

THE GEORGE BROWN COLLEGE
OF APPLIED ARTS AND TECHNOLOGY

BOARD OF GOVERNORS
PUBLIC SESSION MINUTES

OCTOBER 2, 2013
200 KING ST EAST, TORONTO
5:30PM

Present:	Rahul Bhardwaj Julie Bulmash Paul Clifford Laurie Cook	Jim Daku Mark Guslits James McPhedran, Chair Geetha Rahupathy	Anne Sado David Wilkes Mike Williams Joe Zenobio
Guests	Gordon Cressy Adrienne Galway Laura Jo Gunter	Eugene Harrigan Nancy Hood	Mark Nesbitt Paul Ruppert

Regrets:

Minutes: Diane Fantinato

Note: Items do not necessarily appear in the order they were discussed.

ITEM	DISCUSSION	ACTION
1.0	<p>Chair's Report</p> <p>J. McPhedran welcomed the Board back from the summer break. He emphasized the value of in person participation and encouraged everyone to attend the meetings and use the call-in option as a last resort.</p> <p>He updated the board on the status of membership noting Sue Herbert is currently on a leave of absence negotiating the Strategic Mandate Agreements with each college on behalf of the Ministry. Mitzie Hunter has tendered her resignation as she was elected as the MPP for Scarborough-Guildwood. The board congratulates Mitzie and wishes her the best in this new role.</p> <p>The Chair introduced and welcomed the newly appointed external members to the Board: Mark Guslits, Principal of Mark Guslits and Associates, a residential and community development design, planning and consulting firm that advises on urban development initiatives; Paul Clifford, former President of UNITE HERE Local 75 which represented over 8,000 hotel, hospitality and gaming workers across the GTA; and Mike Williams who is General Manager of Economic Development, Culture and Tourism at the City of Toronto. Our newly elected Administrative Board Representative, Jim Daku Chair of the School of Accounting and Finance, was also introduced.</p> <p>The college's newest administrative team member, Mark Nesbitt, Vice President – Special Assignment, was welcomed to the meeting</p> <p>The President's annual performance and compensation review was successfully completed this summer. The Executive would like to thank the members for their input which has been shared with Anne Sado by past Chair Lynn Nagle.</p> <p>The Colleges Ontario 2013 Higher Education Summit will be taking place November 17-18 at the Fairmont Royal York Hotel in Toronto. The board secretary will send details out to the members.</p>	

Congratulations to Rahul Bhardwaj on the launch of the Vital Signs Report 2013 at the Canadian Club of Toronto.

The board acknowledged and congratulated Anne Sado on her appointment as a Member of the Order of Canada.

2.0 Consent Agenda

R. Bhardwaj congratulated the team on development of the Consulting Graduate Certificate and noted it may prove beneficial to provide some visibility to this unique program.

THAT the Board of Governors approves the consent agenda for the October 2, 2013 meeting which includes the following items:

**MOTION
13-01-01**

- **Approval of the Board of Governor Minutes – June 5, 2013**
- **Approval of the following programs:**
 - **Building Information Modeling Management Graduate Certificate**
 - **Consulting Graduate Certificate**
 - **Project Management Graduate Certificate**
- **Approval of Draft Annual Report 2012-13**

Moved: L. Cook Seconded: J. Zenobio **CARRIED**

3.0 GBC Foundation Update

G. Cressy, President of the GBC Foundation provided an update on three areas of the Foundation. First, the *Success at Work* campaign, which launched in 2012, has over \$22M in total cash and pledges. The college received three breakthrough gifts from John Craig Eaton and Sally Horsfall Eaton, the GBC Student Association and Tridel/DelZotto family. The top five Canadian banks have also completed their pledges to the campaign.

Secondly, we are moving forward on continuing work with three groups: the Young Community Leaders made up of a group of under 35 leaders who will be ambassadors to the college; the Friends of George Brown College; and the creation of the Chancellor’s Circle, an annual giving program which our Chancellor, Sally Horsfall Eaton, will be launching this year.

Lastly, the Foundation is working on securing top prospects that have the capacity to support the college in a significant way.

