



NORTHERN COLLEGE

BOARD OF GOVERNORS MEETING NO. 447

Tuesday, March 10, 2020
1:00 p.m.

Kirkland Lake Boardroom A102
video and teleconference

PRESENT:

Board:

G. Pirie (Chair)
D. Walsh (First Vice-Chair)
D. Rizzuto (Second Vice-Chair)
C. Stringer (Governor At Large)
F. Gibbons (President)
P. McConnell
J. Molyneaux
G. Waghorn
M. Fahimian
C. Ellis
B. Allan
L. Kozak
L. Trapper
D. Lessard
J. Harrington
S. le Roux

Staff:

P. Fortier, Executive Assistant, Office of the President and Board of Governors
A. Penner, V.P. Academic & Student Success
M. Dumas, V.P. Corporate Services
C. McEachern, Executive Director, Student Services, Institutional Research & Registrar
S. Hunter, Director, Marketing, Communications and External Relations

Guests:

N. Roy, Mental Health Lead
D. Ryder, Moosonee Campus Manager

Regrets:

M. Metatawabin

1. CALL TO ORDER

1.1 Remarks from the Chair

Chair Pirie called the meeting to order and welcomed everyone.

1.2 Acknowledgment of Territory

The Chair acknowledged the lands of the Ojibway, Cree, Algonquin and Metis Peoples that we are gathered on. The First Nation communities now located on these lands are Beaverhouse, Matachewan and Timiskaming.

2. DECLARATION OF CONFLICT OF INTEREST

The Chair called for disclosures of actual, potential, or perceived conflict of interest. Governor Sarah le Roux declared a conflict with item 6.3 International Tuition Fees.

3. AGENDA

Moved by:	D. Rizzuto	Motion
Seconded by:	P. McConnell	23-03-20

THAT the agenda for the Meeting No. 447 of the Board of Governors of Northern College of Applied Arts & Technology dated March 10, 2020 be adopted as presented.

Carried

4. PRESENTATIONS

4.1 Mental Health Strategy

President Gibbons introduced Ms. Nichole Roy, Mental Health Lead, who provided an overview of the college's new Mental Health Strategy recently approved by Senior Management. She outlined how the strategy was developed, including consultation with various stakeholders. The focus in developing the strategy was students; a future systemic approach will incorporate staff and include training for staff and faculty. Ms. Roy highlighted the connection between mental health and student success and indicated the long term goal is to have a supportive, adaptive campus climate and environment. The College's Accessibility Services department provides support to over 500 students who have self-identified with various disabilities. V.P. Penner added that our Advising staff are known across the province for being innovative and providing a high level of service; our model is unique and Northern has one of the highest levels of students self-identifying with disabilities.

The Board commended Ms. Roy on the strategy and her presentation. Governor Trapper invited Ms. Roy to present the strategy to our Northern College Indigenous Council at their next meeting.

4.2 Indigenous Pathway to Health Sciences

Ms. Diane Ryder, Moosonee Campus Manager joined the Board to present on the new Board-approved certificate program being offered through synchronous delivery allowing students to participate at Moosonee Campus and four College Access Centres in remote First Nations communities. The program was developed through a collaborative approach in response to a need to train health professionals for the Mushkegowuk Territory. The Indigenous Pathway to Health Sciences program started in September 2019 with 17 students. As of this date, 14 students remain in the program and a number have confirmed their intent

to pursue studies in the health field. Embedded in the program is a 2-semester Pre-Health program, providing graduates with a postsecondary credential to move into a college Health Sciences program.

In addition to better preparing students to enter into a health field, the additional semester serves to build students' familiarity with technology and, through week-long practical experience sessions at the Timmins campus, students have the opportunity to become familiar with the college, the residence and increase their comfort level with an urban environment.

With this first offering being piloted, the College is continually monitoring and surveying students to gather feedback and make adjustments as they go along. We look forward to this cohort graduating in July and having another intake into this innovative certificate program in September 2020. In September, the college will also offer a Pre-Trades program, adopting this model, to meet the local need for Trades professionals.

The Board thanked Ms. Ryder for her presentation. The presentation is saved in the Board's presentations folder.

5. CONSENT AGENDA

The Chair asked if any governor wished to comment on or remove any items from the Consent Agenda. There were no comments or requests to remove items.

