

**RED RIVER COMMUNITY COLLEGE
BOARD OF GOVERNORS**

MINUTES

B:94/02

2055 Notre Dame Avenue, Winnipeg, Manitoba
7th Floor Boardroom, Building C
7:00 p.m.

February 23, 1994

In Attendance:

Governors:	J. Harrison, Chair H. Middlestead, Vice-Chair R. Bullock (From 8:30) N. Dyck G. Fardoe D. Finkleman L. Foster B. Lavallee B. Moorhouse G. Tsouras (From 8:45) T. Whiteman
Regrets:	J. Bear
President:	T. Knowles
Secretary:	J. Tribula
Guest:	R. Dykes, Director, Financial Services

Call to Order

With attendance constituting a quorum, the Chair called the meeting to order at 7:00 p.m.

1. ACCEPTANCE OF AGENDA

Moved by B. Moorhouse/T. Whiteman that the agenda be accepted as distributed.

Carried

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2. ADOPTION OF MINUTES

Moved by T. Whiteman/L. Foster that the Minutes of the Meeting of the Board of Governors held on January 26, 1994 be adopted.

Carried

3. BUSINESS ARISING FROM MINUTES

The Chair indicated that an agenda for the Tri-College Board Meeting on February 25, 1994 has been circulated and that a dinner will be held on February 24, 1994 for any Board member who is able to attend.

The Board was provided with a memorandum from Leslie Patterson, Director, Human Resource Services outlining the recruitment and selection procedures for employees of the College. Concern had been raised that the President does not have final decision making authority for some senior management positions. The President advised that the current system has been effective and explained that as some positions report to the Vice-President Academic, it is justifiable that he ultimately selects the incumbent. It was suggested that the Board consider the selection procedure in the future.

A memorandum was distributed from Normen Konowalchuk, Executive Director, Administrative Services, summarizing the asbestos removal in Building A and other potential health and safety concerns at the College.

•Notification has been received from the government that the President and Herb Middlestead, Vice-Chair, have been appointed to the funding formula task group. Mr. Middlestead requested that he remain as an alternate due to time constraints, as was originally noted in the College's letter to the Minister. Correspondence requesting that the Vice-President Academic remain as the other representative on the task group will be forwarded to the Minister's office.

4. CHAIRPERSON'S REMARKS

The Chair welcomed Margaret Braid, Chair of the College Council and Joe Mackintosh, TQM Coordinator to the meeting.

The Chair briefly reported on his meeting with the Minister of Education and Training on February 22, 1994, in which the Minister indicated that the Board of Red River Community College is tackling the pertinent issues and commended the Board for its progress to date.

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5. PRESIDENT'S REPORT

The President indicated that the College is entering into direct negotiations with Human Resource Development (HRD) for future agreements for seat purchases.

It was agreed that the Board send a letter of appreciation to Mrs. Rose Marie Hess of Staff Services, for her successful management of the College's All Charities Campaign.

A request was made for a cost analysis of the restructuring of the academic division. The original estimation was \$75,000 - \$80,000 however, it was noted that an exact amount would be difficult to establish until the Chair selection process was complete. It was suggested that the Vice-President Academic attend the March 23, 1994 Board meeting to speak to the matter.

6. TQM BRIEFING SESSION

The President summarized the philosophy of Total Quality Management (TQM) within the College. Prior to governance, the staff had little opportunity to participate in the decision making process, and in the Fall of 1991 TQM was initiated to change the culture of the institution to encourage greater participation by all College employees. This technique is not widely used within educational institutions and the process has been adjusted to adapt to RRCC. Edward Demings' 14 points were used as a starting base.

The College's TQM Implementation Team established three major goals 1) to infuse TQM concepts into the ongoing operation of the College; 2) to add TQM concepts to the program curricula as appropriate and; 3) offer TQM training to others. The Implementation Team acts as the general steering committee and establishes Work Improvement Teams (WIT). The WIT's assist in adjusting staff to the process and in building trust between non-management staff and management.

