

**RED RIVER COMMUNITY COLLEGE
BOARD OF GOVERNORS**

**MINUTES
B:95/03**

2055 Notre Dame Avenue, Winnipeg, Manitoba
7th Floor Boardroom, Building C - 6:30 p.m.

March 22, 1995

In Attendance:

Governors: J. Harrison, Chair
H. Middlestead, Vice-Chair
R. Bullock
D. Finkleman
L. Foster
P. Gibson
B. Lavallee (From 7:10 p.m.)
B. Moorhouse
G. Tsouras
T. Whiteman

Regrets: J. Bear
R. Rummery

President: T. Knowles

Secretary: J. Tribula

Guests: K. Webb, Vice-President Academic (Until 8:30 p.m.)
R. Dykes, Executive Director, Computer & Financial Services
M.J. Loustel, Internal Auditor
T.K. Morgan, Director, Public Relations & Communications
G. McDiarmid, Navion (Until 8:30 p.m.)

Call to Order

With attendance constituting a quorum, the Chair called the meeting to order at 6:30 p.m.

Opening Remarks

The Chair welcomed and introduced Ms. Patricia Gibson, who has been appointed to the Board of Governors effective March 1, 1995 to serve the remainder of Netha Dyck's term. Ms. Gibson is a resident of Morden, Manitoba, and is the project coordinator for the new Boundary Trails Health Centre in Winkler/Morden.

The Chair welcomed Mr. Gord McDiarmid from Navion who will be presenting the RRCC Strategic Review and Planning Study to the Board. He also congratulated Donna Finkleman for being the successful candidate in the recent election of the employee representative to the Board.

1. ACCEPTANCE OF AGENDA

Moved by G. Tsouras/T. Whiteman that the Agenda be accepted as distributed.

Carried

2. ADOPTION OF MINUTES

Moved by L. Foster/B. Moorhouse that the Minutes of the Meeting of the Board of Governors held on February 22, 1995 be adopted as amended.

Carried

3. BUSINESS ARISING FROM MINUTES

- The Chair reported that the Project McLuhan demonstration at the IMAX Theatre was a success and congratulated Donald Benham, Journalism Instructor, for his efforts and excellent presentation.
- Minutes of committee meetings during the reporting period have now been distributed in draft form, however it was requested that the Administrative Affairs Committee Minutes be received prior to the Board date.
- The President has forwarded a letter to Donald Shields, Dean, Faculty of Engineering, University of Manitoba, in response to his comments in the *Inside Engineering Newsletter* and is awaiting a response.

4. CHAIRPERSON'S REMARKS

The Chair commented on the importance of the College being involved in such events as Project McLuhan, and in establishing partnerships and networking with the community and private industry.

5. PRESIDENT'S REPORT

The President reviewed his report to the Board for the month of February, 1995. He also reported on the half day closure of the college the previous day due to a sewer backup.

6. COLLEGE COUNCIL

There was no meeting of the College Council during the reporting period. Quorum was not reached at the scheduled March 7, 1995 meeting, however the Board was provided with the March Newsletter which highlights events currently being considered by the Council.

7. COLLEGE DEVELOPMENT COUNCIL (CDC)

7.1 Report from the College Development Council

Guests: Shirley Muir, Chair, CDC

Linda Truss Baron, Director, Development and Alumni Affairs

Gord McDiarmid, Navion

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Ms. Muir advised that the CDC had considered the revised Strategic Review & Planning Study at their March 15, 1995 meeting. The CDC supports the report and has submitted a recommendation to the Board to establish a comprehensive fund and friend raising structure. She then introduced Gord McDiarmid from Navion to review the report in detail.

Mr. McDiarmid began by stating that the College is overall highly regarded, however certain challenges must be addressed and the College needs to capitalize on opportunities. He broke his comments into three sections, observations, recommendations, and critical factors.

Observations: The College is currently in transition, and although it has now been board governed for two years, the image that it is an arm of the government lingers on. The College is recognized as enormously important to the community and the economic development of the province, however it must continue to appreciate the new needs of the community.

The image of the institution is good, however as previously stated the presence is low and this needs to be addressed. Mr. McDiarmid noted that "it is the decade of the community college" and that business and industry is looking for relevant and advanced technological education that will be supportive of a rapidly changing world. The colleges are in a strong position to provide this type of education, however they must be aggressive in their approach.

