

2019-2020 ANNUAL REPORT



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Section 1: Board of Governors

Name	LGIC/Appt	Date Started	Term Coming Due	Current Term
<i>External Members</i>				
Steve Stipsits	Appt	Sept 1, 2019	Aug 31, 2022	2 nd
Sony Poulose	LGIC	Sept 1, 2019	Aug 31, 2022	1 st
Mark Farrow	Appt	Sept 1, 2014	Aug 31, 2020	2 nd
Katrina McFadden	Appt	Sept 1, 2014	Aug 31, 2020	2 nd
Sheree Meredith	Appt	Sept 1, 2014	Aug 31, 2020	2 nd
Mila Ray-Daniels	Appt	Sept 1, 2017	Aug 31, 2020	1 st
David van der Woerd	Appt	Sept 1, 2017	Aug 31, 2020	1 st
Bill Chisholm	Appt	Sept 1, 2018	Aug 31, 2021	1 st
Barbara Sullivan	Appt	Sept 1, 2018	Aug 31, 2021	1 st
Sheri Longboat	LGIC	Sept 1, 2015	Aug 31, 2021	2 nd
Paul Pastirik	LGIC	Sept 1, 2015	Aug 31, 2021	2 nd
Raymond Simmons	LGIC	Sept 1, 2015	Aug 31, 2021	2 nd
Ron McKerlie, <i>PRESIDENT</i>	Appt (President)	Aug 5, 2014		
<i>Internal Members</i>				
Louisa Drost	Admin	Sept 1, 2019	Aug 31, 2022	1 st
Zachary Feldman	Student	Sept 1, 2019	Aug 31, 2020	1 st
Tracey Richardson	Support	Sept 1, 2017	Aug 31, 2020	1 st
Kamala Kruse	Faculty	Sept 1, 2018	Aug 31, 2021	1 st

Section 2: Strategic Plan

Vision:

Future Ready. Learning for Life

Mission:

We educate and prepare highly skilled graduates for success and contributions to the community, Canada and the world.

Values:

- We are student focused.
- We are committed to excellence.
- We engage our community.
- We are inclusive.
- We are accountable.

Strategic Themes and Priorities:

Student Success

- Provide more entry points and pathways to a credential.
- Address financial barriers.
- Grow our reach and impact.
- Student engagement to support success.

Graduate Success

- Ensure graduates are Job Ready. Guaranteed.
- Provide career support for life.
- Foster entrepreneurship, innovation and global competencies.
- Become a leader in simulation-based learning.
- Rank highest for most satisfied employers.

Collaboration and Partnerships

- Leaders in applied research.
- Generate innovative solutions for industry and community challenges.
- Reframe the definition of campus to support growth and collaboration.

Community Leadership

- Lead in Indigenous education in Ontario.
- Lead in social inclusion.
- Lead in internationalization and global experiences.
- Lead in environmental sustainability.

Strong Foundations

- Build reputation and pride.
- Foster excellence in staff and faculty.
- Maintain financial stability to ensure long-term viability.
- Plan for the future.

Section 3: Message from the President

It was a unique year for Mohawk in 2019-2020. We, like most of the world, started off as we normally do with a focus on achieving our goals and continuing the momentum. Then, in the early months of 2020, our world entered into unprecedented times as we faced the enormous challenge of responding to a global pandemic.

While there have been many challenges there are also many reasons to celebrate. We did have many firsts during the past year, and achieved many of our goals. We continued to work with industry and partners in developing curriculum to ensure we have Future Ready Graduates. Our students and graduates won accolades from many organizations as well our teams received awards and recognition for first-of-its-kind programs to support students. We strengthened our leadership in key areas such as sustainability, receiving Canada's first dual certification for design and performance from the Canada Green Building Council for The Joyce Centre for Partnership & Innovation, Canada's largest Zero Carbon institutional building. We continued to develop partnerships with government and private industry to explore, develop and launch initiatives that ensure Mohawk is supporting our students learning, and remaining a leader and resource in support of our region's economic growth and development.