TQM is currently operational in the student registration area, the Market Driven Training Centre, ergonomics of the workplace, and cultural diversity. It is currently being piloted in various areas of the academic division using Classroom Assessment Techniques. A summary of this process will be presented to the Academic Affairs Committee in March, 1994.

It was suggested that an employee perspective also be presented to the Board. A general discussion took place on the employees' perceptions and apprehension in relation to this new process. A consensus was reached that Mr. Mackintosh be asked to initiate a mechanism to solicit staff reaction to TQM through the TQM Implementation Team, and report back to the Academic Affairs Committee or Administrative Affairs Committee.

Mr. Mackintosh then left the meeting.

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7. COLLEGE COUNCIL

7.1 Report of the College Council of February 1, 1994

The Board was provided with the College Council Newsletter for their information.

7.2 Request to Amend By-Law No. 2, College Council Constitution

Margaret Braid, Chair of the College Council summarized the proposal to revise By-Law No. 2 which includes the addition of a section on the reporting mechanism to the Board of Governors as follows:

The Chairperson of the Council or a designate from the Council shall attend the open information session of Board meetings and present a College Council report.

Ms. Braid indicated that the President could continue to refer items to the Administrative Affairs Committee or Academic Affairs Committee prior to the Board meetings to ensure matters are dealt with expeditiously.

The other proposed revisions to sections 4.7.1, 4.7.2, and 4.7.4 are to streamline distribution and reporting of College Council information to students and staff.

MOTION: D. Finkleman/G. Fardoe

THAT the Board of Governors approve the amendment to By-Law No. 2, Sections 4.7.1, 4.7.2, and 4.7.4 as proposed by the College Council.

Carried

The President indicated he is pleased with the Council's progress and commended Ms. Braid for her leadership. Ms. Braid then left the meeting.

8. ACADEMIC AFFAIRS COMMITTEE

Mrs. Whiteman summarized the report of the February 9, 1994 Academic Affairs Committee.

An inquiry was made on the meeting between the Chair, the President and Executives from the Manitoba Association of Licensed Practical Nurses (MALPN). It was reported that the MALPN was interested in the College providing additional training for LPN's in the Province. The Chair advised their representatives that the College would ultimately respond to job demands and funding for any additional training in this area.

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9. ADMINISTRATIVE AFFAIRS COMMITTEE

Mrs. Dyck summarized the meeting of the Administrative Affairs Committee of February 16, 1994.

9.1 Food Services Operations at RRCC

A report was made to the Administrative Affairs Committee on the food services operations in relation to the current contract with Versa Services and the College's training programs. The Versa contract expires in August, 1994 and the tendering process would have been initiated in the Spring.

It was reported that there is a pending legal issue between the College and the MGEU in relation to the employer/employee relationship when the food services area was privatized in July, 1991. The Administrative Affairs Committee therefore recommended that the College extend its current contract with Versa to ensure all legalities are absolved prior to entering into the tendering process. A discussion took place on the financial implications of extending the current contract and any potential liability in relation to the legal action, which the President noted would be assumed by the government.

It was also noted that Mr. Tsouras will be consulted in the future negotiation process for the food services area at the College.

MOTION: N. Dyck/T. Whiteman

THAT the College negotiate a short term contract with Versa Services to June 30, 1995.

Carried

9.1 Monthly Financial Report as of January 31, 1994

Mr. Dykes, Director, Financial Services provided the Board with a summary of the financial statements for the month ending January 31, 1994. He indicated that the balance sheet was similar to last month's however, the Bookstore inventory level has decreased significantly.

A modest reduction in the projected deficit was noted and is attributable to increased sundry revenue generation. Mr. Dykes has been advised by the Colleges Secretariat that funding levels will remain consistent for the months of April to June, 1994, as the government does not intend to place the College in a technical deficit position.