- 5.1 Approval of Minutes
- 5.2 Receive Board Committee Minutes
- 5.3 Program Advisory Committee Appointment
- 5.4 Program Advisory Meeting Schedule
- 5.5 Board of Governors' Work Plan
- 5.6 Board Goals
- 5.7 Correspondence and Information Report

Moved by: P. McConnell Motion
Seconded by: D. Rizzuto 24-03-20
THAT Consent Agenda items be approved, including all applicable motions.

5.1 Approval of Minutes

THAT the Board of Governors approve minutes of meeting #446 held January 14, 2020 and electronic vote minutes dated February 4, 2020.

5.2 Receive Board Committee Minutes

THAT Board Committee Minutes be received.

5.3 Program Advisory Committee Appointment

THAT the Board of Governors approve the appointment of Ms. Shannon Costello to the Early Childhood Education Program Advisory Committee.

Carried

6. DISCUSSION ITEMS

6.1 Approval for Budget Expenditures

Moved by: J, Molyneaux Motion
Seconded by: G. Waghorn 25-03-20
THAT the Board of Governors approve continued operating expenditures, in a fiscally responsible manner, from April 1, 2020 to May 13, 2020, not to exceed total expenditures of \$7 million. Carried

6.2 Verbal Update on 2020-21 Budget

President Gibbons informed the Board about the budget planning process that was initiated in October 2019 and continued through February 2020 with meetings with individual budget holders. The President elaborated on anticipated growth and projected year-end surpluses that will allow the college to complete various initiatives. The draft budget will be presented to the Board for approval on May 13th.

6.3 Approval for International Student Tuition Fees

Having declared a conflict Governor Sarah le Roux did not participate in the discussion and the vote. President Gibbons presented proposed international tuition fee increases. The President also replied to an inquiry on targeted scholarships, bursaries and recruitment for certain disciplines and confirmed there is capacity for additional international students at our campuses.

Moved by: D. Walsh Motion
Seconded by: L. Kozak 26-03-20
THAT the Board of Governors approve International Tuition Fee increases effective January 2021, as presented. Carried

6.4 Approval for Insurance Premium Payment

Moved by: D. Rizzuto Motion
Seconded by: J. Molyneaux 27-03-20
THAT the Board of Governors approve an insurance premium payment to Aon Reed Stenhouse Inc. for a maximum payment of \$250,000 + HST to bind the policies for insurance coverage of Northern College, beginning April 1, 2020. Carried

6.5 Program Approval: Civil Engineering Technician

V.P. Audrey Penner presented the program which will replace the current condensed 3-year technology advanced diploma program. In addition to supporting student success, we anticipate increased enrolment into this program.

Moved by: D. Walsh Motion
Seconded by: D. Rizzuto 28-03-20

THAT the Board of Governors approve the Civil Engineering Technician Ontario College Diploma program proposal for submission to the Ontario College Quality Assurance Service Credentials Validation Service for program approval and to the Ministry of Colleges and Universities for funding approval. Carried

6.6 Approval for Board Policies

The President reviewed policy changes recommended by the Board Policy Review Committee. Corrections to policy B-2 Governance and Accountability were noted.

Moved by: P. McConnell Motion
Seconded by: J. Molyneaux 29-03-20

THAT the Board of Governors approve the following policies, as revised and amended:

- B-1 Policy Development
- B-2 Governance and Accountability
- D-3 Partnerships and Collaborative Initiatives
- D-5 Signing Authority
- D-8 Purchasing Policy
- D-9 Facility Leasing Policy
- D-10 Leadership Succession Plan

Carried

6.7 March 2020 Performance Dashboard

Executive Director Cam McEachern presented the dashboard providing an overview of various student measures including enrolment statistics, applications and conversion rates, as well as financial measures. Governor Molyneaux commented on the positive impact last year's entrance scholarships had on enrolment in Kirkland Lake and Mr. McEachern concurred, adding that the entrance award resulted in earlier confirmations and registrations.

6.8 2020 Graduation and Awards Ceremonies

Members of the Board were invited to attend graduation and awards events, and to let Pierrette know of their availability by April 24th so that respective Campus Graduation Committees can be informed.