COVID-19 presents a significant challenge for many organizations, including colleges and universities throughout Ontario and across Canada. Responding to the provincial emergency declaration in mid-March, Mohawk closed all of the college's campuses and learning hubs. One week later, through the dedication and knowledge of our employees, all courses were converted to online delivery enabling most students to complete the final weeks of their semester. Over the months that followed, all engagement activities and supports for students and employees were also converted to a virtual environment.

Challenges offer opportunity, and there are sure to be many more challenges in the months to come. The new processes developed to support our students and employees will become standard practice, ensuring that Mohawk remains responsive, relevant and a leader in Ontario's postsecondary sector.

These achievements, together with the strategic guidance of our Board of Governors have put Mohawk in an excellent position to sustain our success during the challenging times ahead.

Regards,
Ron J. McKerlie,
President & CEO

Section 4: Report on Previous Year's Goals

Student Success

More entry points, more pathways to completion with a credential:

Mohawk College has continued to develop new ways for students to study and achieve a Mohawk credential. Partnerships in the community support programming for Indigenous community with Lambton College, Six Nations Polytechnic, City School, supports for Crown Ward youth, City Housing.

Address financial barriers:

With changes to OSAP, having supports for students was more important than ever. Tuition set-aside funds were allocated across programs including Student Access Guarantee, tuition and emergency bursaries, MSA food share and Campus Student Employment Program. The Money Matters financial literacy module was launched.

Grow reach and impact:

Challenge 2025 was launched with foundational work by the taskforce and key stakeholders to develop goals. The Campus to Community program increased the number of organizations that allowed for more students to work with local not-for-profit community organizations gaining volunteer hours as well as organization, communication and collaboration skills. Mohawk achieved a gold ranking from AASHE and Mohawk's sustainability leadership is supportive of our student body and offers student educator programs, work employment, outreach campaigns, activities and on- and off-campus events.

Student engagement to support success:

The College Student Success Innovation Centre received an Innovation programming award from the Canadian Association of College and University Student Services. Engagement activities through workshops and events showed an increase of 83% in student interactions over previous year. Supports for mental health and Mohawk advising model has positioned Student Success Coaches availability in most of the academic schools providing immediate response to students. The College Employment Service team supported student employment.

Graduate Success

Job ready, guaranteed:

Job Ready Guarantee curriculum modules have been launched to students with a full rollout expected fall 2020. Campaigns to support the Future Ready Premium Employer program were launched and have been revised to recognize the current situation.

Career support for life:

Engagement between graduates and Mohawk supports is important to ensure our graduates are successful. Access to discounts on Continuing Education offerings, digital version of In Touch and monthly newsletters support the Alumni Relations in achieving strategic priorities through connecting and providing meaningful opportunities and benefits to our alumni community.

Entrepreneurship, Innovation and global competencies

The Centre for Entrepreneurship is set to support many academic programming for students to learn and explore an entrepreneurship mindset in their areas of study to support their future career paths. The Bachelor of Business Administration, Trades Management Honours Degree is set to launch.

A leader in simulation-based learning:

The EON lab at Mohawk is busy partnered with companies for applied research and development of augmented and virtual reality simulations to explore processes and operating models. Simulation activities, opportunities and labs across many programs provide Mohawk students with hands-on, real-world experiences strengthening their education

Most satisfied employers:

Ongoing outreach and relationship building with employers is key for our students and graduates' success. The release of an employer focused website was launched to offer a one-point of entry to access Mohawk programming for student co-ops, job postings, applied reach, and access to talent for their workforce development. Academic teams supported our employers during the early stages of the COVID pandemic to engage employers.

Collaboration and Partnerships

Leaders in applied research:

Mohawk College ranked #7 in applied research placing Mohawk in the top 10 in Canada. Applied Research added two Research Chairs: Industrial Internet of Things (IIOT) and Sustainability. Applied research projects have supported City School, College Student Success Innovation Centre and multiple projects through the four centres: Additive Manufacturing Innovation Centre (AMIC), mHealth and eHealth Digital Innovation Centre (MEDIC), Energy and Power Innovation Centre (EPIC) and Medical Technology Innovation Centre (MTIC).