4.0 Approval of the 2013-14 Business Plan

A. Sado advised that a Business Plan for each institution is required by MTCU and needs to be approved by the Board. The draft plan was submitted at the end of July 2013. The plan ties in with our balanced scorecard and articulates our main objectives and strategic initiatives. The board had a fulsome discussion on the key elements of the plan.

MOTION
THAT the Board of Governors approves the 2013-14 Business Plan as presented.
Moved: J. Zenobio Seconded: M. Guslits **CARRIED**

**MOTION
13-01-02**

5.0 Productivity Innovation Fund Submission

A. Sado informed the board of MTCU’s launch of a Productivity and Innovation Fund (PIF) to be used to enhance innovation, find efficiencies and improve productivity while supporting quality education for students. Colleges and universities were invited to submit proposals collaboratively and as individual institutions. This is a one-time fund with an allocation of \$45 million, which will provide seed funding to support innovative

activities in three priority areas: Program Prioritization, Course Redesign, and Administrative and Service Delivery Transformation. The funds must be spent by March 31, 2014 and can include money spent since April 1, 2013. The following submissions have been made:

- GBC Experiential Learning Enhancement Project (ELEP) (GBC)
- Models for Integrated Learning Programs for University-College Collaborative Degrees: Carleton University is the lead with GBC, OCADU and Algonquin College
- Ontario Campus Connects: 11 institutions led by Ryerson University
- multi-institutional proposals focusing on the development of new or more efficient administrative processes in the areas of information technology (OECM), institutional research and corporate services (risk management)

Project proposals were due to the Ministry by September 30, 2013.

6.0 Differentiation Framework

A. Sado provided some context regarding the government's proposal for a Differentiation Policy Framework. The government has opted for differentiation as a primary policy driver for the system. Its priorities include social economic development, high quality educational experience, financial sustainability and accountability, access, world class research and innovation, collaboration and pathways for students. There are eight potential components proposed for the framework: Teaching and Learning; Student Population; Jobs, Innovation and Economic Development; Strategic Enrollment; Research; Program Offerings; Institutional Collaboration; and Sustainability. GBC proposes to provide feedback that notes the complexity of managing eight components and that we recommend focus on Jobs, Innovation and Economic Development, and Program Offerings. The board noted that areas of differentiation already exist in the college sector as well as areas of specialized programming. They also emphasized that one of the strengths of colleges is the flexibility to be responsive to local labour market needs. Colleges Ontario will be working on an interim response on metrics and a system response to differentiation. There will also be collaborative work with Sue Herbert regarding overall system issues prior to individual Strategic Mandate Agreement discussions.

7.0 Colleges Ontario Report

The following highlights from the last Colleges Ontario Committee of President's meeting were reviewed:

Colleges Ontario recently held their annual planning retreat. Discussions were mostly centred on the ministry's current policy priorities and how that dialogue relates to system differentiation.

David Trick and Harvey Weingarten presented options for new funding models and asked the presidents to consider recommending other models to government that will focus on achievements and outcomes.

Minister Brad Duguid, adviser Sue Hebert and other senior officials from the ministry attended and provided further details on the differentiation paper and other ministry goals in general.

Individual reports were presented on the various task forces including three-year degrees, credit transfer and technology-enabled learning.

The next meeting will be in October.

8.0 President's Report

The President's Report is structured to align with the Balanced Scorecard and the college objectives for 2013-14. As such, A. Sado brought forward the following items for information and discussion:

Financial Viability

- **Fall Enrollment** – Preliminary results indicate that the College achieved over 10% year/year enrollment with over 20,000 post-secondary students – and over 10,000 new students – a new milestone. There are also over 2,800 international students – a 30% year/year increase. Achieving this result was a team effort between the Registrar's office, Marketing and the Academic divisions. The proportion of students who accepted GBC offers is also up 6.4% year/year - another key outcome metric.
- **Physical Spaces** - Work on physical spaces this summer was significant with the following work completed or underway:
 - 200 King, Floors 6-8 – Total renovation to support six new classrooms and student study spaces. This is mostly supporting School of Business growth.
 - Invested \$2M in IT and \$1M in classroom upgrades. We have ten fully renewed classrooms at St. James; 47 renovated classrooms and have completed several network communication upgrades. Wireless is available "everywhere" with fine-tuning of any "soft spots" to continue until the end of this semester
 - The Green Building Centre at Casa Loma is progressing well. A "Construction Topping off" event was held on September 20 with participation from staff, students, industry partners and investors. Everyone in attendance was invited to sign the last piece of steel that will be put in place on top of the building. Our industry participants were very positive about what we're doing at the college to support them and spoke enthusiastically about our collaborative partnerships.

Staff Success

- **10th Annual President's Breakfast** – The President's Breakfast was held on August 26 with well over 900 staff in attendance. Our theme was "Leading a City to Work" - reflecting the title of our Annual Report. Thanks to external Board member Laurie Cook for attending. Dwight Drummond, CBC Journalist and News Anchor was our emcee. The program included interviews with graduate students and one employer. They provided input on their GBC experience and insights into their preparedness for the world of work. We also announced our annual GBC Achievement Award recipients.

Student Success

- **Student Orientations** – The last week of August was our week for new student orientations. Anne attended and found them extremely well organized and energizing. There were over 4,600 first year students in attendance. Two students were this year's orientation emcees and did a wonderful job connecting students to GBC.
- **Student Engagement** – The College has focused significant effort on student engagement through communication tools now available including iOS and Android apps, a weekly MyGBC student email update, our georgebrowncollege Facebook page and the @gbccollege Twitter account – in addition to student email and the college website. The student app provides easy, anytime access to information like course schedules, grades and campus locations. Student Services and other numbers are also now easily available. Congratulations to our Student Communications specialist, Maryam McKenzie for her great work getting these tools ready for our students.

ITEM	DISCUSSION	ACTION
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- **International Activities** – Laura Jo Gunter, SVPA and Lorraine Trotter (Dean CHCA and International) recently returned from a trip to India where they:
 - Signed an MOU with Maharashtra Institute of Technology in Pune in Game Design. This is a 2+2 arrangement, where students do 2 years at MIT and 2 years with GBC.
 - Visited two culinary students having their placement at the Taj Lands End Hotel in Mumbai.
 - Met with our partners at Manipal University in Mangalore. This summer we signed a 2+1 agreement with them in our Culinary Management program. We are looking forward for a second agreement in Hospitality Management.

Positioning

- **Waterfront Campus** - Our Waterfront Campus was presented with an Award of Merit in the “Public buildings in Context” category of the City of Toronto Urban Design Awards. The awards are given out every two years and are considered a very prestigious award in the design/architecture and urban planning communities. The awards acknowledge contributions make to the look and livability of our city. The GBC Project team, the architects and landscape architects attended the event to accept the award.

Other

- **President’s Participation** – Anne has been very active in government and other key initiatives’ discussions:
 - attended two MTCU Roundtables this summer – one on system differentiation and Strategic Mandate Agreements and another on Credit Transfer
 - attended an Academic Industry roundtable with the Honourable Greg Rickford, Minister of State (Science and Technology and Federal Economic Development Initiative for Northern Ontario). The Minister invited us to speak about some of our priorities and opportunities with Research/Applied Research and outcomes.
 - attended a session with educators and industry representatives to discuss the “state of STEM education/training in Ontario” and what we can do to improve participation and outcomes
 - invited to participate in new “taskforces” – one through The Learning Partnership on Industry-Academic Partnerships and one with the United Way of Greater Toronto and McKinsey on Youth Unemployment and how effective partnerships and innovation between industry and Academia can help
 - participated in a key meeting with the TRBOT, Premier Wynne and Minister Hoskins on the Food and Beverage Cluster – one of the key clusters the TRBOT has been working to develop for the benefit of our Region; Anne will also be attending the upcoming Premier’s Summit on Agri Food
 - invited to speak at this year’s Ontario Economic Summit on the Skills Gap

There being no further business, the meeting was adjourned.