



**NORTHERN COLLEGE**  
**BOARD OF GOVERNORS MEETING NO. 414**  
**GENERAL SESSION**

Friday, September 12, 2014  
9:30 a.m.

Timmins Campus Boardroom

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**PRESENT:**

**Board:**

D. Wyatt (Chair)  
R. Pineault (Second Vice-Chair)  
F. Gibbons (President)  
J. Collins  
M. Miller  
S. Munroe  
T. Rosko  
R. Foy  
C. LeClerc  
D. Nankervis  
A. Adamo  
B. Allan  
G. Pirie  
D. Seary

**Guest:**

G. Kemp

**Staff:**

P. Fortier, Executive Assistant, Office of the President and Board of Governors  
M. Baker, V.P., Finance, Administration & Aboriginal Services  
A. Penner, V.P., Academic & Student Success  
L. Berthiaume, Executive Director, Student Services, Institutional Research & Registrar  
C. Heavens, Executive Director, Community, Business Development & Employment Services  
C. Verdu, Budget/Finance Officer

**REGRETS:** M. Milinkovich  
A. Spacek

**1. OPENING PROCEDURES**

**(a) CALL TO ORDER**

Chair Wyatt moved the meeting into the General Session at 9:30 a.m.

**(b) CHAIR'S REMARKS**

Chair Wyatt welcomed Ms. Claire Verdu to the meeting and proceeded to share a Traditional Territory Acknowledgement.

**2. AGENDA**

**(a) MODIFICATIONS/ADDITIONS/DELETIONS**

There following addition was made to the agenda:

Item 7 (h) Approval for Financial Commitment to Study North

**(b) ADOPTION**

Moved by: R. Foy

Seconded by: G. Pirie

THAT the agenda for the Meeting No. 414 of the Board of Governors of Northern College of Applied Arts & Technology dated September 12, 2014 be adopted as amended.

Motion

72-09-14

Carried

**3. CONFLICT OF INTEREST – DECLARATIONS**

The Chair called for disclosures of actual, potential, or perceived conflict of interest. Governor Catherine LeClerc declared conflict with Item 7(e) Quarterly Report on Investments for the Period Ended June 30, 2014.

**4. COMMENTS/PRESENTATIONS**

President Gibbons provided a verbal report on September 2014 enrolment confirming that we have a slight decline and that overall, college-wide enrolment is down by 3.4% as of September 8<sup>th</sup>. The President further explained this is largely due to the fact that some programs are not offered every September such as Paramedic or Practical Nursing but only alternate years. This is a challenge we continue to try to address as we build our Strategic Enrolment Management plan. A more detailed enrolment report will be presented at the November Board meeting.

**5. BUSINESS ARISING FROM PREVIOUS MEETING**

**CAMPUS-SPECIFIC KPI DATA**

Further to a request at the June Board meeting, campus-specific Key Performance Indicator data was prepared and is being presented. Governor Rosko noted a concern with student satisfaction in Moosonee and Ms. Berthiaume cautioned that small sample sizes can affect the integrity of data. Further, she confirmed that campus-specific data is shared with respective campus Managers so that follow-up and investigation can be effected. Governor Rosko likes this format and requested to receive this report when future KPI results are shared.

**6. STANDING ITEMS**

**(a) APPROVAL OF GENERAL SESSION MINUTES NO. 413**  
(Meeting Held June 10, 2014)

Moved by: M. Miller Motion  
Seconded by: R. Foy 73-09-14  
THAT the minutes of Meeting No. 413 dated June 10, 2014 be adopted  
as presented. Carried

Motions from the Committee of the Whole minutes of Meeting No. 413, dated June 10, 2014 follow.

*Moved by: J. Collins Motion*  
*Seconded by: G. Kemp 47-06-14*  
*THAT the Committee of the Whole Agenda No. 413 dated June 10, 2014 be*  
*adopted as presented.*  
*Carried*

*Moved by: A. Spacek Motion*  
*Seconded by: D. Berube 48-06-14*  
*THAT the Committee of the Whole Minutes No. 412 dated May 13, 2014 be*  
*approved as presented.*  
*AND THAT motions 28-05-14 to 36-05-14 be recorded in the General Session*  
*of the minutes.* Carried