Generating innovative solutions for industry and community:

Challenge 2025 has developed into an ambitious five-year workforce development and recovery initiative that commits college resources to address the ongoing and interconnected issues of poverty, under-education, labor shortages, unemployment and underdevelopment in our local community. Challenge 2025 is scalable and can be implemented in other communities across Canada and at any level of government.

Redefining campus to support growth and collaboration:

Through partnerships with industry, Mohawk has rolled out initiatives and learning hubs in partner locations to support demand-led training. Programs such as PSW and other disciplines support workforce development and minimize disruption for off-site training requirements. Exploring additional credentialing in programs based on sector criteria will elevate the workforce.

Community Leadership**Leaders in Indigenous education:**

There has been progress made on a number of important Indigenous initiatives. A suite of courses through the ONCAT has been developed focusing on Indigenous culture, representations in media, treaties, and Truth and Reconciliation. The Indigenous learning Outcomes Platform in partnership with Confederation College has been developed and launched.

Leaders in social inclusion:

Mohawk continues to strengthen its commitment to equity, diversity and inclusion by implementing the five commitments approved as part of Mohawk's EDI strategy. In addition to other initiatives, members of the senior leadership team are now required to complete an intercultural assessment while equity, diversity and inclusion workshops have been offered to all employees.

Leaders in internationalization and global experiences:

Members from Mohawk's leadership team, administration staff, faculty and students have participated in global experiences and gained insight and support for global issues, learnings and experiences in other cultures. A working group has been established to build a global citizenship learning plan, supporting linkages to global frameworks such as the United Nation's 17 Sustainable Development Goals (SDGs), and provide criteria to support granting course credits for students participating in global experiences.

Leaders in environmental sustainability:

In 2019, Mohawk became the first building to receive dual certification in design and performance for The Joyce Centre for Partnership & Innovation after the first year of performance which saw the building generate more energy than needed. The Leaders in Sustainability initiative was launched with 10 local school boards to create and support curriculum for students in grades K-12. On campus projects focused on reduction on paper use and enhanced waste management support college operations and raising student awareness and changing behaviours.

Strong Foundations

Reputation and pride:

Mohawk College is respected as innovative, responsive and collaborative. Utilizing publications like Momentum magazine, locally placed ads and industry pubs we can highlight and showcase the achievements of our students, graduates, employees, partner employers and stakeholders. Outreach to all areas of the college provide us content and opportunities to build our reputation to stakeholders.

Excellence in staff and faculty:

From the onset of global pandemic in March 2020, Mohawk College has supported faculty and staff with increased access to training and development focused on supporting the college's transition to online learning and service delivery. The college has also renewed its focus on equity, diversity and inclusion with expanded training opportunities for faculty and staff.

Financial stability:

With the declaration of a global pandemic in March 2020, the previous planning for the budget process needed to be completely revised. In a matter of 12 weeks, the budget planning committee presented a revised budget reflected of the current circumstances. All areas of the college were tasked to find efficiencies and prioritize needs. In addition to reducing our budget by \$44 million, we provided \$1 M in emergency financial support for our students who were facing hardship as a result of COVID-19.

Planning for the future:

Mohawk College responded to the global pandemic by mobilizing key members of the workforce to develop and implement a plan to manage the college through the pandemic and support the transition back to normal college operations once the pandemic ends. This work is overseen by a Business Restoration Team which includes representation from key areas of the college including Facilities, Human Resources and Academics.

Section 5: President's Advisory Council Activities Report

Mohawk College's President's Advisory Council (PAC) is governed by the Ministry of Training, Colleges and Universities' Binding Policy Directive – Governance and Accountability Framework. The PAC provides a forum for students, faculty and staff to advise the president from a range of perspectives.

