



# NORTHERN COLLEGE

## BOARD OF GOVERNORS MEETING NO. 415

### GENERAL SESSION

Wednesday, November 12, 2014  
1:35 p.m.

Multi-Campus Video  
and Teleconference

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#### **PRESENT:**

##### **Board:**

G. Kemp (First Vice-Chair)  
A. Spacek (Governor at Large)  
F. Gibbons (President)  
J. Collins  
M. Miller  
S. Munroe  
T. Rosko  
R. Foy  
D. Nankervis  
A. Adamo  
B. Allan  
G. Pirie  
D. Seary

##### **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  
J. Banks, Manager, Marketing & Communications

##### **Regrets:**

C. LeClerc  
M. Milinkovich  
D. Wyatt  
R. Pineault

#### **1. OPENING PROCEDURES**

##### **(a) CALL TO ORDER**

Governor George Kemp moved the meeting into the General Session at 1:35 p.m.

**(b) CHAIR'S REMARKS**

Chair George Kemp welcomed everyone back to the meeting. President Gibbons introduced Mr. Jim Banks, Manager of Marketing and Communications. Governor Kemp proceeded to share a Traditional Territory Acknowledgement.

**2. AGENDA**

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

There were no additions to the agenda.

**(b) ADOPTION**

Moved by: A. Spacek	Motion
Seconded by: D. Nankervis	97-11-14
THAT the agenda for the Meeting No. 415 of the Board of Governors of Northern College of Applied Arts & Technology dated November 12, 2014 be adopted as presented.	Carried

**3. CONFLICT OF INTEREST – DECLARATIONS**

The Chair called for disclosures of actual, potential, or perceived conflict of interest. None were expressed.

**4. COMMENTS/PRESENTATIONS**

President Gibbons invited Lynn Berthiaume to make a presentation on this year's enrolment. The presentation is also available for viewing on our Board portal, in the Presentations folder.

Ms. Berthiaume noted a request from Governor Miller to link enrolment data with financial data in future presentations. In response to Governor Rosko's request, Ms. Berthiaume confirmed that demographic data is available for postsecondary and non-postsecondary students. This will be broken down in future presentations as well.

Chair Kemp thanked Ms. Berthiaume for her presentation.

**5. STANDING ITEMS**

**(a) APPROVAL OF GENERAL SESSION MINUTES NO. 414  
(Meeting Held September 12, 2014)**

Moved by: T. Rosko	Motion
Seconded by: J. Collins	98-11-14
THAT the minutes of Meeting No. 414 dated September 12, 2014 be adopted as presented.	Carried

Motions from the Committee of the Whole minutes of Meeting No. 414, dated September 12, 2014 follow.

*Moved by: G. Pirie* *Motion*  
*Seconded by: M. Miller* *66-09-14*  
*THAT the Committee of the Whole Agenda No. 414 dated September 12, 2014 be adopted as amended.* *Carried*

*Moved by: A. Spacek* *Motion*  
*Seconded by: R. Pineault* *67-09-14*  
*THAT the Committee of the Whole Minutes No. 413 dated June 10, 2014 be approved as presented.*  
*AND THAT motions 47-06-14 to 54-06-14 be recorded in the General Session of the minutes.* *Carried*

*Moved by: R. Pineault* *Motion*  
*Seconded by: A. Spacek* *68-09-14*  
*THAT the Board of Governors receive the minutes of the Board Executive Committee meeting held May 28, 2014 and Electronic Vote minutes dated July 9, July 30 and August 14, 2014.* *Carried*

*Moved by: D. Nankervis* *Motion*  
*Seconded by: T. Rosko* *69-09-14*  
*THAT the Board of Governors approve the recommendation of the Security Services review panel and appoint Advanced Security as provider of security services at the Timmins Campus and student residence, for a 3-year period starting October 1, 2014 and ending September 30, 2017.* *Carried*

*Moved by: B. Allan* *Motion*  
*Seconded by: C. LeClerc* *70-09-14*  
*THAT the Board of Governors approve the Role of the Board Executive Committee, as revised.* *Carried*

*Moved by: M. Miller* *Motion*  
*Seconded by: D. Seary* *71-09-14*  
*THAT the Board move into the General Session, time noted at 9:15 a.m.* *Carried*

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**(b) BUSINESS ARISING FROM PREVIOUS MEETING**

**i. Participation at the 2014 Higher Education Summit**

President Gibbons confirmed that as agreed by the Board at the September Board meeting, ten Board members are attending Good Governance and Higher Education Summit events between November 22 and 24.