*Moved by: C. Carbone Motion*  
*Seconded by: T. Rosko 49-06-14*  
*THAT the Board of Governors receive the minutes of the Board Executive Committee*  
*meeting held April 30, 2014 and the minutes of Electronic Vote dated May 16, 2014.*  
*Carried*

*Moved by: M. Miller Motion*  
*Seconded by: C. Carbone 50-06-14*  
*THAT the Board of Governors receive minutes of the Board Vacancy Nominating*  
*Committee Meeting held May 26, 2014 and the minutes of the Board Policy Review*  
*Committee Electronic Vote dated May 27, 2014.*  
*Carried*

*Moved by: G. Kemp* *Motion*  
*Seconded by: A. Spacek* *51-06-14*  
*THAT the Board of Governors of Northern College appoint the following members to the Board of Governors for a 3-year term, effective September 1, 2014 and expiring August 31, 2017: Ms. Donna Seary, Mr. George Pirie, Mr. William Allan;*  
*AND WHEREAS the selection process has been duly followed;*  
*THAT the Board of Governors of Northern College appoint Ms. Sara Munroe as the Administrative Staff Representative and Ms. Amanda Adamo as the Student Representative, effective September 1, 2014 to August 31, 2015.*

*Carried*

*Moved by: A. Spacek* *Motion*  
*Seconded by: G. Kemp* *52-06-14*  
*THAT the Board of Governors approve the recommendation that President Fred Gibbons' performance be rated as exceptional;*  
*AND THAT the President's salary be adjusted in accordance with Compensation Levels for College Presidents as recommended by the College Employer Council;*  
*AND THAT the Board of Governors offer their congratulations to President Gibbons for a job well done.*

*Governor Rosko opposed the motion; the motion was carried.*

*Moved by: D. Berube* *Motion*  
*Seconded by: R. Pineault* *53-06-14*  
*THAT the Board of Governors approve the President's 2014-2015 Performance Objectives as amended.* *Carried*

*Moved by: J. Collins* *Motion*  
*Seconded by: C. Carbone* *54-06-14*  
*THAT the Board move into the General Session, time noted at 4:20 p.m.*

*Carried*

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**(b) FINANCE REPORT**

V.P. Baker presented the Finance Report for the period ended July 31, 2014 indicating that slight modifications had been made to the report format so that changes between the current and previous reporting period will be reflected. The college has reduced its projected deficit by approximately \$28K over the 4-month period.

**7. NEW BUSINESS**

**(a) REAFFIRMATION OF NORTHERN COLLEGE VISION AND MISSION**

Moved by: J. Collins Motion  
Seconded by: T. Rosko 74-09-14

WHEREAS the Board of Governors of The Northern College of Applied Arts and Technology adopted a refreshed Vision – Mission on March 13, 2012.

AND WHEREAS this Vision – Mission continues to guide the actions of the College in future-oriented planning leading to quality, value and improved potential for the success of learners in our communities;

THAT the Vision – Mission of The Northern College of Applied Arts and Technology is hereby reaffirmed.

Carried

**(b) APPROVAL OF 2014-15 BOARD GOALS**

Further to discussion at the Board Planning meeting held on September 11, draft Board Goals were formulated and are presented for approval.

Moved by: B. Allan Motion  
Seconded by: D. Seary 75-09-14

THAT the Board of Governors approve the 2014-2015 Board Goals, as presented.

Carried

**(c) APPOINTMENT OF MEMBERS TO STANDING COMMITTEES**

Chair Wyatt shared information and invited members to put their names forward for its two standing committees.

Moved by: R. Foy Motion  
Seconded by: C. LeClerc 76-09-14

THAT the Board of Governors appoint Board members to Standing Committees as follows:

Board Policy Review Committee:

D. Wyatt, F. Gibbons, G. Pirie, J. Collins, G. Kemp, R. Pineault and D. Seary

Board Vacancy Nominating Committee:

D. Wyatt, F. Gibbons, T. Rosko, R. Foy, G. Kemp

Carried.

In relation to the Board Vacancy Nominating Committee, President Gibbons reminded all Governors that they are encouraged to seek out potential members to be referred to the Board Vacancy Nominating Committee via the Board Office. Pierrette will forward the Board Representation Matrix to Board members.

**(d) 2014 GOOD GOVERNANCE PROGRAM AND HIGHER EDUCATION SUMMIT**

The Board engaged in a discussion about participation at the Colleges Ontario conference and governor orientation program.