President's Advisory Council Membership 2019-2020

1. Membership

The position of a Council member is recognized as important and beneficial to the growth and development of the College. The position is voluntary and members may not receive remuneration for their participation, although reasonable travel expenses will be reimbursed. Meetings will be scheduled to accommodate members' schedules to the extent possible.

1.1 Composition

The membership of the Council shall reflect the makeup of the overall College community and be comprised of elected and appointed members as follows:

Ex-Officio and Appointed

- (1) President (Ex-Officio, Non-Voting) – Ron McKerlie
- (1) President's Designate (Non-Voting) – Alison Horton
- (1) Mohawk Students' Association President (Ex-Officio, Voting) – Sheldon Coombs
- (4) Mohawk Students' Association Representatives (Ex-Officio, Voting) – rotating
- (1) Mohawk College Administrative Staff Association Representative (Ex-Officio, Voting) –vacant
- (1) Local 240 Representative (Ex-Officio, Voting) – Geoff Ondercin-Bourne
- (1) Local 241 Representative (Ex-Officio, Voting) – Tracy-Ann Prokipczuk

Elected

- (1) Representative per Dean:
 - Students – Pamela Ingleton
 - Applied Research – Cristina Gage
 - School of Health – Michael Chan
 - School of Community, Justice and Liberal Studies – Fred Armitage
 - School of Engineering Technology & Aviation – Kevin Browne
 - Marshall School of Skilled Trades & Apprenticeship – Ivan Sverko
 - McKeil School of Business, Media & Entertainment– Tim Tuck
 - International & Partnerships – Daniel Farr (Vice-Chair)
 - Centre for Community Partnerships and Experiential Learning – Emily Ecker
 - Academic Quality, Continuing Education & Centre for Teaching & Learning – Kelly Hoyt

- (1) Administrative Representative (Fennell) – Gabriela Soraggi
- (1) Administrative Representative (Stoney Creek) – Angelo Cosco
- (1) Administrative Representative (IAHS) – Beth Morris
- (1) Support Staff Representative (Fennell) – Kathy Hicks (Chair)
- (1) Support Staff Representative (Stoney Creek) – Jessica Vanhooren
- (1) Support Staff Representative (IAHS) – Sharon Baptist
- (1) Student Services Representative – Krista Welsh
- (1) Corporate Services Representative – Kathy Inman
- (1) Public Affairs, Marketing and Strategic Initiatives Representative
– Regina Foisey

Secretariat

Cindy Merifield

As outlined in the terms of reference, the PAC meets twice per fall and winter term, and once in the spring term for member transition and work planning. In line with Mohawk's Strategic Plan, each PAC meeting is strategically themed.

2019-2020 Meeting Dates:

- October 7, 2019 – Student Success
- November 18, 2019 – Collaboration & Partnerships
- January 27, 2020 – Community Leadership
[NOTE: Meeting was cancelled – no quorum]
- March 30, 2020 – Strong Foundations
[NOTE: Meeting was cancelled – COVID-19]
- June 22, 2020 – Graduate Success/Transition

Policies and procedures discussed and reviewed by the PAC included:

