, Deputy Minister, outlining the Revised College Ancillary Fees Policy, Effective 2009/10) for Board information.

Mr. Barsanti pointed out to the Board members that the bulk of the College’s income comes from; operating grants (46.3%), Ontario grants (11.5%), Student Tuition Fees (26.1%), Ancillary Operations (8.8%) and “other revenue” (7.3%).

Both student groups (SRC-Windsor and TSI-Chatham) have been apprised of new fee increases and have signed off on the changes, continued Ms. France.

Mr. Barsanti asked the Board members to refer to Schedule II – Revenue Budget, page 9 of 11under Item 6.1, attached to the agenda which outlines the largest decreases in revenue which stem collectively from the closing of the Child Care facility, the decrease in apprenticeship

revenue and the decrease in revenues from the St. Clair Centre due to the faltering economy.

Schedule III, continued Mr. Barsanti, reflects additional expenditures due to contractual obligations to staff, economic reductions as well as fewer new initiatives and a decrease in overall funding to the College.

In preparing the budget a number of uncertainties cloud any predictions, such as; enrolment levels, the uncertain new Provincial funding model, apprentice allocations, deferred maintenance liability (no cushion), part-time employee unionization and a weak local economy.

Mr. Barsanti concluded that the budget is a conservative one at best. He also cautioned the Board that next year's budget (2009/10) although balanced, will have no monies in reserve.

In response to a member's question pertaining to revenues generated from the St. Clair Centre, Mr. Barsanti indicated that this revenue will be included in the facility budget, since staff is required whether or not there is a banquet facility or not. Prior accounts attributing all costs to the banquet operations were not reasonable and these new statements more accurately reflect the activity at the Centre. The Centre no longer offers discounts on facility rentals or food regardless of who is requesting the service.

In response to another member's question, Mr. Barsanti indicated that due to the timing of the reporting, the total amount of the savings is not evident.

Dr. Strasser responded to another concern about the accuracy of the costs associated with the St. Clair Centre by noting that the Centre's expenses are now being divided among five (5) cost centres (i.e.- banquet, catering, kiosks (Windsor/Chatham and Chrysler Theatre). The President also assured the members that the initial costs associated with dealing effectively with the staff at the Centre should also balance off over time.

A question arose from one member regarding the Theatre operations which the President stated had not been dealt with effectively over the last few years, under City management.

Ms. Harris, added Dr. Strasser, is now the member of senior management with the responsibility of overseeing the operations at the Centre and is in the process of reviewing how the business is being run

and where efficiencies can be implemented to save costs as well as new ways to make money.

The President also shared the news that unfortunately Ms. Harris has recently fallen and broken her foot.

Dr. Strasser also explained to the Board members that the ticket sales for Theatre Alive, Windsor Symphony and other clients may not continue. A final decision won't be made until a complete review has been finalized.

As far as revenues the President concluded that the five sectors (Banquet, Catering, Theatre, Chatham kiosk and Windsor kiosk) would end the fiscal year in a combined "break even" position.

When one member expressed some concerns that perhaps the new pricing at the Centre was driving away perspective customers, Dr. Strasser affirmed his belief that those who want an exceptional venue with the riverfront view and a fine dining experience would be willing to pay for it.

When a member enquired about student assisted tuition, Mr. Barsanti explained that 30% of student tuition revenues or \$1.8M are going into student work study programs rather than the bursary fund to assist students in paying back their loan debt.

Another member pointed out that overall the debt has been reduced by \$3M which was mostly contractual, he hoped that the College wasn't going to be "punished" for arriving at a balance budget.

The President also mentioned that we must keep in mind that these economic times are not normal and it will take some time to recover.

When asked by a member if the College has taken stock of its energy consumption and where it might improve efficiencies the President responded that the Facilities department has taken steps to reduce the use of energy by initiating new actions from installing signs at the light switches to remind all staff to shut lights off upon exiting a room to installing motion sensitive hallway lighting to that end.

Another question came forward pertaining to the revenue the College will see from the Second Career initiative, to which Administration responded \$2.2M. The cap is \$3.2M. This \$2.2M is the highest reported in the Province added Ms. France.

The Chair raised a concern about the College working without any monies in its reserves to which Mr. Barsanti responded that should any unforeseen costs be incurred the College could indeed go into a deficit position and corrective actions would need to be enacted to bring the budget into a surplus position. Mr. Barsanti further added that decisions on funding could be announced as early as next week which will give the College a better indication of where it stands.

After concluding the question period a motion to accept the budget proposal was brought forward and it was therefore

**RESOLVED THAT** the Board  
approve the 2009-2010 Financial Plan  
as attached along with the Student Fee  
Structure for 2009/10 as supported by  
the students and the revised Ancillary Fee  
Policy as prescribed by the Ministry and  
attached to the Minutes.

The Chair thanked Mr. Barsanti and his team for their work in preparing and presenting the budget.

A copy of the 2009-2010 Budget Presentation, 2009-2010 Student Fee Schedule and the Revised Ancillary Fee Policy are attached to the Minutes as Item 6.1.

The Chair/Elect added that the College should ensure that due diligence is practiced by investigating ways to improve work areas in order to eliminate waste and create a lean more effective environment.

Dr. Strasser responded that the College, prior to making cuts, met with representatives of the various constituent groups within the College and asked those participants to share ways that they could save money in their respective departments.