Moved by: T. Rosko	Motion
Seconded by: C. LeClerc	77-09-14
THAT the Board of Governors approve that up to 10 governors attend the 2014 Good Governance Program and Higher Education Summit in Toronto.	
Governor Munroe opposed the motion.	Carried

**(e) QUARTERLY REPORT ON INVESTMENTS FOR THE PERIOD ENDED JUNE 30, 2014**

Having declared conflict, Governor LeClerc remained in the Boardroom but abstained from discussion. V.P. Baker explained that further to an RFP in 2013 in partnership with Cambrian College, TD Waterhouse Private Investment Council was selected. Mr. Baker provided the first quarterly report including a review of charts on investment values, asset mix and investment yield. Investments began to be transferred from RBC to TD in May 2014 and the remaining 20% will be transferred by early 2015. The college must follow prudent investor guidelines per the Trustees' Act.

**(f) STATUS AND FUTURE OF BOARD OF GOVERNORS' ENTRANCE SCHOLARSHIP**

The President invited direction from members on the Board of Governors Entrance Scholarship fund which, after a number of years of providing entrance scholarships to high school graduates who enroll at the college, will have been depleted by spring of 2015. The annual cost of providing scholarships is approximately \$6,000 to \$7,000.

Options on how to move forward to replenishing the fund include:

1. Redirect funds from the college operating budget, which would be a challenge given our fiscal position;
2. Discretionary bursary money could be redirected to the BoG Entrance Scholarship which would result in a status quo as far as college financial impact; or third,
3. To engage in some fundraising activity.

Discussion followed and it was suggested that an ad-hoc committee be created and that they report back to the Board with a recommendation. Governors Catherine LeClerc, Bill Allan, George Pirie, and George Kemp will join Chair Wyatt and President Gibbons on the working group.

**(g) TORONTO CAMPUS FOR INTERNATIONAL STUDENTS**

The President informed the Board that the college has begun to explore establishing a partnership with a private career college in Toronto, exclusively for international students. We have had preliminary discussions with MTCU about this endeavor, as required. In completing our due diligence, a first partner option was not suitable; however, we are currently pursuing another

opportunity and we will provide the Board with more information as developments occur, as required by the Board's policy on Partnerships & Initiatives.

**(h) APPROVAL FOR FINANCIAL COMMITMENT TO STUDY NORTH**

This item was added to the agenda because the NOHFC agreement requires that a board resolution be passed supporting each college's financial commitment to the Study North Initiative. The President shared details about the project which is a collaboration between the six northern colleges: Northern, Cambrian, Canadore, Sault, Confederation, and Boreal. The President also indicated that to the full extent possible, the college plans to leverage its internal resources as opposed to requiring new cash.

Moved by: S. Munroe

Motion

Seconded by: J. Collins

78-09-14

THAT the Board of Governors of the Northern College of Applied Arts and Technology approves the financial commitment of \$180,771 over three years towards the \$4,084,400 Study North Project, including a commitment to an equal portion of any cost overruns.

Carried

It was recommended the college contact local municipalities about providing marketing materials promoting living in the North, in support the initiative; several communities have been very supportive with tailored materials for organizations recruiting employees.

**8. ROUTINE ITEMS**

**(a) CORRESPONDENCE**

Noted.

**(b) NORTHERN COLLEGE ABORIGINAL COUNCIL ON EDUCATION**

Governor Miller, Chair of the Northern College Aboriginal Council on Education, provided a report on the NCACE meeting held June 23<sup>rd</sup>. The Council discussed and supported the introduction of distinctive Aboriginal programming at the college. A review of the Board of Governors' Policy on Relationships with Aboriginal People is ongoing. Governor Miller recognized Ms. Lillian Trapper for her work on a Voluntary Self-Identification for Aboriginal Students Policy, which was approved by NCACE at its meeting. Council learned about new Targeted Initiative funding to offer employment skills programs in Attawapiskat, Fort Albany and Mattagami. Over the summer months, the Lightning Trail was offered and was very successful with 28 students participating. Finally, Governor Miller indicated that Kunuwanimano Child & Family Services is undertaking a heavy recruitment initiative for social workers and support staff and that they will work with the college to use its facilities to host open houses.