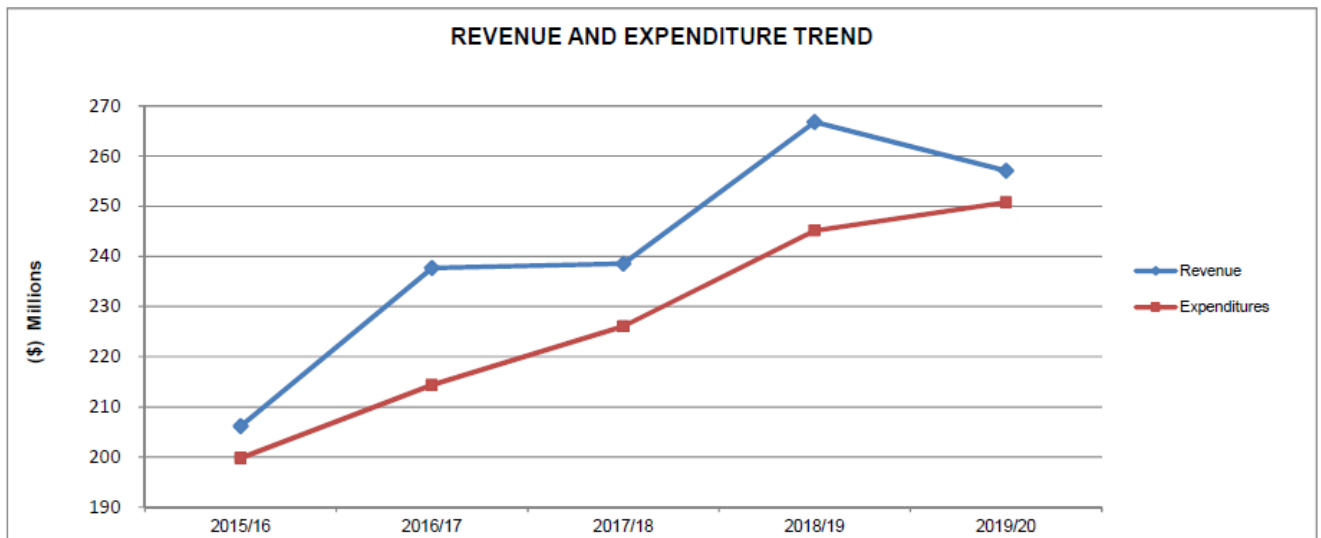
- Fleet Management Policy
- Traffic and Parking Regulations Policy
- Video Surveillance Policy
- Social Media Policy
- Vacation Carryover Policy for Administrative, Support and Academic (Non-Teaching) Staff
- Purchasing Card Policy
- Health Risk to College Community Procedure
- Wireless and Cellular Technology Policy

PAC members also received updates and provided input on:

- Employee Engagement: Taking Action – HRC Rollout
- Project Pathfinder
- Mohawk College Foundation – Gift Catalogue
- Future Ready Premium Program

Section 6: Statement of Operations

	2015/16 \$	2016/17 \$	2017/18 \$	2018/19 \$	2019/20 \$
Revenue					
Grants	93,549,779	96,800,419	98,387,310	107,336,810	95,481,287
Student Fees	76,046,835	90,729,290	98,418,021	119,187,711	122,091,432
Ancillary	14,281,365	14,594,366	14,017,695	15,286,399	14,560,442
Amortization of deferred contributions	4,678,958	4,926,907	4,776,132	4,578,303	4,989,524
Amortization of deferred contributions related to capital assets	6,950,535	7,436,374	8,024,028	9,041,450	10,429,783
Other	10,631,914	23,206,527	14,938,356	11,339,830	9,533,358
Total Revenue	206,139,386	237,693,883	238,561,542	266,770,503	257,085,826
Expenditures					
Salaries and benefits	119,303,052	126,609,223	131,411,070	146,319,595	152,352,949
Contracted services and professional Fees	15,465,282	17,854,530	19,025,711	19,093,006	20,506,076
Supplies and other expenses	13,320,721	15,526,638	17,863,262	18,421,474	21,474,194
Utilities, maintenance and taxes	14,002,683	16,257,855	17,532,616	16,576,432	9,380,355
Instructional supplies	6,178,538	6,099,798	6,417,588	6,854,797	7,953,425
Ancillary	10,180,887	10,083,858	11,828,253	13,310,126	12,081,476
Scholarships, bursary & award payments	4,678,958	4,926,907	4,776,132	4,578,303	4,989,524
Amortization expense	13,764,852	14,451,134	15,164,336	17,781,617	19,699,753
Interest on long-term liabilities	2,895,864	2,575,285	2,071,984	2,192,063	2,349,927
Total Expenditures	199,790,837	214,385,228	226,090,952	245,127,413	250,787,679
Excess of Revenue over Expenditures	6,348,549	23,308,655	12,470,590	21,643,090	6,298,147



Section 7: KPI Performance

Mohawk rebounded nicely with the 2018-2019 Student KPI survey from the previous year when studies were suspended due to a province wide faculty strike. Mohawk's year-over-year gains resulted #1 ranking in five of the seven key student and graduate metrics among GTHA colleges and in the top three among the large 8 colleges.