Recommendations: A significant investment in time and money is required to achieve results in developmental activity. The College should make an investment in external institutional advancement, and it must continue to build relationships with industry and the community. Mr. McDiarmid stressed that the proper infrastructure must be developed and that the Board should consider a five year plan for developmental initiatives. While it is important to monitor the progress of such an undertaking, he also indicated that it is important not to have a short sighted view.

Such a transformation requires restructuring, therefore the College should examine its internal/external relationships, and revisit these to maximize effectiveness and to meet the new goals identified. The College will need to reposition its image and strive to become a modern, advanced educational institution which will attract students.

The College should move strongly and aggressively towards private sector funding. Mr. McDiarmid also indicated that private industries will fund specific projects, such as the Animal Health Technology Centre.

The College should look at developing into an aesthetically pleasing campus, which Mr. McDiarmid suggested, would assist in creating imagination, and enhance the lifestyle of those attending, and working in the College.

Critical Factors: Mr. McDiarmid indicated that for the College to successfully establish and maintain a developmental program it must:

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- invest in external affairs which includes alumni, public relations, student recruitment, fund raising, communications, media and government relations;
- restructure to place an emphasis on external affairs;
- allow five years for the transition.

The President advised that a new structure for developmental and public relations activities will form part of the revised budget submission to be reviewed by the Board in April. He also indicated that the CDC endorses the concept of the College establishing a comprehensive fund and friend raising plan, as opposed to campaigning on a project by project basis.

A discussion took place on the problem of space versus student recruitment, ie. creating waiting lists. Mr. McDiarmid indicated that by enhancing the image of the College, student screening will become an issue which will have to be addressed.

It was also discussed how this report ties in with the educational aspects of the College, and the strategic plan currently being developed. Mr. McDiarmid advised that by enhancing the image of the College, it is more apt to attract funding, both from the government, and private industries. He stressed that colleges have to establish new ways of conducting business, and referenced the impression by some that the College maintains a civil service attitude.

Ms. Muir cautioned the Board about the specific figure noted in the Executive Summary as private funding potential, noting that this may not be possible unless all of the recommendations contained in the report are implemented. She also reiterated that the CDC endorses the report.

MOTION: T. Whiteman/B. Lavallee

THAT the Board of Governors accept the recommendation of the College Development Council that the College establish a comprehensive fund and friend raising structure and that this be supported through the establishment of a business plan.

It was discussed that the Board would require specifics on the cost of such an undertaking, and that the Planning Committee should review this concept prior to the next Board meeting, along with the financial implications as specified in the revised budget.

MOTION: Carried

Ms. Muir and Ms. Truss Baron then left the meeting.

8. ACADEMIC AFFAIRS COMMITTEE

Mrs. Whiteman presented the Academic Affairs Committee report from March 1, 1995.

8.1 Academic Annual Report 1993 - 94

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The Academic Affairs Committee reviewed a draft of the Academic Annual Report 1993 - 94 at its meeting of March 1, 1995. The Board agreed that it was a very good report, however expressed concerns over some of the trends identified in the data presented.

Ms. Foster expressed the specific concern over the low percentage of students in the College who have completed grade 12 and proposed the following motion:

MOTION: L. Foster/H. Middlestead

THAT a committee be established to review and provide a recommendation to the Board of Governors on how to upgrade so that by the year 2000, all RRCC students will be high school graduates.

The President clarified the issue of grade 12 graduates as opposed to sequential students. Sequential students are those students who graduate from high school in June and attend the College within that year. He also indicated that the issue of attracting more sequential students will be addressed through the business plan, as well as the proposed new position of recruitment officer.

Ms. Foster requested an update on the programs offered by the College which require a high school diploma, and the programs which do not require grade 12. The President will provide this at the next Board meeting, as well as indicate the number of sequential students currently enrolled in the College.

The motion was then:

Withdrawn

A discussion took place on the fundamental mandate of the College, and how to attract a greater number of sequential students. The Planning Committee will review these issues in the next month. The President noted that the government funds programming, therefore has a direct influence on the mandate of the College.

Ms. Foster also recommended that the Planning Committee consider the high attrition rate between first and second year students.

MOTION: T. Whiteman/D. Finkleman

THAT the Board of Governors approve the Academic Annual Report 1993 - 94.