6.9 Approval for Governor Appointments

President Gibbons shared information on Board appointees recommended by the Board Vacancy Nominating Committee.

Moved by: C. Ellis Motion
Seconded by: L. Kozak 30-03-20

THAT the Board of Governors approve the appointment of Ms. Helene Studholme and Ms. Cindy Reasbeck, effective September 1, 2020 for a 3-year term;
and

THAT the Board of Governors approve the appointment of Mr. Andre Robichaud effective September 1, 2021 for a 3-year term, through the Lieutenant Governor in Council (LGIC) process. Carried

6.10 Verbal Update on Stand-Alone Nursing Degree

President Gibbons explained the genesis of the collaborative nursing program and continued advocacy by Colleges Ontario that led to the February 11th government decision to allow colleges to offer stand-alone Nursing degree programs. Northern is currently partnered with Sault College, Cambrian, St-Lawrence and Laurentian University to offer the BScN program. Any college wishing to offer the program on their own will need to go through a formal dissolution process with their partner university that considers the teaching out process for students enrolled in the current model; enrolment planning; and funding breakdown since the funding envelope would not grow but be distributed differently. Final steps include colleges developing the nursing curriculum for approval from the Postsecondary Education Quality Assessment Board (PEQAB) and obtaining Ministry signoff. The earliest entry date to a Northern College Nursing degree program would be September 2021.

We have conducted internal discussions and reached out to local partner health agencies to confirm continued collaboration. At this time, Cambrian and Sault College have reached out to Laurentian; our college has not contacted Laurentian, nor has Laurentian reached out to us yet. College Presidents have maintained the position with the Ministry that going to a stand-alone model will not increase costs. Northern plans to collaborate with its Northern Colleges Collaborative Program (NCCP) partners comprised of the six northern Ontario colleges, to offer the program. We are working with our Communications department to prepare a “Frequently Asked Questions” document for our internal/external community, to be posted to our website to ensure messaging is available in one place. The FAQ document will be provided to the Board in the event governors receive inquiries.

7. REPORTS AND INFORMATION

7.1 Finance Report for the Period Ended January 31, 2020

V.P. Mitch Dumas presented the finance report for the period ended January 31, 2020 and reviewed changes in the statement of operations resulting in a projected surplus of \$15.8M at the end of the period.

7.2 Quarterly Investment Report as at December 31, 2019

V.P. Dumas reviewed the investment report for the quarter ending December 31, 2019 stating the portfolio grew by \$138,468. Our Equity and Fixed Income asset mix remains within our long term range and approximates our neutral targets, with equities and fixed income falling mid-range at 38.3% and 61.7% respectively. Over the last 3 months, we achieved a 2.122% return versus 1.40% in our benchmark. In the last 12 months, we have earned a 10.949% return while the benchmark earned 11.99%.

Since inception, our investments have grown by \$1.4M for a return of 4.69%; our benchmark return is 5.691% exceeding targets established with our broker and surpassing our past GIC strategy that used to earn a 2% return.

7.3 Northern College Indigenous Council on Education

Ms. Lillian Trapper, Governor and Chair of the Northern College Indigenous Council (NCICE) reported on the meeting held on January 24, 2020 where updates were provided by senior administrators, Indigenous Student Advisors and the Timmins campus Elder. Information was provided to NCICE on an upcoming speaking engagement by Senator Murray Sinclair to be held on April 30th at TH&VS and on the annual Powwow to be held in Timmins on March 28-29, 2020. Governor Trapper requested that invitations to these events be shared with the Board. Ms. Trapper also noted that next year would represent our Powwow's 20th anniversary and that it needs to be a special celebration. Council was informed about Elder David Faries' retirement this spring, and Ms. Trapper recommended embedding training and professional development in the position – there is always new information and new resources that could be learned about and brought to the College to support students. In closing, Ms. Trapper indicated further discussion on territory acknowledgement will be take place at the Council's next meeting.

7.4 President's Report

As provided in the Board package.

7.5 Executive Team Reports and Business Plan Progress

Vice-President Mitch Dumas reported that the Accessibility initiative to update the Social Service Worker program to reflect new Ministry vocational learning outcomes has been achieved. A second initiative to create a new process to evaluate part-time Faculty has been completed and a pilot of this new system is being tested this winter semester. Also, we have now created a student success electronic tracking system for early identification of at risk students to support early intervention and student success and the launch of this system is imminent.