Student & Graduate Key Performance Indicators		Mohawk College		Provincial Average	GTHA colleges out of 6	Large colleges out of 8
		2017 - 2018	2018 - 2019	2018-2019	2018-2019 Ranking	2018-2019 Ranking
Student KPI Satisfaction & Engagement Survey	Overall Student Satisfaction	72.8 %	75.7 %	75.7%	1	3
	Capstone 1: Knowledge and skills that will be useful in your future career	84.4 %	86.0 %	86.2%	2	4
	Capstone 2: Quality of learning experiences in the program	73.5 %	76.5 %	78.3%	2	4
	Capstone 3: Quality of services	60.4 %	63.8 %	63.6%	1	3
	Capstone 4: Quality of facilities and resources	72.8 %	76.5 %	74.8%	1	1
Graduate KPI Satisfaction &	Graduate Satisfaction Rate	79.2 %	80.2 %	79.9%	1	3
	Graduate Employment Rate	88.6 %	88.4 %	86.2%	1	2

Apprenticeship Student Satisfaction

The 2018-19 data has not been released at time of reporting.

Graduate Satisfaction and Employment Survey

The graduate satisfaction survey is an MTCU mandated survey conducted by a third-party research company. Ontario college graduates are surveyed approximately six months after graduation. For this reporting year, graduates from summer 2017, fall 2017 and winter 2018 were contacted with a 62.3 percent response rate, which is below the Provincial response rate of 65.4 percent.

Of the 2,937 respondents, 79 percent of graduates reported they were satisfied or very satisfied with the usefulness of their college education in achieving their goals after graduation. This is slightly above the provincial average of 78 percent.

When asked if they are working, 80 percent said they had found employment, which is slightly above the previous year and 4 percentage points above the provincial average of 76 percent.

Sixty-seven percent said they are working in jobs related to their program. This is slightly above the provincial average of 65%.

Graduates reported high satisfaction with their Mohawk education on the six survey questions:

- 82% of Mohawk graduates are overall satisfied with the college preparation for the type of work they are doing.
- 84% of graduates are satisfied with courses being up-to-date.
- 83% reported satisfaction with their course content.
- 83% satisfied with the quality of instruction.
- 79% satisfied with the skills developed in co-op, clinical, field placement experience, and career placement services.
- 86% satisfied with up-to-date equipment.

Graduate Employer Survey

Of the 121 employers who answered the employer satisfaction survey, 90.9 percent reported being satisfied or very satisfied with their Mohawk graduate employee. This was an increase of 4.4 percent from last year that caused our ranking to shift from 22nd to 11th in the province.

Graduation Rate

Mohawk's graduation rate was measured at 65.8 percent, unchanged. This is 1.4 percent below the provincial average.

The KPI survey definition for graduation rate includes all postsecondary students who have graduated within a time period equal to two times the length of their program. Therefore, the graduates included in the 2018-19 reporting year began their studies at Mohawk between 2011 and 2017. In addition, the KPI graduation rate definition does not include

students enrolled in the Mohawk-McMaster collaborative programs, Apprenticeship, Pre-apprenticeship, Academic Upgrading or English as a Second Language (LINC) programs at Mohawk.

Appendix A – Audited Financial Statements

- **[The Mohawk College of Applied Arts and Technology](#)**
- **[Mohawk College Enterprise Corporation](#)**

Appendix B: Summary of Advertising and Marketing Complaints Received

Further to the Minister's Binding Policy Directive on the Framework for Programs and Instruction, Mohawk received no advertising or marketing complaints in 2019-2020.