Those ideas have been reviewed and where possible those suggestions have been implemented to save costs.

## 6.2 Provincial Conference Update

The discussion surrounding the 2009 Colleges Ontario Conference was deferred to the April 28, 2009 Full Board meeting.

## 6.3 A Request for a New Ontario College Diploma-Legal Office Administration to replace the Law Clerk Program

Dr. Tumidajski deferred this presentation to Ms. Green who asked the Board to consider changing the name of Law Clerk to Legal Office Administration to commence in the fall of 2010.

Former graduates from our Legal Office Administration Program may wish to return to continue their Post Secondary studies by way of the Paralegal Program.

After a brief discussion it was therefore

**RESOLVED THAT** the Board of Governors approves that beginning September 2010 the Law Clerk program will be replaced by the Legal Office Administration program.

#### 6.4 A Request to offer a New Ontario College Advanced Diploma – Energy Systems Design Technology

Dr. Adel Esayed spoke to this item and explained to the Board members how, with the decline in the automotive sector, programs like Automotive Technician, Auto Product Design and auto related manufacturing programs have seen a steady drop in enrolment the College must step up to maintain its competitive edge.

Both Dr. Tumidajski and Dr. Esayed have invested time into exploring new programs in the area of energy production and design and the unique program coming before the Board for their approval tonight is a result of their efforts.

The Energy Systems Design Technology program will appeal to perspective students having a general technology background.

International students with the proper skills set will be able to fast-track in this program.

When a Board member enquired as to whether jobs currently exist in this field, Dr. Elsayed responded that companies are currently seeking energy auditors, primarily in the housing industry. In these positions the individual is required, as the energy auditor, to assess the current areas in the home that are inefficient and they are able to make recommendations to the homeowners of where they can address and reverse that trend. Dr. Elsayed also noted that these positions may be available locally and outside the area.

The Board members commented on the excellent opportunities this program offers to former graduates to develop new skills and how the

College can recruit students outside of the catchment area for this unique program.

When a Board member asked if the resources required to offer this program exist, Dr. Elsayed indicated that the faculty are currently on staff and may require some professional development in order to update their skill level. The physical resources, however, particularly for the first year of the program do already exist, added Dr. Elsayed. There may be some specific equipment or programs of instruction required in the second and third years of the program.

In response to another Board member's question, Dr. Elsayed indicated that the program would be offered in the new CCIP building, possibly sharing space with the Power Engineering Program.

Future program areas would involve Advanced Materials Manufacturing, Heat (Thermal Dynamics) in the area of Power Engineering and Energy System Design added Dr. Tumidajski.

In addition, Dr. Tumidajski noted, at the next Board meeting in the near future, the Board can look forward to reviewing two new programs in related fields, Wind Turbine Technician and Transmission Line Design.

Upon conclusion of the discussion and question period, it was therefore

**RESOLVED THAT** the Board of Governors approves the September 2010 offering of the New Ontario Advanced College Diploma – Energy Systems Design Program.

Dr. Tumidajski did add that the hope was, following Ministry approval, this program could be up and running for fall 2009.

Over the next four years, the Academic Vice President, followed up, the College is looking to offer twenty-six (26) new programs.

## 7.0 Board Policy Review (1<sup>st</sup> readings)

### 7.1 Policy #2003-9 (Governance Process) – Board Standards, Procedures & Self-Policing

During discussion surrounding the above Policy, the consensus among the members was that the Policy remain unchanged but a monitoring report will begin in September, whereby a running attendance report be available to the members on a quarterly basis, indicating which

scheduled meetings/events the governors attend (according to the Board Annual Work Plan) from September to June.

#### 7.2 Policy #2003-17 (Executive Limitations) – Compensation & Benefits

The Board members agreed that this Policy would remain unchanged at this time.

It was therefore

**RESOLVED THAT** the Board of Governors have completed the first reading as required and approve the two Policies (#2003-9 and #2003-17) as they are written.

### 8.0 Meeting Evaluation

#### 8.1 Meeting Evaluation

At the request of the Chair members of the Board offered their feedback about the night's meetings and members indicated that they were pleased with the brevity and punctuality of the In Camera meeting which led to the Full Board meeting commencing on time.

Members also commented that the discussion around various agenda items provided them good, added information.

**9.0    Date of Next Meeting**

Mr. Shaw announced that the next Committee of the Whole Meeting, originally scheduled to be held at the South Campus in Windsor, would now take place in Chatham at the Thames Campus in Board Room #200F on Tuesday, April 14, 2009. The April Full Board meeting, the Chair further added, will now move to Windsor from Chatham on April 28, 2009.

At the April 14<sup>th</sup> Committee of the Whole meeting the Board members will hear Dr. Strasser's summary pertaining to the Strategic Directions of the College as they pertain to his 2008/2009 Presidential Evaluation.

Board members will also have the opportunity to ask any questions surrounding the process prior to completing the surveys.

Ms. Curtis, who also sits on the College's Foundation Board reminded the Board members of the upcoming Manufacturing Hall of Fame Awards Dinner (March 31<sup>st</sup>, 2009) and the April 4<sup>th</sup>, 2009 Wine Gala (Hawaiian theme) and invited them to purchase tickets and support these events.

**10.    Adjournment**

This concluded the Full Board meeting and the time of adjournment was 8:30 p.m.