Carried

9. ADMINISTRATIVE AFFAIRS COMMITTEE

Mr. Bullock provided a report of the Administrative Affairs Committee meeting of March 15, 1995. He updated the Board on the College's temporary space at the Unisys building on Portage Avenue, and the delay in confirming the lease arrangements at the VIA station on Main Street. Mr. Bullock also advised that the Administrative Affairs Committee will be

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monitoring the progress of the Assiniboia Inn renovations.

MOTION: R. Bullock/L. Foster

THAT the Board of Governors accept the report from the Administrative Affairs Committee.

Carried

9.1 Financial Report for The Eight Months Ended February 28, 1995

Mr. Dykes, Executive Director, Computer and Financial Services, provided an overview of the monthly financial report for the eight months ended February 28, 1995. The College's management is actively monitoring the financial position of the institution, and will ensure the projected deficit does not exceed the last year's surplus amount.

Mr. Bullock advised that the Administrative Affairs Committee reviewed the financial report in detail and raised some issues which the Board should be made aware of including the reduction of revenue in day tuition, federal local purchases, and Continuing Education. The President reported that some of these issues will be discussed at next month's meeting in more detail during consideration of the revised budget.

MOTION: R. Bullock/T. Whiteman

THAT the Board of Governors accept the financial report for the eight months ended February 28, 1995.

Carried

9.2 1995/96 Budget Announcement

The government has announced that the College will be receiving the same level of base funding as last year, and that tuition will be capped at a 5% increase. The College's Management Committee is currently recasting the budget to account for the change in tuition fees, and this will be presented to the Board in April, 1995.

The government also announced an additional \$2.6 million in funding for the three provincial colleges. RRCC will receive a \$125,000 capital equalization adjustment from the \$2.6 million, plus any 1994/95 carryover adjustments, and the remainder will be split amount the three colleges in approximately the proportion of the base budget amounts. This capital grant increase to RRCC will continue and form part of the A-Base in next year's budget.

The Colleges' Secretariat requested additional information on various new initiatives which were submitted to the Board along with the College Management Committee's response. The President reviewed each of the proposed new initiatives and the recast list which will be submitted to the government.

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MOTION: B. Lavallee/R. Bullock

THAT the Board of Governors approve the new initiative submission.

Carried

The Board agreed to hold a joint Administrative Affairs Committee/Academic Affairs Committee meeting on April 19, 1995 at 6:00, dinner at 5:30 p.m. The two committees will meet first to discuss the revised budget, and then break into the separate committees.

11. PLANNING COMMITTEE

A meeting of the Planning Committee will be scheduled prior to the next Board meeting in April.

12. EXECUTIVE COMMITTEE

No meeting of this Committee was held during the reporting period.

13. NEW BUSINESS

13.1 MGEU Advertisements Re: RRCC

The Board of Governors viewed the advertisement currently being aired on CKY-TV which references RRCC. The commercial appears to be inaccurate in that it suggests the Filmon government *started* to cut funding after the Roblin Report was released.

Some Board members expressed concern over the commercial, suggesting that it could damage the College's reputation. A discussion took place on the various perceptions and interpretations of the advertisement and the following motion was made:

MOTION: L. Foster/H. Middlestead

THAT the Board of Governors' Chair speak to the press to express the Board's concern that the advertisement is damaging to Red River Community College.

The vote was tied - 4 in favour, 4 against;

Therefore the Chair cast the deciding vote. The motion was:

Defeated

13.2 Honourary Diploma/Distinguished Alumni Awards Committee Terms of Reference

This item was deferred until the April 26, 1995 Board meeting.

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14. INFORMATION ITEMS

14.1 Community Connections 95

The Board was provided with the promotional pamphlet outlining the events scheduled for Community Connections 95.

The Board was also reminded that the Program Advisory Committee Dinner will be held on April 10, 1995 at 6:00 p.m.

The President announced that the Canada Scholars luncheon will be held on April 7, 1995 and the Chair and Mrs. Whiteman indicated that they will attend.

14.2 Project McLuhan

Mr. Tsouras suggested, and the Board of Governors agreed, that the Board send a letter of congratulations and appreciation to Donald Benham for his work on Project McLuhan.

14.3 Board Evaluation Dinner

MOTION: L. Foster/G. Tsouras

THAT the Board of Governors hold a dinner and evaluation session.

Carried

The date for the session will be Wednesday, May 10, 1995.

The date for the Board of Governors Appreciation Dinner was also scheduled and will be held on June 14, 1995.

The meeting adjourned at 9:40 p.m.

John Harrison, Chair

Dr. Tony Knowles, President