**ii. Board of Governors Entrance Scholarship**

Further to a meeting and recommendation from the Board of Governors Entrance Scholarship Ad-hoc Committee, it was

Moved by: G. Pirie	Motion
Seconded by: B. Allan	99-11-14
THAT the Board of Governors approves forming a Board Entrance Scholarship Fundraising Committee to raise a minimum of \$125,000 towards scholarships.	
Carried	

Governors Kemp, Pirie and Allan volunteered to be on the committee, along with President Gibbons. Other members were invited to give thought to joining the committee and forward their name to Pierrette. A committee meeting will be convened in the near future.

**iii. Study North Initiative – Update**

President Gibbons provided an update on the Study North Initiative (SNI) which aims to increase enrolment at the six northern colleges. NOHFC funding has been secured in the amount of \$3M over three years. TWG Communications has been hired as the marketing company to lead the project and staff has been hired to recruit students from the 905-416-519 areas. The staff will be housed at College Boreal in downtown Toronto and already, consultations and focus group discussions have been held to gather information from students, parents and other key influencers in making post-secondary education choices. A launch was held at the Direct Energy Centre during the College Information Fair on October 20 and 21. Collectively, the six northern colleges received 1000 new leads to be followed-up on by SNI staff and subsequently by the respective colleges. Advertisements and give-away products have been developed and the project has had a very positive reception so far. We are hopeful that we might see registrants resulting from the SNI initiative in September 2015.

Mr. Jim Banks, Manager of Communications and Marketing echoed the President's comments stating that the introduction of SNI to the public was very well received. Individuals were not only surprised and enlightened to find out about the kind of options that are available to them, the project is clarifying myths about the North (distance, climate, etc.) and providing impressive information in terms of what we can offer.

The President also took this opportunity to provide additional information on the college's intent to partner with a private career college to offer programs to international students in southern Ontario, as reported in September. Though a first partnership opportunity did not prove to be suitable, we continue with due diligence investigations into another collaborative relationship with a southern Ontario College and an international career college in the Brampton/Mississauga area. We will keep the Board apprised of any developments.

Governor Miller elaborated on the growing Aboriginal population and the recruitment opportunity this presents for the college.

President Gibbons assured the Board that as contained in our Strategic and Business Plans, we are very committed to achieving initiatives under the Aboriginal Perspectives strategic direction and to becoming the college of choice for Aboriginal Peoples.

**(c) FINANCE REPORT**

V.P. Mike Baker presented the finance report for the period ended September 30, 2014, which reflects a further reduction of the projected deficit over the period. Mr. Baker confirmed staff continue to work diligently towards a balanced year-end budget.

**6. NEW BUSINESS**

**(a) ANNUAL REPORT ON JOINT HEALTH AND SAFETY AND  
APPROVAL OF THE OCCUPATIONAL HEALTH AND SAFETY POLICY**

The President touched on a few points from the Annual Joint Health & Safety Committee report. There were no recommendations or policy changes presented by the committees.

Moved by: R. Foy	Motion
Seconded by: D. Seary	100-11-14
THAT the Board of Governors receive the report of the Joint Health and Safety Committee; and	
THAT the Occupational Health and Safety Policy be approved as presented.	
	Carried

**(b) QUARTERLY REPORT ON INVESTMENTS**

V.P. Baker presented a quarterly investment report for the period ended September 30, 2014. As at the end of September, our investments remained at approximately \$5.2M with RBC and we expect that by the end of January, all investments will be fully converted to TD Wealth Management.

**(c) SUMMARY REPORT ON PROGRAM REVIEWS**

V.P. Penner presented the annual summary report on program reviews. The annual report is also an important component of our internal quality control system, providing evidence of monitoring processes required for Program Quality Assurance Process Audit purposes. The college is on target with its program review process in all but one area and has a plan in place to get caught up in that area.