The College is managing the financial process effectively and a balanced budget is expected for the end of the fiscal year.

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MOTION: N. Dyck/B. Lavallee

THAT the Board of Governors receive and accept the financial report for the period ending January 31, 1994.

Carried

9.3 Proposed Plan for Developmental Activity by the College

A proposal was submitted on the College's strategy to initiate developmental activity related to fund and friend raising. Mr. Dykes summarized the concept of the proposal and noted the four short term developmental campaigns planned for the College.

An inquiry was made on the evaluation process of the proposal. It was noted that this area would be subject to the proposed effectiveness reporting, and that revenue generation would be the primary indicator of its progress. The Development Council is key to the success of this activity and will establish and monitor the strategic plan. An appropriate reporting mechanism to the Board of Governors will also be implemented.

It was suggested that the Development Council be constituted as soon as possible and its composition forwarded to the Administrative Affairs Committee.

MOTION: N. Dyck/B. Lavallee

THAT the Board of Governors approve the initiatives that have been described in the position paper and approve the transfer of the Alumni Operations as stated, and requests management to undertake the actions until the Development Council is formed.

Carried

Mr. Fardoe abstained from the vote as a result of a stated conflict of interest.

MOTION: N. Dyck/B. Lavallee

THAT the Board of Governors approve the College Development Activity Policy.

Carried

Mr. Fardoe abstained from the vote as a result of a stated conflict of interest.

9.4 Proposed Policy on International Education

At the January 26, 1994 meeting of the Board of Governors, the Board approved the admission of international students on a full cost recovery basis. The original Board level policy on international education was revised to incorporate the acceptance of international students.

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MOTION: N. Dyck/G. Fardoe

That the Board of Governors approve the revised International Education Policy.

A discussion ensued on the wording of the policy and a revision was suggested to more appropriately reflect the intent of the original policy.

AMENDMENT: H. Middlestead/D. Finkleman

THAT the Board of Governors approve the revised International Education Policy as amended.

Amendment Carried

9.5 External Auditor Update

Mr. Middlestead advised that the requests for tender for the College's external auditor have been released from the government and submissions will be forwarded to Mr. Dykes' office once received. The College will be privy to the compensation packages and the final selection rights are the Board of Governors'. Mr. Dykes met with a group of the firms submitting tender and the Board will be kept apprised of any further developments.

10. EXECUTIVE COMMITTEE

Issues from the Executive Committee will be discussed during the Committee of the Whole.

11. NEW BUSINESS

11.1 Voluntary Separation Incentive Program

The Chair reported that he had received an inquiry from an employee of the College on two issues. One involving the Voluntary Separation Incentive Program (VSIP); and the other on the reduced workweek legislation.

The President advised that a VSIP has been announced by the government and explained the logistics of the program. He indicated that the College is not expecting layoffs to occur in the upcoming fiscal year and is therefore not anticipating the need to take part in the program.

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11.2 Reduced Workweek - Adult Basic Education

The President reported that Adult Basic Education (ABE) programs have a continuous intake and therefore its instructors are required to teach more days than the regular program instructors. Five of the ten reduced workweek days for the 12 full time ABE instructors were scheduled during a break in terms, and four replacement instructors were retained by the College for that week. The MGEU has raised the concern that the College is hiring outsiders to the detriment of regular staff. To remain equitable the College's position as required by the government, is that the ABE and regular program instructors be equally affected by the reduced workweek.

11.3 Board of Governors 1st Anniversary Dinner

The Board of Governors agreed to having a 1st Anniversary Dinner sometime in June. Details will be forthcoming.

12. INFORMATION ITEMS

The Chair summarized the letter received from the Minister of Education and Training on the College's funding situation, advising that the government will not be reconsidering the grant levels for the 1993/94 fiscal year.

13. ADJOURNMENT

The meeting adjourned at 9:30 p.m.

John Harrison, Chair

Dr. Tony Knowles, President