Vice-President Audrey Penner was pleased to say that she has reported on all of our Signature Program initiatives. In finalizing our fourth quarter progress report, only one of these initiatives has not been entirely completed, with the launch of the Innovation Hub occurring this June instead of March 2020.

Ms. Susan Hunter, Director of Communications, Marketing and External Relations shared progress on Northern Experience initiatives stating that further to completing stakeholder consultations the draft communication plan has been created, factoring the views and perspectives of those within the college. The focus has been on increased transparency, collaboration, process improvement, change management and being invitational. The draft is also incorporating climate surveys and discussions at all levels and locations of the organization; this initiative will be achieved by the completion date of March 31, 2020. The next initiative to develop a strategic marketing plan for the organization has been completed and presented to Senior Management and the College Council. This was completed within Ms. Hunter's first 90 days within the organization and informed by observations, areas of opportunity for us to harness, and increasing domestic enrolment in particular.

Executive Director Cam McEachern shared that following the last Board meeting, we hired an Interim Manager of Indigenous Services and Initiatives, Mr. Johnny Walker. Working together, they have identified outstanding business plan initiatives to determine what can be done to achieve an important threshold of completion by end of year. Mr. McEachern is confident we will have concepts in place that will allow us to move forward and operationalize initiatives after March 31st. Examples of projects underway include the Circle of Care initiative and indigenizing graduations with a graduation stole designed to include an Indigenous element, a sample of which he expects will be ready to be shared with NCICE at their next meeting.

7.6 Reports from Board Advisory Committee Representatives

Noted.

7.7 Board Member Community-Related Updates

Chair Pirie reported on a recent meeting he had with the mayors of Kirkland Lake and Haileybury where all were in agreement about their desire for the continued growth and success of Northern College campuses in their respective communities.

The 19th Annual Powwow, will be held March 28 and 29, 2020 at the Timmins Campus; a poster on this event was included in the Board package.

7.8 Board Education Session: New Program Development

At the September Board Retreat, New Program Development was identified as a future Board education topic. V.P. Penner provided a high level overview of the new program development process which, from idea generation to offering the program is typically a 2-year process for Ministry funded programs. Where funding approval is not required, the process can be shorter. The presentation is saved in the Presentations folder on the Board portal.

Chair Pirie left the meeting due to other commitments. Governor Rizzuto accepted to assume the Chair for the rest of the meeting.

8. MOVE TO IN-CAMERA MEETING

Moved by: L. Kozak

Seconded by: J. Molyneaux

THAT the Board of Governors move in-camera at 3:38 p.m.

Motion

31-03-20

Carried

9. REPORT FROM IN-CAMERA MEETING

Moved by: J. Molyneaux Motion
Seconded by: S. le Roux 32-03-20
THAT the Board resume the open session at 4:10 p.m.;
AND THAT matters discussed proceed as presented.

Pures Renewal Agreement

Moved by: P. McConnell
Seconded by: D. Walsh
THAT the Board of Governors approve the revised renewal agreement with Pures College of Technology, for a 10-year term, and the revenue and cost sharing arrangements contained within the agreement.

Interim Board Survey

Moved by: G. Waghorn
Seconded by: S. le Roux
THAT the Board of Governors receive the 2020 Interim Board of Governors' Survey Report and that an interim survey be instituted on an annual basis.

Carried

10. NEXT MEETING

10.1 Date and Location:

Wednesday, May 13, 2020 – Haileybury Campus
11:30 a.m. – Meet & Greet with Students & Staff
12:30 p.m. Lunch provided
1:00 p.m. General Session followed by Committee of the Whole

10.2 Future Agenda Items

Noted.

10.3 Presentation of Good Governance Certificates

Governor Rizzuto presented Good Governance certificates to Governors Mahi Fahimian, Sarah le Roux and John Harrington. Governors Cathy Ellis and Gail Waghorn received Advanced Good Governance certificates.

11. ADJOURNMENT

Moved by: L. Kozak Motion
Seconded by: G. Waghorn 33-03-20
THAT the meeting be adjourned.
Time noted at 4:12 p.m. Carried

P. Fortier,
Executive Assistant to the Board