**(c) PRESIDENT'S REPORT**

The President's Report is provided in the Board package. President Gibbons will be travelling to China between October 4<sup>th</sup> and 15<sup>th</sup> where he plans to meet with two new prospective partners and visit existing partners as well. In addition, our college will host 3 visiting delegations consisting of administrators from Chinese postsecondary institutions over the course of 5-6 weeks, starting in early October. A fourth delegation has yet to be confirmed. We will also host a faculty delegation from a partner institution in late October; they will be here for two weeks to receive teacher education. Northern College is present in the international market and is growing.

It was suggested that a Board Education Session be offered on China Partnerships.

**(d) EXECUTIVE TEAM REPORTS AND STRATEGIC PLAN PROGRESS**

Vice President Audrey Penner reported on progress for three Business Plans initiatives tied to our Accessible Education Strategic Direction. The first was an initiative to redesign courses through the Shared Online Course (ShOC) fund. Surveying I has been redesigned to employ emerging technologies and will be showcased at the OntarioLearn conference this September. Development of Surveying II for online delivery is in progress.

The Environmental Technician curriculum is being developed for distance learning format which is very timely given interest from other colleges on collaborative delivery of the program. This program is fairly unique and we are looking at partnerships with St-Lawrence, Lambton as well as Confederation to expand our niche market.

The College has developed an International Faculty/Administration Orientation Travel Manual. We needed an internal framework on how to support this as a growing area and Mr. Dean Lessard, Academic Manager, did a great job of developing this tool. The implementation and roll out of the manual are the next steps.

Vice-President Mike Baker reported on a Northern Experience initiative to develop a standardized registration/orientation package that supports the Northern College brand and that includes an on-line component. This initiative was completed on time under the leadership of Ms. Tammy Mackey, Haileybury Campus Manager, and the excellent development work of our Marketing/Communications Team. Feedback on the 2014 Online Orientation application was outstanding for its look and feel, access to forms, links to functions, quick turnaround and ease of use.

Another Northern Experience objective is to implement a Quality Management Program. To this end, we are developing tools to improve and enhance our Management Information System (MIS). We have seconded Ms. Angela Bourgeois to manage the project and work on identifying improvements to our MIS system by looking at 3 main areas: Employee Connect, Faculty Connect and Administration Connect. The goal of this initiative is to provide better systems access and better reports. Ministry funding was received to complete this project.

Under the Aboriginal Perspectives Strategic Direction, we plan to continue to refine cross-cultural understanding opportunities by helping learners understand how cultural differences can be mobilized for the benefit of the individual, the workplace and society as a whole.



This is being achieved by increasing placements of our students in Aboriginal communities. During a recent trip to Moose Factory, Mike met with The Human Resources Director of the hospital and toured their facility. Comments were received about the high level of satisfaction with our placements and Mike and other college staff were introduced to some of our graduates working at the hospital. Mike had the opportunity to reconnect with the hospital's CEO after the meetings. The Director of HR expressed her high level of satisfaction with our co-op placements and our graduates.

Chair Wyatt invited Governor Sara Munroe to provide a brief update on our compliance with new Canadian Anti-Spam Legislation. Ms. Munroe indicated we have partnered with a third-party service to coordinate and manage a database that encompasses all aspects of email preferences for key sectors within the college (e.g. ACCT, Admissions, Marketing and Continuing Education). Our Marketing department has created branded email templates for those key areas that send out communications of a promotional nature or who solicit feedback. For any recipient who wishes to unsubscribe to our mailing list, the database collects their preference and removes them from future mailings, making us compliant with the legislation.

Executive Director Christine Heavens reported on a Signature Program initiative to recruit additional partners in the development of a regional approach and interest to signature programs. We are working closely with a local mine to develop mine induction training for them. The program will consist of self-directed modules and there are additional spin-offs to this project that we are looking into. We are also having discussions with this mine and a partnering First Nation about an Underground Hard Rock Miner program. Christine looks forward to updating the Board on developments in these areas in the near future.

Another initiative we are working on from the Northern Experience is to develop a revitalized Literacy and Basic Skills Program recruitment strategy. We have eight sites within the region and we are working with our Employment Services division as well as with our V.P. Academic and plan to do site visits. We recognize that in Hearst, Iroquois Falls, Cochrane and Moose Factory, staff members at these centres are ambassadors for the college. We will work with them, connect them with members of our advising team and help to develop and expand their knowledge about programs the college offers and ensure they know they have our support.

Christine was happy to announce that the Ministry has approved funding to offer LBS in Attawapiskat – this initiative has been over 2 years in the making.