**(d) EAST END FAMILY HEALTH TEAM ANNUAL REPORT**

President Gibbons inquired whether Board members had any questions on the EEFHT report provided by Ms. Landriault, Administrative Lead for the clinic. There were none.

**(e) PARTNERSHIP INITIATIVE: COMMUNITY GARDENS TIMMINS**

The President informed the Board that we have extended our existing agreement with Community Gardens Timmins. The community organization is now affiliated with Anti-Hunger Coalition Timmins and was successful in receiving funding to install a well at the college site. The college provides land for about 24 garden plots.

**(f) CHINA PARTNERSHIPS UPDATE**

Further to a request at the September Board meeting, the President prepared a presentation on our off-shore activity. The college currently has four active partnerships in China. Enrolment in 2013-14 totaled 192 students and an estimated 277 students is expected to be enrolled for 2014-15. Our ultimate goal is that Chinese students will attend one of our campuses to complete their final year of study. The presentation is saved on the Board portal, in the Presentations folder.

**7. ROUTINE ITEMS**

**(a) CORRESPONDENCE**

No correspondence was received since our last meeting.

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

Governor Miller indicated that the November 7<sup>th</sup> meeting needed to be reschedule and he looks forward to reconvening in December or early in the New Year.

**(c) PRESIDENT'S REPORT**

The President's Report is provided in the Board package.

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

**Vice President Audrey Penner** reported on Accessible Education initiatives in particular, that we have established processes with international institutions around program synopsis approvals. This will facilitate the process for new Chinese institutions coming on board and support the student registration procedure. Also, the development of an international faculty/administration process manual is nearly complete. The document identifies various processes and checklists important to international collaborations such as administration, admission, registration, travel protocols, etc.

The Ontario Council on Articulation and Transfer (OnCAT) project, funded through the Ministry, is being led by one of our faculty, Ms. Tracey Howieson. The purpose of this project is to align our internal processes to create a seamless credit transfer process for learners.

The six Northern Colleges Collaborative Programming project is moving along and Dean Lessard is leading the Northern College team. Each of the college's working groups comprised of Registrars, Deans, Finance, HR, Student Services, and Information Technology

met recently. The immediate focus is to align curriculum in the Business programs for a September 2015 launch.

The College hosted two Chinese delegations in October; during this time, the college highlighted its program, the college structure, our mandate as part of a provincial system, and program quality (PQAPA).

The College will be making submissions to the second call for Shared Online Course (ShOC) funding. ShOC funds support the development of digital technology applied to courses delivered in a blended environment through Ontario Learn. We will be submitting for five courses and six modules in this round. Applications are due December 24.

**Vice President Mike Baker** added to the earlier report on the Haileybury Residence project, stating that we have established an excellent working relationship with Campus Living. Mr. Baker will be visiting the Orillia residence that our building is designed after in the next two weeks. Mr. Baker reported on a meeting held at the Campus with Temiskaming Shores residents who had voiced concerns over the location of the residence during an October Town Council meeting; the positive discussions appears to have mended the relationship with our neighbours.

To further support access to education, we continue to make progress on our initiative to develop program specific multi-media marketing materials for international off-shore partners. A Chinese video promoting the college has been completed and is receiving very positive reviews. Our next project is to create a high quality, high resolution brochure to recruit Chinese students, by December 15.

Continuing with marketing initiatives, five videos have been developed and are being used to promote our signature programs. The Marketing team continues to review its social media strategies including use of You Tube, Facebook and other website applications. In closing, three innovative radio ads were shared with the Board. These ads were developed in support of the SNI initiative and will play during Fan 590 radio coverage of the NHL Prospect games in the Toronto area in November and January, in the 416, 905, 519 area codes.