We are making great strides in assisting students in Aboriginal communities to complete pathway planning and college applications. We are working with our Aboriginal Liaison Officer, Advising, and our Recruitment team staff and are developing a template so that the Advisor will visit high schools over the next month and work with students individually to develop pathways.

Phase Two of our Moosonee Campus Plan is in development. Community consultations took place in Fort Albany, Moose Factory and Moosonee. Flooding delayed consultations with Attawapiskat and Kashechewan and those will now take place in the fall. We expect the second phase to be wrapped up by the end of November. The third phase will be to develop a 3-5 year plan and an annual business plan with a final and fourth phase as implementation.

Executive Director Lynn Berthiaume was pleased to report on a Signature Program initiative to promote existing articulation agreements and pathways. The new release of our website will have tabs on every program page listing various pathways with universities. Another feature that will improve access to information will be a fees tab on each program page.

Under the Northern Experience Strategic Direction, we will soon be launching an exciting new service spearheaded by Ryerson University, called “Magnet.” This will support graduates and enhance their employment opportunities. The collaborative project was funded by the Province’s recent Productivity and Innovation Fund (PIF) and has several postsecondary institutions on board, along with the Ontario Chamber of Commerce. The goal of this initiative is to help connect graduates/alumni with jobs and get communities working together while providing analytics at the same time – the concept is similar to Linked In. The project is ready to be released as soon as the Ministry makes an announcement. Here at Northern, we have Ms. Nicole Gingras as our coordinator, who will work with the Alumni Association and students and our objective is to promote the tool to students and alumni so they enter their information on the website. We will also be working to promote the program with employers and our local Chamber of Commerce and hope this might contribute to increasing employer and graduate satisfaction. Governor Pirie suggested someone should create an application to facilitate access to and utilization of this tool.

Another initiative we are working on to implement quality management programs is a Business Continuity and Risk Management Framework. Some time ago, colleges recognized the importance of having risk management plans. PIF funding allowed a collaboration of the 24 colleges and has resulted in the creation of a framework and toolkit for each college to use. We have put in place a committee of stakeholders to review the framework, develop an action plan, review what we have and populate the framework.

Under the Aboriginal Perspectives strategic direction, a policy was recently approved by the Northern College Aboriginal Council regarding the Voluntary Self-Identification of Aboriginal Students. With the development of this policy, our college meets all five of the Ministry’s requirements in this area.

**(e) PROGRAM ADVISORY COMMITTEE APPOINTMENT**

Moved by: R. Foy

Motion

Seconded by: R. Pineault

79-09-14

THAT the Board of Governors approve the appointment of Mr. Daniel Tremblay to the NorTech Board as presented.

Carried

**(f) BOARD REPRESENTATION ON PROGRAM ADVISORY COMMITTEES**

Chair Wyatt invited members who wish to join a committee to forward their name to Pierrette who in turn will inform college administration.

**(g) ADVISORY COMMITTEE MEETING SCHEDULE**

As provided in the Board package.

**(h) REPORTS FROM BOARD ADVISORY COMMITTEE REPRESENTATIVES**

Noted.

**(i) BOARD MEMBER COMMUNITY-RELATED UPDATES**

Chair Wyatt attended a welcome to Timmins event for Northern Ontario Medical School (NOSM) students recently – the students were so touched and appreciative of members of the community taking time to meet them. He commented that it would be great to have an opportunity to participate in a similar event should something like this ever be held for college students.

**(j) BOARD OF GOVERNORS WORK PLAN**

Moved by: M. Miller

Seconded by: D. Seary

THAT the Board of Governors approve the 2014-2015 Board of Governors Work Plan, as revised.

Motion

80-09-14

Carried

**(k) FUTURE AGENDA ITEMS**

Noted.

**(l) NEXT MEETING**

Board Meeting:	Wednesday, November 12, 2014
	Haileybury Campus
	11:30 a.m. Tour of Haileybury Campus
	12:30 p.m. Lunch provided
	1:00 p.m. – Board Meeting

**9. INFORMATION REPORT**

As provided in the Board package.

**10. PROPOSED MOTIONS**

As recorded in the minutes.

**11. ADJOURNMENT**

Moved by: T. Rosko

Motion  
81-09-14  
Carried

THAT the meeting be adjourned.

Time noted at 11:50 a.m.

P. Fortier,  
Executive Assistant to the Board