**Executive Director Christine Heavens** was pleased to announce that we now have a signed Memorandum of Understanding with a local mine for the creation and delivery of their mine induction training and that we have an agreement with Greenstone Skills Centre for the development and offering of programs in Northwestern Ontario. With the announcement of the Canada-Ontario Job Grant and the Aboriginal Entrepreneur fund, we have reached out to several mines and are developing training that may meet the criteria for mines to access these funds. Finally we have recruited new partners to assist us in the delivery of our Surface Diamond Driller program: Norex Drilling and Laurion Mineral Exploration Inc. will help us recruit and take on students for placements. We are working on a partnership with a professional association in Val d'Or which will have us offer Mill Process Operation, FMTM (Quebec Common Core) in Ontario, and possibly Diamond Drilling training. These are all ways in which we are developing a regional approach and interest for our signature programs.

Ms. Heavens elaborated on a Northern Experience initiative to revitalize the Literacy and Basic Skills (LBS) recruitment strategy and the need to enhance and highlight the roles of the LBS classroom staff and instructors who often are our main ambassadors within Northern communities. We have completed site visits and have held planning meetings where several new ideas were shared such as centralizing marketing efforts and increasing visibility (e.g. Facebook, Twitter).

To advance Aboriginal Perspectives strategic initiatives, several activities are being undertaken to assist students in Aboriginal communities to complete pathway planning and college applications. For example, this includes developing templates for pathway planning to become user-driven; high school visits by our Aboriginal Liaison officer and our Moosonee Student Advisor to map out pathways; and individualizing pathway planning for students and arranging for them to audit classes in which they are interested. Regular Advisor follow-up with students prior to the program start-date will ensure they are prepared and have made all necessary arrangements (e.g. housing and childcare) to be successful.

**Executive Director Lynn Berthiaume** reported on two initiatives under the Northern Experience. The first is our objective to implement quality management programs and develop a centralized system to coordinate surveys that are delivered to staff and students. The development of this database will support future planning as well.

With regards to Emergency Management and Business Continuity, committees have been struck with staff representatives from across the college. Information will be added into the framework which covers the following four areas: governance and structure; risk assessment and analysis; plans and procedures; and sustained and continuous improvement.

In closing, Ms. Berthiaume was pleased to share the college will be submitting a proposal in response to an RFP to allow us to continue with the provincial Mental Health initiative.

**(e) PROGRAM ADVISORY COMMITTEE APPOINTMENTS**

Moved by: J. Collins

Motion

Seconded by: B. Allan

101-11-14

THAT the Board of Governors approve the appointment of Mr. Wayne Shippam and Mr. Filip Bidzinski to program advisory committees, as presented.

Carried

**(f) ADVISORY COMMITTEE MEETING SCHEDULE**

As provided in the Board package.

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

Governor Collins attended the Civil/Construction Engineering Technician – Building Management program advisory committee meeting held on November 6, 2014. Quorum was met and the committee, chaired by Mr. Alex Szczebanski, discussed strategic enrolment management, recent Chinese delegation visits, 3-year degree programs and collaboration with other colleges. The committee also addressed entrepreneurship and applied research and plans to hold its next meeting on February 25<sup>th</sup>.

Governor Seary attended her first Early Childhood Education committee meeting on October 30<sup>th</sup> reporting that although quorum was not met, she was happy to have attended the meeting as good discussions took place.

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

Noted.

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

As provided in the Board package.

**(j) FUTURE AGENDA ITEMS**

Noted.

**(k) NEXT MEETING**

Board Meeting:	Tuesday, January 13, 2015
	Timmins Campus Boardroom A106
	12:30 p.m. Lunch provided
	1:00 p.m. – Board Meeting

**8. BOARD EDUCATION: STRATEGIC ENROLMENT MANAGEMENT (SEM)**

V.P. Audrey Penner provided the Board with an overview of SEM. The SEM plan is in the finalization stages with further review to be done by the Academic Operations Working Group followed by Senior Management. The full plan will be presented to the Board at the January 13 Board meeting. This presentation is also saved in the Board Portal, in the Presentations folder.

**9. INFORMATION REPORT**

As provided in the Board package.

**10. PROPOSED MOTIONS**

As recorded in the minutes.

**11. ADJOURNMENT**

Moved by: J. Collins

THAT the meeting be adjourned.

Time noted at 4:10 p.m.

Motion  
102-11-14  
Carried